Lynn PR-Question 1.2.3

Please provide full details of how your organisation will deliver the services detailed in Schedule 1 and Schedule 1A of the Model Framework Agreement. Within your response please detail how you will draw on your communications research, social marketing research and behaviour change expertise. Your response should pay particular attention to the following points:

• Understanding and interpretation of the purpose, specific objectives and scope of the requirement;
• How robust methodology/project plans will be produced and delivered;
• Methodologies of relevance that you will use, including to reach seldom heard audiences;
• Audience segmentation techniques you will use;
• How you will achieve high quality delivery across all stages of a project (from set-up to reporting including liaison with relevant stakeholders);
• How you will add value to your delivery of communications and social marketing research;
• How you will ensure reporting is concise, but tells the story of the data, and delivers real audience insights;
• How you will meet the tight timescales that are sometimes required (eg. during an unpredictable period such as the Covid-19 pandemic);
• How risks will be identified and mitigating actions put in place.
• Where applicable, include use of subcontractors, their contribution to delivery and how you will manage and monitor them.

Lynn PR is one of the UK's leading behavioural science communications agencies – delivering best in class, behaviourally-informed, creative campaigns that deliver tangible results. Our offering is unique and sector-leading and is developed to deliver on outcomes, not outputs.

At Lynn PR, we provide a truly end-to-end service – all our research, development and evaluation is undertaken in-house. We continually ensure that the communications we design are accessible and inclusive. Using the Equality Framework for Local Government, we identify barriers to access and engagement, paying special attention to how we communicate with those of different age, gender, disability, reassignment, race, religion and sexual orientation We pride ourselves on our application of academic behavioural science research to create creative campaigns that deliver real-world results – from improvements in vaccine take-up, to more improving engagement with residents on key issues, and improving training within motorcyclists in the UK:

· Our **Research and Insights** team provides traditional and behavioural science research including (but not limited to) qualitative (e.g. interviews, consultations, focus groups), quantitative (panel surveys and naturalistic surveys), behavioural surveys, barrier analysis (structural, informational, cognitive), behavioural diagnosis and intervention development. We also provide communications audits including competitor analysis, share of search, share of voice, gap analysis, website and referral analysis and more. We have [redacted] qualified staff who are used to implementing behavioural change management programmes. Undertaking primary research is crucial to any project we undertake and it is here that risks are identified. We are experienced in mapping, prioritising, segmenting and engaging with key stakeholders and run bespoke consultations at this stage to not only collect local insight but so they are engaged with the project from initiation. We are a dynamic business and have a flat structure which means we can mobilise quickly and meet tight deadlines. We have evidenced this through our work with multiple public sector bodies (with a focus on public health) during the pandemic and delivering research-driven programmes at pace. We are highly experienced in reaching seldom-heard groups from BAME communities CYP, to a current project where we are researching and engaging with at-risk patients of HIV. For example, our multi-award-winning mental health campaign #FreeYourMind generated

[redacted]% engagement from BAME residents across [redacted] from a mean BAME population of [redacted]%.

· Our **Strategy and Campaigns** team provides the full mix of creative marketing without compromising on a strategic approach. These include stakeholder mapping, audience segmentation and prioritisation (using Mendelow's Matrix), creative concept development, messaging matrices, channel mix (using the PESO model), campaign and implementation planning, toolkits etc. We also provide video and film development, website development, media buying (TV, radio, print, OOH), influencer marketing, direct marketing and public engagement activities.

· Our **Behavioural Science** team provides experimentation via randomised controlled trials to ensure all creatives, content and calls to action are persuasive and move our audiences from intent to action.

Experimentation is embedded into all Lynn PR campaigns so we can provide data and behavioural insights direct from your target audiences – what works, what doesn't and crucially, why - before we activate campaigns. We find this approach provides our clients with much-needed confidence knowing our creative solutions will deliver outcomes and return on investment. We also provide [redacted]

· Our **Evaluation** team provides return on investment services including Post-Campaign Analyses, audience understanding/intent/belief analyses, user behaviour/conversion analyses, and demonstrating communications impact on organisational outcomes beyond reach, engagement and traffic.

· Our **Misinformation Cell** provides anti-mis/disinformation services including services to combat trolling, fake news, and helps teams with establishing a proactive, strategic approach to build trust with their digital communities. It was the first such Cell set up in the UK to provide communications and PR teams with anti-mis/disinformation strategic support and services.

Since our inception in October 2019, we have worked closely with the public sector to deliver campaigns that affect real change. Our consistent approach, where data, behavioural science and measurement drive creativity, has led us to deliver exceptional outcomes for our clients:

- [redacted] **increase in response rates** towards a tenant survey for a housing association, securing [redacted] responses (baseline 40), in [redacted] weeks

- [redacted] **increase in self-referrals** from residents accessing Improving Access to Psychological Therapies (IAPT) services for a Clinical Commissioning Group, in [redacted] weeks

- [redacted] **increase in response to a key call to action** for staff at a complex public sector organisation, in just [redacted] months compared to the previous [redacted] months

- [redacted] **% improvement in COVID-19 vaccination rates** for key audiences for an Integrated Care System, in [redacted] weeks; as part of the same campaign, 10x higher engagement than industry average, resulting in a [redacted] **% improvement in first-dose vaccine take-up for 12-15 year olds in [redacted] weeks.**

- Via our Misinformation Cell, reported a [redacted]**% increase in positive sentiment towards vaccinations** within an online public health community, and a [redacted]% reduction in negative sentiment, in just [redacted] weeks

For example, working with the [redacted] since 2020, we have delivered a wide range of programmes and activities that have not only created tangible impact within the organisation and for their audiences, but which have been recognised within the PR and Communications industry for its innovative approach:

- Our pioneering behavioural science research into motorcyclists' behaviours and barriers to take-up for advanced training, where we investigated [redacted] segments across England, led to us winning, together, a **PRCA DARE Award and a PRCA Grand Prix Award for Best Use of Data & Analytics**

- Our experimentation and user research work for the [redacted] **resulted in a [redacted]% reduction in bounce rate to the campaign page with just one trial.** We are currently working with ROSPA to understanding novice bikers' behaviours, influences and barriers and how to motivate further training and qualifications within these audiences; and we are helping the Scotland team improve audience engagement with the [redacted]

<u>Across all channels, please find some recent examples of our work.</u>

[redacted]

[redacted]

[redacted]

Account management

Our comprehensive account management services are adapted to each client, optimising our ability to provide strategic and creative excellence, and effective and efficient end to end solutions. Throughout a project, we will work in partnership with, and as an extension of, our client's team. We believe this co-production helps team development and supports in introducing new and innovative ways of delivering strategic campaigns, e.g. using behavioural science to improve communications outcomes. Equally, we understand that different clients have different needs and preferred ways of working, so **our priority is to make the project experience as easy as possible for all involved.**

Through regular and responsive reporting, we ensure the client is always kept informed and that good governance is maintained at all times. We will appoint a single point of contact for each of our client accounts to efficiently manage the day-to-day interactions, establishing and maintaining clear lines of communication. This will be enhanced with regular senior leadership check-in meetings along with monitoring and evaluation dashboards and reports (the exact programme to be determined with the project stakeholders at Kickoff). Various members of the team will be available to attend in-person meetings at the client's offices when required, including [redacted].

Our process for managing issues is transparent and proactive. We will provide regular RAG status updates throughout the project and flag any issues that may affect delivery, especially if these are timeline or budget related. At the Kickoff of each project, along with the agreement of roles and responsibilities and sign off procedures etc., an escalation matrix will be defined and a risk register identified. Additionally, the client has direct access throughout the duration of the project to a member of the senior leadership team who will be appointed to their account.

We will agree a delivery roadmap with the client and other stakeholders (including agency partners) at the beginning of each project. We periodically review this roadmap throughout the project journey, adapting in response to the continuous updates and changes that projects are expected to be subject to. We use [redacted] to project manage all accounts and tasks are reviewed on a daily basis. This ensures that we leave no room for human error, and all our projects are delivered on time and within budget. We complete 360 degree surveys with our clients on completion of projects so we can continue evolving as a business.

(1860 words)

Lynn PR-Question 1.2.4

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

• how you will ensure staff are trained and developed in order to keep up to date with a Framework Public Body's organisation and culture, with best practice, market developments and emerging technologies, so as to provide a current and innovative service to Framework Public Bodies; and
• proposals to monitor and improve your on-going levels of service e.g. customer liaison/ satisfaction surveys and how this information will be fed into the continuous improvement process.

Tenderers who fail to achieve a moderated average mark of "50.000%" or more will not have their tender considered further or proceed to the Price/Quality ratio calculation.

We operate a continuous improvement model which ensures that we consistently monitor our levels of service. We do reviews [redacted] of every project and operate within relevant Frameworks parameters, flexing appropriately and according to the requirements of the project. Continuous improvement is part of our offering both on an organisational and individual level.

Lynn PR operate a [redacted] business plan with [redacted] Key Performance Indicators (KPIs). Quality assurance and ongoing improvement are embedded within the business plan with specific standards for financial management, client service, suppliers and talent.

Our continuous improvement business plan is developed by the CEO and a Non-Executive Director (NED) and is signed off by the Board. Progress against the plan is reviewed as follows:

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

Lynn PR processes and procedures are shared with every team member as part of their induction, as well as the specific quality standards relevant to them (client service etc.). Sign off and escalation processes are established and reviewed fortnightly at the individual's meetings with their manager to ensure compliance is being maintained.

We operate an honest and transparent work culture at Lynn PR. All staff are aware of business KPIs which are informally reviewed at the monthly staff meeting, as well as the quality policy to ensure it is fit-for-purpose based on the current context. Staff suggestions for process improvements are reviewed and agreed at the Senior Leadership Team meeting which has cross functional representation from across the business.

Lynn PR's founder and NEDs are Fellows of [redacted]. Continuous professional development is a key part of performance development at Lynn PR – staff are set annual goals as part of their professional development review and appropriate action plans are identified to support staff in

completing these. Lynn PR also invites some of the world's leading practitioners to provide bespoke team sessions to ensure our knowledge and application is best in class.

Lynn PR operates a practice of continuous evaluation improvement. Quality issues can be raised either by a client, member of staff, or supplier. A quality review is triggered either by the CEO or client team leader.

We also record all our work as best practice case studies which we -

i. share internally for professional development and learning;

ii. publish to hold ourselves accountable; exemplifying our transparent work ethic.

At the end of each project, we deliver a PCA (post campaign analysis) to each and every client. We also ask them to give us feedback via an anonymous customer satisfaction audit to ensure we are constantly improving our services and to allow us to facilitate 360 feedback with our employees. Lynn PR has developed a bespoke Equality, Diversity, Inclusion and Belonging policy, which has been co-created with all staff, and which adheres to industry best practice and informs our recruitment process. E&D is also embedded in our delivery.

(540 words)

Lynn PR-Question 1.2.5

Please provide details of how you will ensure that sufficient capacity exists at all times to deliver the Framework, including Framework transition and periods of high demand, and how you will ensure that there is a consistent level and appropriate quality of service provided to Framework Public Bodies, regardless of spend or geographical spread across Scotland.

At Lynn PR, we are committed to ensuring quality standards and deliverables are met at all times. Each project has a designated account team assigned to it to enable key stakeholders on the client side to build relationships with a named individual. Capacity planning is undertaken at the start of the project with each client and we have a contingency budget factored into our programmes should the need arise for unforeseen activities.

Lynn PR's approach brings together diverse perspectives and expertise to ensure the most creative thinking, effective use of resources and impactful outcomes for our clients. We create bespoke teams in response to each project, handpicking relevant talent and experience to deliver results.

Our remote-first agency model includes a global roster of expert associates and specialist senior consultants - academics and behavioural scientists to subject-matter experts and industry leaders - who complement our core in-house team. During periods of high demand, or where quick turnaround or specialist skills are required, we can quickly draw from our roster to ensure a consistent level of quality is provided and there is minimal disruption to the project and our client.

It is important for us to create teams that are representative of the audiences we are speaking to. Our project teams bring significant experience in working with diverse audiences - both internal and external - and extensive expertise communicating with seldom-heard groups.

When needed, we also partner with specialist agencies e.g. to support media buying services. This access to such a breadth and depth of expertise, all managed and quality assured by Lynn PR, is unique and value for money.

It also means we know how to manage the supply chain. This agile model allows us to flex resources quickly and effectively to accommodate specific technical/in-market and geographical needs of our clients and specific projects.

We have a stringent verification process for specialists who work with us as associates, or third-party suppliers and tool vendors who are contracted on a project-basis, and they are always seen as an extension of our organisation and adhere to and abide by our working principles. This means, the experience for our clients is seamless and every activity is quality assured by Lynn PR.

All associates sign an agreement ahead of their work at Lynn PR which includes terms of engagement and our quality policy. These agreements are countersigned by the CEO. Subcontractors are required to follow our quality assurance processes, which are reviewed at regular project meetings. Subcontractors are subject to continuous evaluation as set out above.

All work is reviewed and approved by a member of the SLT before being shared with the client. This consistent approach means our clients receive the highest quality strategic delivery to ensure organisational goals are being met.

(458 words)

Lynn PR-Question 1.2.6

Where a Framework Public Body has an urgent or emergency requirement, please provide, in detail, your structure for accommodating unforeseen requirements of this nature and your proposed formal processes to initiate such activity under each situation.

At Lynn PR, we have been working in an emergency situation through the pandemic - supporting multiple NHS, local authorities and local resilience forums to deliver communications during the COVID-19 crisis. We have significant experience in responding to emergency situations and reacting to unfolding events and changes:

- **Digital marketing out-of-hours** (weekend) at [redacted] notice to promote pop-up mass vaccination sites - included designing creative assets, setting up geo-targeted segments, creating and implementing multiple ads, monitoring and responding to platform reviews e.g. Facebook, and continually monitoring to ensure attendance quotas at these sites had been fulfilled.
- **Last minute changes to campaign key messages and assets** to account for policy changes across England, Scotland and Wales - for example, we are producing a series of COVID-19 protective behaviours videos targeted at young people for a client in England. We had finalised the script and storyboard when the policy change regarding social distancing and hugging was announced. We needed to immediately review and revise our approach and rework the creative approach to ensure they were in line with recent policy and future-proofed.
- **Adapting campaign assets whilst activated** to accommodate for latest policy as well as national and local context, [redacted] news to ensure hesitancy is not observed across our COVID-19 vaccine campaigns.

Our emergency and disaster planning involves a coordinated, co-operative process of preparing to match urgent needs with available resources. The phases are research, writing, dissemination, testing, and updating. We believe an emergency plan needs to be a living document that is periodically adapted to changing circumstances and that provides a guide to the protocols, procedures, and division of responsibilities in emergency response.

Our plans exist in a nested hierarchy that extends from local emergency response (the most fundamental level), through the regional tiers of government, to the national and international levels. Our emergency planning is there to maintain business continuity whilst managing the crisis, and to guide recovery and reconstruction effectively.

We will appoint a single point of contact to efficiently manage the day-to-day interactions, establishing and maintaining clear lines of communication. This will be enhanced with regular senior leadership check-in meetings along with monitoring and evaluation dashboards and reports (the exact programme to be determined with the project stakeholders at Kickoff). Various members of the team will be available to attend in-person meetings at the client's offices when required, including [redacted]. At the Kickoff of each project, along with the agreement of roles and responsibilities and sign off procedures etc., an escalation matrix will be defined and a risk register identified. Additionally, the client has direct access throughout the duration of the project to

a member of the Senior Leadership Team who will be appointed to their account. This includes out-of-hours contact in the event of an emergency.

Our core team includes professionals with significant experience in managing and mitigating corporate crises and coordinating international responses, including both media management and internal organisational protocols and processes.

The crisis leads oversee, along with the CEO**, the crisis management planning and preparedness of the agency and its clients** and the formal plan devised to cover items like: a centralised team to lead on a crisis response; a list of whom to notify; an approach to managing media relations, including a proactive social media strategy; a strategy for notifying employees; a crisis headquarters location and redundancy plans; prioritisation of the constituents most affected and strategy for communication, including the information they most need, communication objectives and channel selection.

Such a plan will be put in place with each client at the Kickoff of each campaign to ensure that a structured and agreed framework is available to inform and guide all stakeholders in a crisis situation.

As part of the Kickoff, **we will also facilitate a brainstorming session to assess and analyse any 'predictable surprises'** and embed a system for ongoing assessment of campaign risk, to understand the vulnerabilities and flag any issues early on.

As an agency **we are committed to a process for managing issues that is transparent and proactive**. We will provide regular RAG status updates throughout the project and flag any issues that may affect delivery, especially if these are timeline or budget related, as well as update on any changes to the campaign risk register. In the event of any crisis situation impacting a campaign, Lynn PR will work to:

- gain control of the situation
- collect information to support accurate decision making
- centralise the response
- communicate early and often with all its constituents, and ensure those communications will be clear, consistent and accurate.

(765 words)

Lynn PR-Question 1.3.2

Account Management - Please provide a detailed breakdown of your proposed Account Management delivery

Tenderers who fail to achieve a moderated average mark of "50.000%" or more will not have their tender considered further or proceed to the Price/Quality ratio calculation.

Our comprehensive account management services are adapted to each client, optimising our ability to provide strategic and creative excellence and provide effective and efficient end to end solutions. Throughout a project, we will work in partnership with, and as an extension of, our client's team. We believe this co-production helps team development and supports in introducing new and innovative ways of delivering strategic campaigns, e.g. using behavioural science to improve communications outcomes. Equally, we understand that different clients have different needs and preferred ways of working, so our priority is to make the project experience as easy as possible for all involved. Through regular and responsive reporting, we will ensure the client is always kept informed and that good governance is maintained at all times. We will appoint a single point of contact to efficiently manage the day-to-day interactions, establishing and maintaining clear lines of communication. This will be enhanced with regular senior leadership check-in meetings as well as monitoring and evaluation dashboards and reports (the exact programme to be determined with the project stakeholders at Kickoff). Various members of the team will be available to attend in-person meetings at the client's offices when required, including [redacted].

Our process for managing issues is transparent and proactive. We will provide regular RAG status updates throughout the project and flag any issues that may affect delivery, especially if these are timeline or budget related. At the Kickoff of each project an escalation matrix will be defined, and a risk register identified. Additionally, the client has direct access throughout the duration of the project to a member of the senior leadership team who will be appointed to their account.

Lynn PR's account management approach is to bring together diverse perspectives and expertise to ensure the most creative thinking, effective use of resources and impactful outcomes for our clients. It is important for us to create teams that are representative of the audiences we are speaking to. Our project teams bring significant experience in working with diverse audiences - both internal and external - and extensive international expertise to the table. [redacted] is from India with experience in Singapore and Thailand, and Lynn PR combined global experience spans EMEA, as well as China, HGK, Taiwan, Japan, Korea, Turkey, South Africa & the USA. Our international perspective reflects our lived experiences, so we can create globally applicable outputs.

Our remote-first agency model includes a global roster of expert associates and specialist senior consultants - academics and behavioural scientists to subject-matter experts and industry leaders - who complement our core in-house team. The access to such a breadth and depth of expertise, all managed and quality assured by Lynn PR, is unique and value for money. It also means we know how to manage the supply chain. This agile model allows us to flex resources quickly and effectively to accommodate specific technical/in-market and geographical needs of our clients and specific projects.

We create bespoke teams in response to each project, handpicking relevant talent and experience to deliver results. We ensure that all projects remain aligned to client priorities; planned to best practice standards; focused on audience insights; evaluated to demonstrate value and inform future campaigns; and integrated with all other involved stakeholder deliverables. We only use best-practice frameworks in our strategy development, implementation, and evaluation, e.g. [redacted] framework,

[redacted] We will leverage our domestic and international connections to establish, contract and manage the right team at the right stage of the campaign lifecycle, orchestrating different partners (either through CCS Framework partners, or our own network, affiliates, associates and advisors) to deliver the most effective and cost-effective solutions.

As a start-up agency, we have scaled quickly over the pandemic and continue to grow. This means we are constantly adding resources and expanding specialist teams. Working closely with the NHS and local authorities over the course of COVID-19, we are experienced in adapting to changing requirements. For example, for one of our NHS clients, we provided urgent out of hours services over a weekend with [redacted] hours' notice.

We will agree the delivery roadmap with the client and other stakeholders (including agency partners) at the beginning of each project. We will also periodically review the roadmap throughout the project journey, adapting in response to the continuous updates and changes that the project is expected to be subjected to. We use [redacted] to project manage all accounts and tasks are reviewed on a daily basis. This ensures that we leave no room for human error, and all our projects are delivered on time and within budget.

Our dedicated account management is designed to ensure [redacted] is optimised so campaigns are geared to succeed. We will provide regular reports and management information according to client needs. For example, for our [redacted] we attended weekly project team meetings, provided weekly status updates and milestone reports, and weekly progress reports for Gold command. Our CEO presented campaign progress and success to executive board members on a regular basis and attended partnership meetings e.g. with local authorities and public health teams during the campaign lifecycle.

We have a core team of [redacted] but we are growing all the time. We have a range of skillsets and we would match the capabilities of the team members to the requirement of the project. Your dedicated team would include:

(906 word count)

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

Lynn PR-Question 1.3.3

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

• details of all tools and processes to track and report on progress of tasks and how you keep abreast of the latest tools and technologies in the sector;

• details of the management reporting arrangements employed to monitor tasks;

• details of how these outputs will contribute to the management of risk and inform future activities; and

• details of formal methods/process for identifying and addressing errors including how and at what stage the Framework Public Body is informed.

Tenderers who fail to achieve a moderated average mark of "50.000%" or more will not have their tender considered further or proceed to the Price/Quality ratio calculation.

Working in public health and COVID-19 communications for the NHS over the past two years, we are experienced in adapting and providing flexibility in response to changes in the external environment to ensure we are still delivering and providing value for money for clients.

We ensure ongoing confidentiality, integrity, availability and resilience of processing systems and services and will keep abreast of any changes in legislation and governance for public sector clients local to Scotland. At Lynn PR, our business process is supportive towards our clients; once we have initiated work, we will set up a workflow project plan that both parties have visibility of and is a live, working document that forms the basis of weekly client meetings. This helps us identify if the project is on track, any delays or bottlenecks, allows for revisions to timelines, extensions, additional work tasks that might need agreeing to etc.

From a management reporting perspective, we undertake regular status reports that serve to inform where the project is at, at any given point.

Lynn PR client services teams are built to be resilient with multiple points of contact and support. This provides resilience in the event of both an IT failure and sickness. Each account has multiple team members assigned to it with oversight from a Senior Leadership Team member. All staff members have access to a laptop computer and mobile device. If either of these fail, they can be replaced within [redacted].

Staff members connect to IT services via domestic broadband. They can also tether via their mobile phone provider. Lynn PR expects all staff members to have access to a backup internet connection in the event of the failure of both these systems.

As a remote-first agency, working from home is the norm at Lynn PR. Client team leaders are responsible for planning and setting deadlines for projects, working in partnership with clients and in

line with client expectations. At KickOff, all clients are provided with a project critical path, escalation matrix and risk register. Our regular reports are RAG coded so the client is continuously kept up-to-date with where the project is and if there is any impact on delivery, timescales or budget. All clients have a direct line to a dedicated account manager, and a Senior Leadership Team member assigned to that account who can also be reached out-of-hours for any emergencies.

Lynn PR's founder and CEO, who is a Fellow of [redacted] provides training on specific areas of practice related to strategic communications and behavioural science. This ensures that all work from Lynn PR is at the cutting-edge of practice and uses the most relevant frameworks to deliver value for money. All staff are members of [redacted] and we use these organisations to address any specific training gaps.

Lynn PR clients have the option of accessing a password-protected account space where they can access all relevant files and documents (using our cloud services), as well as securely submit data and other information. Lynn PR also use other software to suit different needs and offer clients the option of joining:

- a Microsoft Teams board for the project duration

- A [redacted] project plan outline with RAG functionality and timelines
- a [redacted] workspace for the project duration

Depending on client preference, all project-related communications can be issued on these systems.

Lynn PR recommends the use of [redacted] to generate and manage passwords. This supports complex randomised passwords and two-factor authentication.

(577 words)

Lynn PR-Question 1.3.4

Please find instructions attached. Tenderers are required to answer the question contained in the attachment.

Tenderers are required to demonstrate their organisation's approach to information security and the controls that are in place, to protect the data shared with them, and to ensure continuity of the service offered, by providing a brief statement for each of the Objectives.

The protection and privacy of the personal data of data subjects as laid out by UK-GDPR (Data Protection Act 2018) is embedded within our organisation.

At Lynn PR, we utilise an established cloud file storage service to store and hold all sensitive information including information collected on data subjects. The service provider meets all the requirements of internationally recognised standards such as [redacted] and others. Data Centres are UK-based. User audit tracking and SSL/TLS connectivity are fully enabled. With our service provider meeting the highest standard of industry practice criteria, we can ensure ongoing confidentiality, integrity, availability and resilience of processing systems and services. All business computers are encrypted, and virus protected, however, all data and confidential files must only be stored in our cloud file storage.

The 8 fundamental subject rights of individuals are respected. Individuals can contact Lynn PR to request any and all where it does not contravene Public Task or a higher authority. By adhering to the 8 principles, we comply with the rights of data subjects in respect of receiving privacy information, and access, rectification, deletion, and portability of personal data.

The protection of data subjects is first and foremost managed through enforcing the rights to hold such data. This will be through informed explicit consent of the data subject or evidenced proof of either Public Task or Legitimate Interest of the client organisation. Informed explicit consent will be date and channel tracked, cross reference will be held of what consent statement was used, when consent was given, and any Privacy Statement that was referenced at the point of consent.

It is not envisaged that personal data will be transferred outside of the UK will be necessary. Should it not be possible to keep the processing of data within the UK, a risk assessment into the adequacy of the recipient country with be carried. This risk assessment will inform us of the appropriate safeguarding to implement before transfer.

Data processing activities will be limited to the purpose that the data was collected with reference to the Privacy Statement associated with the data collection. Any processing activity will be fully documented and auditable. If necessary, and where the processing was not against the entire data set, individual data subjects will have activity logged. For processing against the entire data set, a documented audit trail of activities will be created.

At Lynn PR, we carry out regular reviews of the process and procedures to ensure compliance and relevance in protecting the rights of data subject. We are registered with the ICO and adhere to the guidance. Our policy and procedures are reviewed biannually by an external consultant to ensure we remain protecting the confidentiality, integrity, availability and resilience of our systems and procedures.

Lynn PR has been independently audited by a licenced Cyber Essentials Auditor and achieved Cyber Essentials Certification, demonstrating we meet the technical requirements prescribed by the Cyber

Essentials Scheme. Lynn PR [redacted] and expect to have achieved [redacted] can be supplied when achieved.

(520 words)

Lynn PR-Question 1.4.2

Please describe and demonstrate how you will commit to adopting Fair Work First for workers (including any agency or sub-contractor workers) engaged in the delivery of this contract. This should include current and planned actions that show how you will embed these practices during the lifetime of this contract.

Answers should include tangible and measurable examples and should also describe how you will report on, and demonstrate progress, to the contracting authority during the lifetime of the contract.

Good answers will reassure evaluators that your company is committed to adopting Fair Work First and to progressing towards wider fair work practices set out in the Fair Work Framework for the workers engaged in the delivery of this contract and those in the supply chain working on this contract. Answers need not be constrained to, or be reflective of, any examples given alongside this question.

We currently offer a Fair Work First criteria and this is a living document that was updated [redacted] to reflect the changes to the policy. At Lynn PR specifically:

1. We have an appropriate channel for effective employee voice

- We involve our employees in every project and operate a transparent workplace
- We recognise individuals across all employee groups and encourage membership of relevant bodies to support and further their careers
- We provide 'Learning Zone' time every month to support regular personal development, training and upskilling for every employee
- We engage in constructive dialogue with our employees on a monthly and basis to address workplace issues and any disputes
- Employees are offered supportive contact with an independent HR practitioner should they need it
- We have measures in place to support employees in the workplace and have zero tolerance of bullying and other forms of abuse and harassment.
- We have developed a bespoke Equality, Diversity, Inclusion and Belonging Policy that has been co-created with all employees

2. We invest in workforce development

- We are members of [redacted] and encourage membership of [redacted]. The business pays for all relevant membership for employees.
- We provide learning and professional development opportunities for employees at all levels in the organisation
- We are committed to providing apprenticeships and other opportunities for young people through the Workforce Youth Investment fund and other government initiatives and recruited [redacted]
- We are working towards accreditation with Investors in Young People
- Formal and informal learning is offered and encouraged across the workforce, relating to specific roles as well as wider development

3. We do not use zero hours contracts

- Supply and casual contracts are only used when necessary and workers on these contracts are not obliged to accept work when this is offered
- We do not use supply and casual contracts to fill longer term vacancies
- We have a clear policy allowing workers to move from a supply/casual contract to a temporary contract where a longer-term need for the work has been identified

4. We take action to tackle the gender pay gap and create a more diverse and inclusive workplace

- Our equality outcomes support a number of actions to ensure we continue to understand any perceived barriers to employment with Lynn PR and address these
- We gather data to understand our workforce diversity and pay gap information
- We support flexible working across our business and proactively promote flexibility to support parents and carers.
- We are a Carer Positive employer
- We recognise our role as a Corporate Parent and support Care Experienced Young people into employment

5. We commit to paying the Real Living Wage

6. We offer flexible and family friendly working practices for all employees

7. We oppose the use of fire and rehire practices

From a HR perspective and to support our Fair Work First policy as summarised above, we have a Kickstart candidate who works part time hours due to having carer responsibilities. We also offer flexibility for parents to enable them to be there for their families, e.g. school pick up and drop off times. All our salaries are transparent and they have dedicated bands that we use both internally and externally and there is no difference between a male or female doing the same job.

If the project needs a specialist or as per 1.5.2 we want locals who know the demography and specificity of the area, we will offer the market rate for that role and will sub contract to SMEs in the local community to gain that localised knowledge and insight.

Our Fair Work practices are monitored at Board level to ensure they are embedded across the organisation to uphold and support our culture and ethos of fairness and integrity. All staff are valued and heard. We have quarterly reviews and forums where the CEO and Founder will engage with every employee to give them the opportunity to input into the decisions and policies of the business. We are built from the grassroots up and our team frequently interface with clients to facilitate our research that informs projects we undertake. We have a flat management structure so there is no hierarchy. Everyone is valued.

Fair Work practice is part of our onboarding process and its principles are included in our staff handbook- policy, practice and process e.g. flexible working policy; independent HR consultant access. We have a supportive culture and open door policy to the CEO and we offer support during sickness, phased return to work and external counselling support in circumstances of family illness, death or divorce. We have no employees on zero hours contracts and offer secure and flexible employment contracts across part time/full time hours.

We actively encourage young talent and have a board level commitment to take on interns and apprenticeships within the business. We would look to work with Skills Development Scotland for a behavioural science apprenticeship in conjunction with the education facilities offering this type of course. A monthly internal rewards scheme (GEM) for those Going the Extra Mile is being launched to recognise employees that go above and beyond to provide positive outcomes to both internal and external customers. We have a group wide plan for fairness, diversity and inclusion that has been written by our employees. This is reviewed annually and has recently been extended to include unseen disabilities such as epilepsy, dyslexia, dyspraxia to ensure that neurodiversity issues do not restrict any individual from working with Lynn PR. Where there is an unseen disability, we have a buddy system so that someone will check their written work to support and empower them to develop their skills in this area. We believe that any weakness can be an opportunity to develop yourself and upskill.

(998 words)

Lynn PR-Question 1.5.1

Sustainability - Tenderers must confirm that, where appropriate, they will support the Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the services required.

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 and any steps you will take whilst delivering under this Framework to engage with and provide opportunities to the local Community, SMEs and Supported Businesses.

The principles in our CSR policy are applied to Lynn PR and its employees and associates and cover the following aspects:

Human rights

We respect basic human rights and do not support the violation of human rights.

Our employees

We respect the diversity, personality and individuality of our employees. We make sure opportunities for employment and secure a safe and comfortable work circumstances. We value our employees and celebrate our differences. We are inclusive and offer equal opportunities.

Environmental issues

As a remote-first agency, we strive to prevent pollution, effectively use limited resources, preserve and restore the natural environment.

Integrity/Compliance

We compete fairly, openly and freely and act in accordance with fair business, and do not engage in any unethical (unlawful) act whatsoever. We comply with the laws and regulations (and other items agreed upon), nationally and internationally.

Clients

We strive to deliver and provide products and services that are safe, friendly to the environment, and beneficial to our society and our clients.

Community

Always bearing in mind that we are members of society, we participate in community activities firmly and strive to maintain orderliness and safety of our local communities.

GDPR/Protection of information

We ensure the protection of corporate information assets and personal information.

Risk control

We evaluate the results of our business regularly so that new risks can be detected at an early stage and strive to eliminate such risks.

Management resources

We strive to appropriately distribute management resources, the source of our corporate activities, and to generate profits.

Education

We proactively support professional development and training and continue to provide education to all our employees to upskill them and support our CSR policy of continuous improvement for every individual.

Our Environmental policy is embedded within the business and part of our on-boarding process. Sustainability, CSR and environmental issues are core to our values and principles.

At present, Lynn PR has seventeen staff members who work from home offices around the UK in a virtual network. A large proportion of our work is undertaken online, however there are times when travel to client sites are necessary.

Climate change is real and it is directly influenced by human activity. It requires changes not only from those in positions of power and wealth, but also from the ground up.

Lynn PR is fully committed to minimising any negative environmental impacts that arise from our operations and to maximise all opportunities for us to have a positive environmental impact. We will operate in compliance with all relevant environmental legislation and we will strive to use pollution prevention and environmental best practices in all we do. Furthermore, we will strive to make environmental discussion a key and natural part of our operations, communicating with both our staff and our clients about ways that we can improve.

We recognise the role that our business has to play in the protection of the environment in which we live, and also the impact that our operations can have. We positively encourage minimising printing, car sharing to client meetings, using public transport (i.e. trains). With the equipment we provide, we seek to use low energy laptops and phones in our workspaces with low carbon footprints.

At Lynn PR, we endeavour to:

1.) Make environmental concerns a key part of our daily decision making.

2.) Communicate effectively our environmental commitment to clients and partners, seeking to engage them on these issues.

3.) Minimise our waste and reuse and recycle as much as possible.

4.) Minimise our own travel and look for ways to reduce the environmental impact or carbon offset that impact when travel is unavoidable.

5.) Minimise energy and water use in our workspaces.

6.) Aim to only purchase products and services that do the least damage to the environment.

7.) Seek to engage with leading environmental campaigns and work with third-parties that have positive environmental policies and portfolios.

8.) Train, educate and inform our employees about any environmental issues that may affect their work.

As a small team of remote workers, we are all responsible for enacting these changes in our day to day routines and in our workspaces. Our policy will be reviewed annually and updated in line with current best-practices and advice from leading environmental organisations.

Lynn PR-Question 1.5.2

Community Benefits

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. 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:

• targeted recruitment & and 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.

Tenderers should provide details of their proposals to support Scottish Procurement to meet SG overall community benefits policy through this Framework Agreement.

Lynn PR is a socially responsible community focused business, and our CEO is one of [redacted] senior communications and PR leaders from ethnically diverse backgrounds in the UK. Supporting inclusion is core to who we are, and we are committed to attracting, retaining, and nurturing diverse talent. It is important to us to ensure we create and maintain a positive work environment, deliver work that speaks to diverse audiences - reaching seldom-heard audiences is our specialism - and positively influence our suppliers and partners.

A lot of the work we are commissioned to undertake targets increased awareness and behaviour change in the areas of Mental Health and Wellbeing, and Diversity and Inclusion. Cognisant of the increased impact of COVID-19 on mental health, especially within certain at-risk groups, we analysed the situation and created a briefing paper, which maps the challenges, requirements, and solutions for addressing increased mental health issues in the UK population often in specific communities (i.e. Minority groups, BAME demographics, specific geographies) specifically using models of strategic communications, data, and behavioural science.

This commitment extends to our workforce and those we work with, clients and suppliers, as well as the wider PR industry.

From a community benefit perspective, and in line with the Procurement Reform (Scotland) Act 2014, where possible we source any specialist workforce locally to support the community and local SMEs.

Despite being a startup, we are one of the first cohort of UK agencies signed up to [redacted] and have placed [redacted] - a Digital Marketing Trainee and a Campaigns & PR Trainee.

Fair Start Scotland is on our radar too and as our portfolio in Scotland grows, we intend to be a part of this initiative along with our Scottish workforce.

Investment in local communities and ensuring employability is fostered locally is a priority for us at Lynn PR. We aim to set up training opportunities for students from the Scottish universities and establish relationships with relevant course directors to increase employability skills within the Scottish student community. We have successfully done so in [redacted], with placements, internships and full-time employment to [redacted]. Our CEO [redacted] and provides training and webinars/forums to upskill students in this field across the UK. Specifically, she is a guest lecturer on Socially Mobile - the non-profit PR school founded to deliver training to those from lower socio-economic backgrounds, as well as under-represented and under-served groups including black, Asian and ethnic minority practitioners, the LGBTQ+ community, women returners and those with disabilities.

Depending on the projects that may arise from being successful in this procurement process, we would bolster our associate network with further Scottish representation to ensure all the work we take on in-country is relevant to our audiences. They would work in partnership with Lynn PR employees, including those based in Scotland who would be key contacts on this Framework.

For the Kickstart programme, which is also operative in Scotland, we have offered two such placements as mentioned above, in Wales. The first two successful candidates rotated across various teams in the business to gain a holistic understanding of working in a communications agency, therefore increasing their employability. They also benefited from being mentored by the Senior Leadership Team, as well as professional development resources via the PRCA including webinars, conferences and training. They became a member of the PRCA and had an opportunity to shadow different teams within the business e.g. creative, campaigns, digital. One of our trainees has since completed her Kickstart programme and has now joined Lynn PR as a full-time member of staff.

In addition, Lynn PR provides dedicated support on CV development, application writing, interview training, and more to apprentices/placement students and interns alike.

At Lynn PR we are proud of our differences and we all take responsibility to build a culture of equity, diversity, inclusion and belonging across our team, clients and suppliers.

We don't believe in performative measures. We work smart, take care of our team and have fun to ensure the success of our organisation. We are committed to cultivate an environment of psychological safety for everyone to thrive, regardless of their race, religion, disability, socio-economic background, mental ability, sexuality, gender and/or age.

We foster a deep sense of pride and belonging where each colleague can be themselves and in addition, feel safe to voice opinions, thoughts or ideas, without judgement in a collaborative space.

It’s important for our team to have a genuine sense of inclusion so we can provide solutions that deliver intrinsic human value.

We are not only an innovative agency pushing the boundaries of strategic communications, we deeply care about building capability within the PR and Communications industry, specifically in behavioural science and mis/disinformation strategies. Our free webinars are attended by practitioners across the UK, including those in Scotland. Similarly, we invest in our team and every Lynn PR employee receives 5 hours per month to dedicate to their own professional development - both as an individual and as a team. Every employee also has access to [redacted] and its suite of training courses to upskill themselves in various aspects of market research, PR and Communications. We also [redacted] and we are currently engaged in a programme with [redacted]

(913 words)

Response-1.61

[redacted]

LOT 5 - MARKET RESEARCH

STAFF ROLE	UNIT	VOLUME OF HOURS PER STAFF ROLE (for evaluation purposes only)	HOURLY RATE PER STAFF ROLE excluding VAT £	TOTAL PRICE PER STAFF ROLE excluding VAT £	Comments
Director	Price Per Hour	1777	REDACTED	REDACTED	
Account Director	Price Per Hour	358	REDACTED	REDACTED	
Research Director	Price Per Hour	2051	REDACTED	REDACTED	
Account Manager	Price Per Hour	10	REDACTED	REDACTED	
Project Manager	Price Per Hour	10	REDACTED	REDACTED	
Account Executive	Price Per Hour	10	REDACTED	REDACTED	
Senior Account Manager	Price Per Hour	3248	REDACTED	REDACTED	
Board Director	Price Per Hour	1690	REDACTED	REDACTED	
Technical Director	Price Per Hour	150	REDACTED	REDACTED	
Qualitative					
Senior Research Executive	Price Per Hour	328	REDACTED	REDACTED	
Research Executive	Price Per Hour	53	REDACTED	REDACTED	
Telephone Executive	Price Per Hour	10	REDACTED	REDACTED	
Field Interviewers	Price Per Hour	10	REDACTED	REDACTED	
Consultant	Price Per Hour	10	REDACTED	REDACTED	
Research Manager	Price Per Hour	638	REDACTED	REDACTED	
Online Scriptors	Price Per Hour	10	REDACTED	REDACTED	
Data Analyst	Price Per Hour	10	REDACTED	REDACTED	
Data Processor	Price Per Hour	10	REDACTED	REDACTED	
Online Interviewers	Price Per Hour	10	REDACTED	REDACTED	
Quantative					
Senior Research Executive	Price Per Hour	5513	REDACTED	REDACTED	
Research Executive	Price Per Hour	184	REDACTED	REDACTED	
Telephone Interviewers	Price Per Hour	20644	REDACTED	REDACTED	
Field Interviewers	Price Per Hour	1439	REDACTED	REDACTED	
Data Analyst	Price Per Hour	698	REDACTED	REDACTED	
Data Processor	Price Per Hour	977	REDACTED	REDACTED	
Consultant	Price Per Hour	10	REDACTED	REDACTED	
Research Manager	Price Per Hour	220	REDACTED	REDACTED	
Online Interviewers	Price Per Hour	10	REDACTED	REDACTED	
Field Manager	Price Per Hour	1301	REDACTED	REDACTED	
Segmentation					
Senior Consultant	Price Per Hour	10	REDACTED	REDACTED	
Senior Account Manager	Price Per Hour	10	REDACTED	REDACTED	
Data Processor	Price Per Hour	10	REDACTED	REDACTED	
Data Planner	Price Per Hour	10	REDACTED	REDACTED	
Database Administrator	Price Per Hour	10	REDACTED	REDACTED	
Project Manager	Price Per Hour	10	REDACTED	REDACTED	

TOTAL OVERALL PRICE	REDACTED

1.2.3. Please provide full details of how your organisation will deliver the services detailed in Schedule 1 and Schedule 1A of the Model Framework Agreement. Within your response please detail how you will draw on your communications research, social marketing research and behaviour change expertise. Your response should pay particular attention to the following points:

• Understanding and interpretation of the purpose, specific objectives and scope of the requirement;
• How robust methodology/project plans will be produced and delivered;
• Methodologies of relevance that you will use, including to reach seldom heard audiences;
• Audience segmentation techniques you will use;
• How you will achieve high quality delivery across all stages of a project (from set-up to reporting including liaison with relevant stakeholders);
• How you will add value to your delivery of communications and social marketing research;
• How you will ensure reporting is concise, but tells the story of the data, and delivers real audience insights;
• How you will meet the tight timescales that are sometimes required (eg. during an unpredictable period such as the Covid-19 pandemic);
• How risks will be identified and mitigating actions put in place.
• Where applicable, include use of subcontractors, their contribution to delivery and how you will manage and monitor them.

Weighting 65% (Word Count 2400)

Understanding the requirement

Progressive has been on the Framework since its inception in 2009, and has an excellent understanding of the variety of projects commissioned, differing needs of Partners, and how to meet these. Key requirements include:

- Delivering a consistently **high-quality service** to all Partners, irrespective of project size: our ISO accreditation ensures this, evidenced by client satisfaction results.

- **Meeting the needs of varied clients** working with differing organisational structures/policy contexts/audiences: the combined experience of staff, and the fact Progressive was established in 1985, provides unchallenged breadth of experience.

- **Addressing a wide range of policy areas:** our client list demonstrates our ability to cover all Scottish Government strategic objectives.

- Delivering **best practice/meeting industry standards**: Progressive is an [REDACTED], complying with [REDACTED].

- Providing a **broad range of research methods:** we offer the full range of traditional and innovative methods engaging business/stakeholder/consumer audiences nationwide.

- Offering tools/techniques to help **drive behaviour change**/evaluate campaigns: Progressive has contributed invaluable intelligence informing every stage of the behaviour change process, from campaign development to effectiveness measurement.

- **Capacity to meet client needs**, including [REDACTED].

- Offering **best value** for money: rates are discounted without compromise of service quality/senior input.

Examples demonstrating Progressive's capabilities to meet the brief's **specific requirements** include:

Market/consumer research

Progressive has delivered a wide range of Framework market research projects, e.g. [REDACTED].

B2B research

[REDACTED].

Secondary/desk research

Progressive uses key online/offline sources, including [REDACTED].

Marketing evaluation

A significant proportion of our work involves evaluating marketing – from insight gathering, creative/proposition testing/development, to advertising tracking/behaviour change measurement, with varied audiences/data collection methods.

- We use unique qualitative techniques to understand/inform behavioural impacts of communications/evaluate communications. Progressive has successfully used [REDACTED].
- Progressive has conducted marketing development/evaluation projects across all [REDACTED].
- On both large and small campaigns, we have measured the effectiveness of marketing across all channels, understanding the measures needed to track behaviour change. Our experience demonstrates our ability to evaluate short and long-term effectiveness of social marketing campaigns e.g. [REDACTED].

Continuous tracking

We can meet continuous tracking requirements through bespoke longitudinal research, undertaking several longitudinal surveys ([REDACTED]) delivering ongoing monitoring data. Our omnibus, [REDACTED].

Segmentation

We are experienced in conducting segmentation to inform marketing/communications, e.g. [REDACTED].

Methodology/project plans

Progressive has benefitted many Framework partners since 2009, successfully designing methods, developing project plans and demonstrating that our processes/knowledge/expertise result in the delivery of quality insights on time/budget.

We always draw on our wide-ranging experience in **designing research**, knowing the best methods to reach/engage certain audiences. Our flexible/bespoke approach to every project ensures that methods, project management and deliverables meet client needs.

We design optimal methodological approaches through: [REDACTED].

Progressive has well-established processes for managing Framework projects, operating a comprehensive Quality Management System, ensuring accurate service delivery. We have been [REDACTED].

Our PM system ensures we deliver projects on time/budget to the highest standards, and is based around a comprehensive project schedule identifying all tasks/milestones/responsibilities throughout the project. [REDACTED].

Methods

Our toolkit includes the full methodological range:

- **Quantitative** [REDACTED]

- **Qualitative**: group discussions (standard/mini/extended creative); online focus groups/forums; in-depth interviewing; ethnographic/observational; brainstorming; shopping safaris; diary-keeping.

- **Innovative approaches**: brand mapping; mobile ethnography; social semiotics; experiential mapping; behavioural segmentation; psycho-linguistic analysis – designed to understand the impact of social marketing on behaviour.

- We apply the full range of quantitative techniques to **measuring behaviour change**, understanding the importance of careful questionnaire design/sampling to design measures capable of detecting differences (often small wave-on-wave, building to a clear picture over time). We worked closely with [REDACTED].

- We can reach **all types of respondent, including seldom-heard audiences** (e.g. [REDACTED]).

- **Analysis techniques** including factor analysis; cluster analysis; key driver/regression; [REDACTED].

- We offer multiple/flexible **reporting options** (e.g. [REDACTED]), producing publishable written reports.

Audience segmentation

Our segmentation approach varies from simple (a priori) segmentation to quickly inform basic communication targeting, to a more sophisticated approach using:

- Qualitative work to understand the breadth/range of key attributes, attitudes, motivations/behaviours for segmentation models
- Quantitative approaches to measure prevalence in the relevant population/refine models – e.g. [REDACTED]
- Following segmentation definition, a detailed profile of each is built with reference back to the primary data. These can be sense-checked against client knowledge, existing insights/other information to ensure the segments are logical and clearly distinct
- We also use segmentation as an effective qualitative recruitment tool.

High quality

Progressive is committed to implementing the highest levels of quality control throughout its entire business operation. Quality standards ensure that we conduct research with integrity and transparency, and allow us to deliver a consistently high calibre of output. Progressive is an MRS Company Partner.

We have achieved [REDACTED].

In order to ensure continued ongoing ISO compliance, we have developed a comprehensive quality management system documented in our 'Quality Standards and Procedures' document. This defines procedures for all aspects of the research process to ensure consistency of approach; clear communications and understanding between Progressive and clients; clear internal communications; rigorous fieldwork/analysis; and the highest quality outputs. An annual independent audit ensures our adherence to these procedures.

Every project has a nominated team, with a named Project Director responsible for ensuring adherence to quality standards. Stakeholder liaison [REDACTED].

All project outputs (e.g. [REDACTED]) are thoroughly checked by [REDACTED].

Adding value

- Involvement of [REDACTED] on all projects as standard.
- Drawing on our vast experience of delivering social marketing research as part of the previous frameworks, we can identify/report on insights that others may not, e.g. [REDACTED].
- Unrivalled understanding of the development/use/analysis of [REDACTED].
- We are the only Scottish practitioners of [REDACTED].
- Video reporting capabilities (management summary/key findings presented in a succinct/engaging way).

Reporting

We understand the importance of analysis/reporting delivering clear feedback on achievement of SMART objectives, engagement with target audiences, impact on behaviour change and overall campaign effectiveness. Our framework experience means that analysis/reporting is based on topic knowledge/expertise, allowing us to interpret the data skilfully and ensure that insight is leveraged to inform campaign development.

We will ensure reporting is concise/delivers real audience insights through:

[REDACTED]

Tight timescales

We have demonstrated our ability to meet tight timescales in response to unpredictable events such as the pandemic, e.g. [REDACTED]. We meet tight timescales by:

[REDACTED]

Risks

The breadth of organisations using the Framework means that service management requires careful planning/identification of risk.

At the **company level**, our dedicated Quality and Risk Management Team meets quarterly to identify potential risks, prioritise these (regarding likelihood, vulnerability, potential impact) and implement mitigation plans. We use a structured approach to risk management, scoring risks, monitoring/logging occurrences on our Risk Management Schedule, and annual reviews. Adherence to [REDACTED] minimises risks.

At the **project level**, risks are identified/managed at:

[REDACTED]

The combination of these approaches means that where issues arise, they are quickly identified, discussed with clients and solutions agreed.

Sub-contractors

Sub-contractors include [REDACTED].

Word count: 2393

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

• how you will ensure staff are trained and developed in order to keep up to date with a Framework Public Body's organisation and culture, with best practice, market developments and emerging technologies, so as to provide a current and innovative service to Framework Public Bodies; and
• proposals to monitor and improve your on-going levels of service e.g. customer liaison/ satisfaction surveys and how this information will be fed into the continuous improvement process.

Tenderers who fail to achieve a moderated average mark of "50.000%" or more will not have their tender considered further or proceed to the Price/Quality ratio calculation.

Weighting 15% (Word Count 800)

Our [REDACTED] underlines our commitment to following/developing best practice.

Progressive has a database (updated continuously following post-project reviews) recording examples of best practice/areas for improvement. During [REDACTED] the database is reviewed and best practice lessons from other organisations discussed.

Progressive is committed to continually improving every aspect of our business and client service. We apply lessons from one project to another, providing context and creating links between organisations, while maintaining client confidentiality.

Staff development

Key team members are responsible for keeping abreast of marketplace developments:

[REDACTED]

Our Executives are active members of/attend training provided by relevant organisations ([REDACTED]) and regularly attend meetings, seminars and webinars to keep up-to-date with industry trends/standards. We engage with various online forums covering new research techniques, [REDACTED].

We use a number of information sources to keep up-to-date with developments in research and the public sector, including:

[REDACTED]

We see staff development as a crucial mechanism to ensure lessons from projects/clients are applied throughout the business. [REDACTED] is responsible for training and development, overseeing our structured training and performance development processes, which include:

[REDACTED]

An internal programme of best practice knowledge/skill sharing delivers:

[REDACTED]

Monitoring/improving service

Progressive has several systems in place to monitor performance throughout the company. [REDACTED]. Our Quality and Risk Management Team is responsible for monitoring quality and implementing improvements.

A Director holds overall responsibility for each project, monitoring the work of team members and providing the highest level of quality control. Clients can be confident that they will receive the best levels of quality and service, delivered by our most senior staff.

Effective communication, both internally and externally, is the foundation for continuous improvement. Progressive is always eager to participate in [REDACTED].

Formal project reviews

Our [REDACTED] processes ensure every project is analysed on completion, including seeking feedback from clients, suppliers and staff during end of project reviews. Internal post-project review meetings cover:

- Project overview
- What worked well/identifying areas of good practice
- Staff/client satisfaction with the project
- Review of quality control/risk assessment
- Areas for improvement.

We document and circulate feedback from these discussions to the project and management teams, noting project-specific lessons in project files for future reference.

Client feedback

We often hold [REDACTED]. We always seek formal feedback from clients through a dedicated satisfaction survey. For projects commissioned via [REDACTED]. Results are discussed on a quarterly basis at Board level, to ensure that we incorporate client input in strategy development. Relevant lessons are shared with the team, via:

[REDACTED]

Formal continuous improvement processes

All of this development and improvement activity is collated formally via our Quality and Risk Management Team, which reviews Management Information and internal/external project feedback at quarterly meetings, reviewing our Quality Management System where required and formally disseminating improvements/updates to all staff.

Word count: 797

1.2.5. Please provide details of how you will ensure that sufficient capacity exists at all times to deliver the Framework, including Framework transition and periods of high demand, and how you will ensure that there is a consistent level and appropriate quality of service provided to Framework Public Bodies, regardless of spend or geographical spread across Scotland.

Weighting 10% (Word Count 600)

Capacity

Progressive has experience in all sectors covered by Framework Partners, and through our previous Framework tenure has developed excellent working relationships with many. We allocate the most appropriate team to every project, considering existing client relationships and sectoral/methodological experience.

We have a team of [REDACTED]. Our project management systems ensure that we manage resources to meet our obligations to every client. We often reallocate resources to ensure we can deal with periods of high demand. We actively plan recruitment to meet predicted need.

Progressive works with a network of Expert Partners, allowing access to significant additional resource, at short notice, to ensure we can deliver projects for multiple Public Bodies concurrently. Managing this resource, and our relationships with Expert Partners, is one of the roles of our overall account director.

We review all tender requests allowing for current capacity. Progressive undertakes [REDACTED].

There may also be a need to provide clients with a smooth transition between contractors. We have successfully demonstrated our ability to manage this, e.g. [REDACTED].

The Framework requires research services across [REDACTED]. Quality of service will be consistent regardless of geography, since we have a national network of field staff/recruiters, and conduct all work in-house, ensuring high levels of quality control. Our research experience includes fieldwork coverage of [REDACTED].

Consistent quality

Progressive provides excellent service to all clients. Our 2020-21 client satisfaction surveys show that:

[REDACTED]

All working practices are rooted in our quality control systems, based on [REDACTED].

To underscore our commitment to exemplary service under this Framework, we also undertake to achieve the following KPIs:

[REDACTED]

All projects, regardless of size/scope are overseen at [REDACTED] level. This ensures the highest possible standards in every aspect of a project, and that all projects receive the same level of in-depth consideration and analysis.

Our management approach and service promises above, will ensure that all requests are dealt with in the same manner, and all clients receive the same level of service, regardless of which Partner they come from, contract value or geographical spread of the research.

Word count: 600

1.2.6. Where a Framework Public Body has an urgent or emergency requirement, please provide, in detail, your structure for accommodating unforeseen requirements of this nature and your proposed formal processes to initiate such activity under each situation.

Weighting 10% (Word Count 800)

We understand that not all research needs can be anticipated in advance; for example, [REDACTED]. In addition, there are often occasions where timescales are squeezed due to internal constraints within Public Bodies, e.g. [REDACTED].

Progressive is very proactive and responsive to client needs. We approach every request with a 'can do' attitude and apply our resourcefulness and abilities to think laterally, to find ways of dealing with emerging issues. We care about our clients and work collaboratively to find appropriate solutions within tight timelines and to challenging specifications. Crucially, because we conduct and control all [REDACTED] , we can ensure very fast turnaround results without compromising on quality.

Progressive has successfully conducted many fast turnaround projects under the previous three Market Research Services Framework contracts – [REDACTED].

Full qualitative concept testing can be turned around within [REDACTED].

Progressive's formal processes underpinning our approach to meeting urgent requirements are as follows:

[REDACTED]

A number of systems operate to ensure we meet urgent requests, including:

[REDACTED]

All of our processes for dealing with urgent or emergency requirements are based on the knowledge that we have a large, experienced team at our disposal. With interviewers and recruiters based [REDACTED], and a wide range of expert researchers, we have the capacity to respond to urgent requests from any Public Body using the Framework.

We also have a well-deserved reputation among Framework clients for being highly reactive to urgent requests for additional data analysis and insights, and for [REDACTED] – for example [REDACTED].

Word count: 788

1.3.2. Account Management - Please provide a detailed breakdown of your proposed Account Management delivery, to include all disciplines relevant to the requirements as set out in Schedule 1 and Schedule 1A of the Model Framework Agreement, paying particular consideration to the following:

1. *Detail of experience of key individuals within the team and also the wider team which can be accessed, including how all work together to deliver public sector campaign evaluation research, audience segmentation, insight gathering for social marketing, creative testing and application of behaviour change models/behavioural insights*
2. *please provide an account organisational structure for delivering the service. This must clearly demonstrate the Tenderer's senior management hierarchy and the names of key senior and account management individuals involved in the delivery of the services; provide CV's detailing relevant senior management staff, their experience relevant to their role in the contract, and key skills, awards and accomplishments in the sector;*
3. *details of the support staff who will be responsible for administering the Framework, their roles location and reporting lines;*
4. *the location from where the service is being delivered and how that is managed where multiple locations are in place;*
5. *mechanism for approval of any change to the above;*
6. *the contingencies in place to work out with normal working hours as required and to ensure business continuity in the event of absenteeism through holidays, sickness or key personnel leaving and any emergency situations;*
7. *details of formal internal methods of interfaces between the Account Manager(s) and other internal staff within your organisation;*
8. *how internal standards and monitoring of approvals/sign-off are managed and communicated internally/externally;*
9. *details of complaints procedure and escalation process including where the Account Management Team are unable to resolve complaints satisfactorily or within agreed timescales; and*
10. *training/development and monitoring of performance of the Account manager(s).*

Weighting 60% (Word Count 2,400 excluding CVs, 250 per CV)

Account management/systems

Progressive has a number of well-developed management processes in place, and systems to monitor their effectiveness. We have successfully used/improved these processes during the previous Frameworks, learning the best way to fit our principles of account management to the individual needs of Framework Partners:

- Progressive will institute a core team comprising [REDACTED].

- [REDACTED] will lead the team and be the main point of contact for all tenders, queries and reporting requirements under the Framework. [REDACTED] will appoint [REDACTED].

- [REDACTED] will take overall responsibility for ensuring we deliver all work conducted under the Framework on time, within budget and complying with [REDACTED].

- [REDACTED] will act as [REDACTED], ensuring that all work meets the requirements of each individual Partner, and the consortium as a whole.

- As [REDACTED], [REDACTED] will also be the first port of call for any first time Framework Partners who do not have an existing Account Manager at Progressive, until an appropriate Account Manager is allocated. This protocol means that from the outset, each commissioning organisation has a single point of contact.

- [REDACTED] will work closely with [REDACTED] to allocate resources to each Framework project, including deciding whether to involve any of our Expert Partners on specific projects.

- In the event of [REDACTED]'s absence, [REDACTED] shares management responsibility with [REDACTED], ensuring there are [REDACTED].

- On a project-by-project basis, we will assign a team based on methodological and sector specific experience. [REDACTED].

- Where Expert Partners work on projects, they will act as an extension of the Progressive team, ensuring that the management of every project is integrated.

- Progressive has considerable experience in working collaboratively, as evidenced by [REDACTED].

Staff delivering services

Progressive has a team of [REDACTED].

The team structure, along with roles for this contract and reporting lines, is outlined in the following chart. These staff will provide the basis for Progressive's delivery under this Framework contract. The majority of these individuals have been with Progressive for the duration of the previous Marketing Services Framework and have [REDACTED].

Progressive Team

[REDACTED]

Expert Partners

We also work with a network of Expert Partners, enhancing Progressive's service offering; together we bring expertise in many areas of relevance to framework partners. We work with [REDACTED].

Experience of key individuals

Progressive has been on the Marketing Services Framework since its inception and, since 2018, has been awarded the Scottish Government contracts for Healthier, Safer, Smarter/Wealthier/Fairer and Parental. We have therefore amassed a wealth of experience of campaign evaluations, audience segmentation, insight gathering, creative testing and measuring behaviour change. We worked in collaboration with the Strategy and Insight Team to develop the RUSTIC~M behavioural change model and have applied this to almost all SG campaign evaluations undertaken since. Progressive therefore has unrivalled expertise in the application and analysis of this model.

The key members of the team have worked with the Scottish Government and other Framework Partners for our framework tenure since 2009, and on the SG portfolio contracts[1] for 4½ years, and have the skills and experience to continue to deliver high quality research in all of the required areas. Some examples of the experience of the most senior members of the team are detailed below.

[REDACTED]

A core team of project director, project manager, data processing and fieldwork managers are appointed to every project. This team is fully briefed on the project requirements by the project director at an inception meeting and briefing notes saved for reference. All team members are copied into project communications to ensure that all are conversant with its status at any given time. Further team meetings are held throughout the project lifecycle, e.g. to brief DP on data analysis requirements, or to discuss fieldwork progress. Progressive's quality management system ensures each project is clearly specified and progress documented. Key documents include Executive/Operations project checklists/schedules, DP specifications and Operations briefing notes.

Location of Progressive offices

Progressive's head office is in Edinburgh, and a satellite office is located in Glasgow. The teams based in Edinburgh and Glasgow attend an all staff live projects work meeting every week, either online or in person. Staff from both offices work in constant collaboration across projects and attend regular client and team meetings in person and virtually to ensure projects run smoothly.

Approval of changes

If, through unforeseen circumstances, changes need to be made to the key team members working on the Framework Contract, specifically with regards to the Account Director or Account Managers, this would be immediately communicated to the client in writing. Progressive would outline the reasons for the change in personnel and send a substitute CV to the relevant Partner for approval. Should there be any issues with a specific person named as replacement, we would make every effort to provide a suitable alternative.

Contingencies/ensuring business continuity

The structure of Progressive's core Executive and Operations teams, as well as our network of Expert Partners, means that we have significant resource at our disposal. This enables us to cover planned holidays as well as emergency or unforeseen situations where a member of staff becomes unavailable.

Business continuity measures include:

[1] Healthier, Safer, Smarter/Wealthier/Fairer, Parental

- ISO quality standards ensuring project progress is clearly documented and another member of the team can step in quickly/easily.

- Team structures mean that several Executives work on projects at the same time and can continue to run the project, avoiding disruption to project timetables.

- Our overall capacity and flexible cross-project training allows another equally qualified member of staff to step into the project team to pick up tasks if required.

- Joint Managing Directorship of the company means that there is always someone senior available from a contract management perspective.

- IT systems allow remote access so all staff can work from home, out of hours, if necessary.

- All staff regularly work above and outside of their standard contracted hours – we use a flexi-time system to encourage/support this.

- In addition, staff time allocated to individual projects is always an estimate and staff input may actually be higher, since we always allocate whatever resources are required to complete projects. This means quoted staff inputs always represent the minimum amount of time allocated; actual time allocated may be higher in order to meet urgent deadlines.

Formal interfaces between Account Manager/other staff

The foundation of good account management lies in communication – with clients and within project teams. Progressive ensures that all team members are fully up-to-speed with the status of all projects they are working on, through both formal and informal methods. Close communication between Executive and Operations departments and with the company Directors ensures that we deliver projects on schedule/within budget, and that any issues are raised and dealt with as quickly as possible.

Progressive staff work in an open-plan office, and interact with one another on a daily basis, resulting in a very close-knit team. Even when working at home, our teams continue to collaborate face-to-face, using Teams software for meetings/discussions throughout the day. However, this does not replace formal mechanisms for updating project teams; we place a strong emphasis on formal communication procedures and documentation to ensure continuity at all times. Formal interfaces between Account Managers and team members include:

- Regular project team meetings, including formal project briefings at the start of every project
- Weekly work status meetings, including the entire staff team (Executives, Operations and support staff) and covering every live project
- Formal documentation of project status is shared with the whole staff at work meetings and updated weekly. This covers every stage of the project lifecycle, from proposal writing to delivery of findings/post project reviews
- Copying all key staff into email correspondence with clients so the whole team is updated on progress
- ISO 20252 quality systems, which require formal documentation of project progress (e.g. formal checklists/correspondence saved electronically)
- A copy of all correspondence is saved in electronic project folders at the point at which it occurs.

Management/communication of internal standards; monitoring of approvals/sign-off

Progressive holds ISO 20252 accreditation, which provides a detailed and comprehensive framework for managing business. Adherence to all aspects of this standard is critical, not only to maintain our accreditation, but to ensure that we have rigorous systems in place to assure clients that projects will be delivered to the highest quality.

Our quality processes are extremely detailed and cover every aspect of project/account management from Executive and Operational perspectives, with established protocols in the following areas:

- Enquiries/proposals
- Commission of projects
- Project planning
- Data collection
- Data management, processing and analysis
- Reporting and project completion
- Management of fieldworkers
- Staff development
- Quality system management

Progressive's Quality Management System underpins all project activity and includes requirements for formal sign-off of project plans, research tools and outputs both internally and by clients. Client approvals (usually by email) are always saved in a correspondence folder in each electronic project file, ensuring these are accessible by all team members.

This standard provides for internal checking/sign-off mechanisms such that no document will leave Progressive without the prior approval of the most senior member of a project team, usually a Research Director or Managing Director.

Complaints procedures

Should a Framework client have any concerns they should first raise these concerns with their normal Account Manager who would call a project team meeting to determine the best resolution to the issue. If no appropriate solution is found, the client should contact the nominated Account Director, [REDACTED], who would put in place a process of collective negotiation designed to reach common understanding and dispute resolution. If there is still no appropriate solution Progressive's Joint MD [REDACTED] would convene a meeting with the entire team and the most senior project owner client side, separately or in a group situation dependent on the nature of the conflict and on client preference.

In the extremely unlikely event that there is still no appropriate solution to the issue within any agreed timescales, we agree to participate in any review or arbitration conducted by the Market Research Society or other independent body selected by the client. We give a commitment to abide by the recommendations of any resolution recommended by an independent body.

Training/development/monitoring performance of the Account Manager(s)

Progressive's training and development process (see 1.2.4) applies to all staff and includes formal annual appraisals, development of individual training plans, access to in-house training and provision of ongoing feedback from department heads.

Performance is measured on individual accounts/projects through key milestone meetings throughout the project, and formal end of project review meetings – this allows the whole team, including Account Managers, to learn from experience. Weekly project management meetings allow Directors to monitor performance on individual projects and take action if any aspect of account management needs to be addressed. A Director is also involved in all projects, ensuring all deliverables are quality checked and signed off by a Director as well as the Account Manager.

Word count: 2399

Staff CVs

[REDACTED]

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

• details of all tools and processes to track and report on progress of tasks and how you keep abreast of the latest tools and technologies in the sector;
• details of the management reporting arrangements employed to monitor tasks;
• details of how these outputs will contribute to the management of risk and inform future activities; and
• details of formal methods/process for identifying and addressing errors including how and at what stage the Framework Public Body is informed.

Weighting 30% (Word Count 1,500)

Tracking progress of tasks

Progressive runs all projects according to a detailed Project Checklist outlining what needs to happen at each stage and documenting who is responsible for completing each task. This document is used to ensure the project stays on track.

We maintain rigorous project records using standard forms and templates that comply with [REDACTED]. This ensures all steps in project plans are followed and evidenced, and allows the team to keep up-to-date with the project status. Forms include [REDACTED].

Relevant internal departments check and sign off all research tools before the client gives final approval. Documentation detailing who has provided sign-off and when is saved in the electronic project folder identified by the unique project number.

Our Operations team present project mangers with daily updates on response numbers to all live projects. This enables the project manager to [REDACTED]. This is an essential tool used to update clients on progress and manage and monitor projects on an ongoing basis.

We monitor project progress through regular meetings. The Operations team prepares updates every morning, highlighting aspects such as [REDACTED]. The whole Progressive team meets weekly to discuss progress on all live projects. Updates are documented in weekly work meeting notes, enabling overall monitoring of workload capacity and allowing the team to identify and address any potential issues and implement measures to keep tasks on track.

We regularly discuss the latest tools and technologies available with [REDACTED]. Progressive team members also attend training provided by relevant organisations ([REDACTED]).

Management reporting/monitoring tasks

All Progressive staff have access to our Project Tracker, used to monitor all live projects, timescales and key milestones; this is updated weekly at team meetings. This tool allows us to see at a glance the status of every project and to ensure we achieve key deadlines.

Reporting arrangements vary depending on client preferences, but we generally provide [REDACTED].

Our Head of Finance monitors project costs using [REDACTED].

Contribution to risk management/informing future activities

The management reporting described above informs updates to project risk assessments on an ongoing basis. Our PM systems ensure tight control of every project, enabling quick identification of any issues and allowing us to implement mitigating action before problems emerge.

We also conduct risk reviews throughout the project lifecycle, with contingencies planned in advance. Feedback on any project management issues is formally managed by [REDACTED]. Any issues that are identified at the project level that may need to be reflected in Progressive's over-arching Risk Assessment Framework are reviewed by [REDACTED].

End of project reviews also include a critique of outcomes chronicled in internal management documents, giving a full understanding of project performance. This is an invaluable way of avoiding issues in future projects. Our Management Information system ensures that Progressive continually improves its service delivery (see also 1.2.4 on continuous improvement).

Methods to identify/address errors

Due to our ISO accredited systems, errors or under delivery is extremely unlikely. However, our processes relating to identifying and addressing such issues are as follows:

Recovering late projects

[REDACTED]

Addressing errors

[REDACTED]

Resolving problems

[REDACTED]

Word count: 1121

1.3.4. Tenderers are required to demonstrate their organisation's approach to information security and the controls that are in place, to protect the data shared with them, and to ensure continuity of the service offered, by providing a brief statement for each of the following Objectives.

Where applicable, responses must include the controls in place to manage the sharing of data between the contractor and their sub-contractors.

The respondent should address each of the points, and may include any improvement plans the tenderer proposes to make prior to commencement of the contract.

Where responses refer to certificates, policies or other documents, copies should be included to support your attestation.

• Please describe the management approach to Information Security and Data Protection, including responsibilities, and risk assessment.
• Please describe where data will be processed and how it will be secured, including any encryption controls and also including the measures put in place with sub-contractors.
• Please describe how data will be secured during transmission between the Scottish Government, the Contractor and sub-contractors, including any encryption controls and use of usb memory sticks.
• Please describe the measures in place to protect computers, software, middleware and infrastructure used to process data against loss or compromise from cyber-attack and crime, including the use of firewalls, user accounts and passwords, secure storage.
• Please describe the measure in place to ensure that only authorised individuals have access to only that data required for them to perform their role, and thus reduce the risk of information being lost or stolen.
• Please describe the measures taken to ensure that data processed digitally is protected from malware, virus and untrusted software.
• Please describe the processes in place to ensure that computers, software, middleware and infrastructure, upon which the service relies, are patched with updates/hotfixes to ensure they are not vulnerable to known security issues.
• Please describe what training is given to employees, contractors and sub-contractors in regard to information security and data protection, including lone and home workers.
• Please describe how back-ups of the data will be taken and protected. Also, how data will be restored in the event of an incident, to ensure business continuity and continuity of the service offered.
• Please indicate if such Disaster Recovery procedures are tested, how often, and the date of the last test.
• Tenderers should provide details of any Information Assurance certification they possess, or standards they conform to (e.g. ISO 27001, ISO 22301, ISO/IEC 20000, Cyber Essentials/Cyber Essentials Plus or their equivalents).

Weighting 10% Word Count 1200

Management approach

All projects have a strong senior management presence as they are allocated a project director (at Joint MD level) and a project manager, both of whom work closely with Quality Team members to ensure individual project teams follow data security procedures.

- All data collection closely observes the provisions of the General Data Protection Regulation (GDPR).

- Progressive is [REDACTED]. We have a dedicated Data Protection Coordinator and a Quality Team responsible for ensuring adherence to our data protection policy.
- As a member of [REDACTED] we abide by their Code of Conduct, which covers data security/data protection.
- Since moving to [REDACTED].
- Progressive has detailed procedures for Risk and Business Continuity Management, which identify potential risks to the business and outline approaches to minimise/mitigate them. Risk assessment is undertaken for every project undertaken and throughout the project lifecycle, with contingencies planned in advance.
- Our Quality and Risk Management Team includes [REDACTED].
- Future risks are identified by keeping up-to-date with industry standards via [REDACTED].

Data storage

Data is stored on [REDACTED].

All sub-contractors complete [REDACTED].

Data transmission

[REDACTED]

Computer protection

P[REDACTED]

Data access

[REDACTED]

Protection from malware

[REDACTED]

Updates/protecting against vulnerability

[REDACTED]

On site security:

[REDACTED]

Training

IT/data security training is part of the induction process for all staff. [REDACTED].

Backups

[REDACTED]

Disaster recovery testing

[REDACTED]

Certification

[REDACTED]

Word count: 1180

1.4.2. Please describe and demonstrate how you will commit to adopting Fair Work First for workers (including any agency or sub-contractor workers) engaged in the delivery of this contract. This should include current and planned actions that show how you will embed these practices during the lifetime of this contract.

Answers should include tangible and measurable examples and should also describe how you will report on, and demonstrate progress, to the contracting authority during the lifetime of the contract.

Good answers will reassure evaluators that your company is committed to adopting Fair Work First and to progressing towards wider fair work practices set out in the Fair Work Framework for the workers engaged in the delivery of this contract and those in the supply chain working on this contract. Answers need not be constrained to, or be reflective of, any examples given alongside this question.

Weighting 100% (Word Count 800)

Effective voice

Progressive recognises the importance of providing a safe environment where employee views are listened to/acted on. Approaches include:

- Formal/informal opportunities for dialogue (e.g. [REDACTED])
- Staff surveys to understand employees' views (e.g. [REDACTED])
- A clear grievance procedure, ensuring any issues/concerns are dealt with in a timely/constructive manner
- Zero tolerance of workplace bullying/other forms of abuse/harassment
- [REDACTED]
- Voting on company-wide decisions where appropriate.

Workforce development

Progressive recognises that delivery of high-quality services depends on a well-motivated workforce with appropriate development opportunities. [REDACTED], has overall responsibility for staff training/development, providing clear managerial responsibility to nurture talent and help staff fulfil their potential. Training is ongoing and undertaken in various forms, including on the job and formal external training. All staff receive [REDACTED].

Zero hours

[REDACTED]

Diversity/inclusion

Progressive has conducted [REDACTED]. We maintain our commitment to gender equality through flexible working, a generous maternity pay scheme, policies to support employees through pregnancy, ensuring equal access to training/development, and our recruitment/promotion processes which are gender neutral.

We have an equal opportunities policy to ensure the workplace is diverse and inclusive. Processes for monitoring this policy are under review (we don't currently monitor employee data regarding protected characteristics).

Fair pay

Progressive is proud to be an accredited Scottish Living Wage Employer[1], ensuring all staff working on this framework (including sub-contactors) are paid at least the Real Living Wage. Interviewers are generally paid [REDACTED].

We oppose fire/rehire practices.

Flexible practices

Progressive aims to achieve a healthy life/work balance, offering flexible work practices e.g. [REDACTED].

Progressive adopts a family-friendly approach. We offer the choice to work from home when needed, and flexible part-time contracts at all levels. This flexibility covers formal employment contracts and day-to-day flexibility to accommodate unforeseen issues e.g. [REDACTED].

We provide a working environment conducive to positive mental health. We take staff health very seriously and adopt an understanding/fair approach to any employee experiencing mental/physical ill health. Policies/resources to support employee health/wellbeing include health insurance via [REDACTED].

Evidence

Evidence for all of these aspects of our approach to being a best practice employer is available in the form of: [REDACTED].

Progressive has applied to become a signatory to the Scottish Business Pledge, encompassing a range of best-practice commitments.

Progressive encourages a positive approach to these issues among sub-contractors, where relevant.

Word count: 800

[1] See our entry on the website: Progressive Partnership – Living Wage Scotland (scottishlivingwage.org)

1.5.1. Sustainability - Tenderers must confirm that, where appropriate, they will support the Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the services required.

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 and any steps you will take whilst delivering under this Framework to engage with and provide opportunities to the local Community, SMEs and Supported Businesses.

Progressive confirms that, where appropriate, it will support the Scottish Ministers' policies on Sustainability and Corporate Social Responsibility in delivering projects under the Market Research Services Framework contract.

Progressive is committed to the principles of sustainable development and environmental responsibility. In all of our business operations we recognise our corporate social responsibility, as well as our obligation to improve our environmental performance.

[REDACTED] and other members of the Progressive team have attended courses and webinars on how to become more sustainable and move towards net zero emissions. We have attended specific [REDACTED].

Currently our policy includes several core elements as detailed below.

Waste and recycling

- Progressive has been working to minimise waste and increase the amount of material being recycled for several years now. As a business we have very little waste, most of which is paper based.
- To minimise paper waste, [REDACTED].
- There are recycling facilities in all of our buildings for glass and plastics.
- As part of our environmental policy we encourage a culture of responsible use of resources.
- We are also committed to purchasing re-useable, recycled and recyclable stationery products where possible and to avoiding use of items like staples and rubber bands where a re-usable alternative is available.
- We use paperless interviewing technology (for both [REDACTED]) across the vast majority of our quantitative projects. We use the latest software so that programmes can be updated without the need for hardware to be returned to the office.

Energy and resources

- We use energy efficient light bulbs and rechargeable batteries (if we have to use batteries at all), and printers/photocopiers and other machines, as well as lights, are switched off when not in use.
- Our offices have good windows allowing lots of natural light. Only areas that need additional lighting are lit artificially.
- We have an efficient water heater for making hot drinks in our staff kitchen and we minimise use of paper products.
- As part of our policy, our electricity usage is monitored to track progress in this area.

Transport

- Progressive endeavours to use local interviewers and recruiters to limit the amount of travel required.
- Progressive encourages usage of active and sustainable transport options for employees travelling to or for work.
- Where possible we are working to reduce carbon emissions by limiting business travel and encouraging video and tele-conferencing for meetings. Since the pandemic, all our client meetings have been conducted online and we expect this to continue in the future.

Procurement

- We work to ensure our procurement reflects our commitment to technologies, products and services which demonstrate a duty of care towards the environment.
- We source locally wherever we can to limit carbon footprint.
- Wherever possible it is our policy to procure energy efficient and recycled products.

Staff training and awareness

- We ensure all staff are aware of our environmental policies through regular reminders and tips for energy saving behaviours at work.
- Staff are encouraged to provide further suggestions for ways of improving our environmental policy and behaviours via [REDACTED].

Monitoring progress

- Our environmental policy is reviewed on an annual basis and is fed into our staff training programme.

Other corporate social responsibility activities (see also 1.5.2 on community benefits)

- All staff are encouraged to [REDACTED].
- Additional activities include raising money for local charities, as well as supporting fundraising campaigns such as [REDACTED].
- We also endeavour to support Supported Businesses, for example, [REDACTED].

1.5.2. Community Benefits

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. 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:

- *targeted recruitment & and 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.*

Tenderers should provide details of their proposals to support Scottish Procurement to meet SG overall community benefits policy through this Framework Agreement.

Progressive has a field force of [REDACTED]. In undertaking this work, Progressive would be providing the field force with [REDACTED].

Progressive endeavours to use local interviewers and recruiters where possible to limit the amount of travel required for all projects. This keeps costs down and minimises environmental impacts. An ongoing programme of recruitment is undertaken to ensure the field force remains up to strength across the country. The work is flexible and rewarding and appeals to people from a variety of diverse backgrounds. We advertise positions in our field force in a variety of settings, to ensure people from local communities are aware of these opportunities. For example, [REDACTED].

Progressive sees the value in working in concert with community organisations when undertaking specialist projects. This can involve peer recruitment and peer interviewing, for which training would be provided. In addition to delivering the specific project, and benefits that delivers, such approaches benefit both the company, by potentially expanding the field force, and the individual/community by developing skills and providing employment.

Progressive provides a training programme for new field staff and continual training for existing staff contributing towards their development. Market research employment offers very flexible work, providing the option to work full time or part time, and to work flexible hours around other commitments. Furthermore, research interviewing allows staff to engage with their local and other communities and explore views on topics that matter to these communities.

Progressive has a clear equality and diversity policy (a copy can be provided on request). A key component of this are the recruitment and selection processes. These include requirements for training for those involved in recruitment and selection to ensure they do not discriminate, whether consciously or unconsciously, in making these decisions; job descriptions, where used, will be written to ensure that they are in line with our equal opportunities policy; and a commitment that promotion and advancement will be made on merit.

Policies and activities remain under review. For example, [REDACTED].

Progressive ensures, as far possible, that suppliers are local. All catering is sourced from socially responsible local charities (we currently use [REDACTED]). We have a clear policy on prompt payment of invoices and have signed up to [REDACTED].

All staff are encouraged to conduct [REDACTED].

1.6. TUPE

Transfer of Undertakings Regulations 2006, 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.

[REDACTED].

LOT 5 - MARKET RESEARCH

STAFF ROLE	UNIT	VOLUME OF HOURS PER STAFF ROLE (for evaluation purposes only)	HOURLY RATE PER STAFF ROLE excluding VAT £	TOTAL PRICE PER STAFF ROLE excluding VAT £	Comments
Director	Price Per Hour	1777	REDACTED	REDACTED	
Account Director	Price Per Hour	358	REDACTED	REDACTED	
Research Director	Price Per Hour	2051	REDACTED	REDACTED	
Account Manager	Price Per Hour	10	REDACTED	REDACTED	
Project Manager	Price Per Hour	10	REDACTED	REDACTED	
Account Executive	Price Per Hour	10	REDACTED	REDACTED	
Senior Account Manager	Price Per Hour	3248	REDACTED	REDACTED	
Board Director	Price Per Hour	1690	REDACTED	REDACTED	
Technical Director	Price Per Hour	150	REDACTED	REDACTED	
Qualitative					
Senior Research Executive	Price Per Hour	328	REDACTED	REDACTED	
Research Executive	Price Per Hour	53	REDACTED	REDACTED	
Telephone Executive	Price Per Hour	10	REDACTED	REDACTED	
Field Interviewers	Price Per Hour	10	REDACTED	REDACTED	
Consultant	Price Per Hour	10	REDACTED	REDACTED	
Research Manager	Price Per Hour	638	REDACTED	REDACTED	
Online Scriptors	Price Per Hour	10	REDACTED	REDACTED	
Data Analyst	Price Per Hour	10	REDACTED	REDACTED	
Data Processor	Price Per Hour	10	REDACTED	REDACTED	
Online Interviewers	Price Per Hour	10	REDACTED	REDACTED	
Quantative					
Senior Research Executive	Price Per Hour	5513	REDACTED	REDACTED	
Research Executive	Price Per Hour	184	REDACTED	REDACTED	
Telephone Interviewers	Price Per Hour	20644	REDACTED	REDACTED	
Field Interviewers	Price Per Hour	1439	REDACTED	REDACTED	
Data Analyst	Price Per Hour	698	REDACTED	REDACTED	
Data Processor	Price Per Hour	977	REDACTED	REDACTED	
Consultant	Price Per Hour	10	REDACTED	REDACTED	
Research Manager	Price Per Hour	220	REDACTED	REDACTED	
Online Interviewers	Price Per Hour	10	REDACTED	REDACTED	
Field Manager	Price Per Hour	1301	REDACTED	REDACTED	
Segmentation					
Senior Consultant	Price Per Hour	10	REDACTED	REDACTED	
Senior Account Manager	Price Per Hour	10	REDACTED	REDACTED	
Data Processor	Price Per Hour	10	REDACTED	REDACTED	
Data Planner	Price Per Hour	10	REDACTED	REDACTED	
Database Administrator	Price Per Hour	10	REDACTED	REDACTED	
Project Manager	Price Per Hour	10	REDACTED	REDACTED	

TOTAL OVERALL PRICE	REDACTED

Lot 5 – Market Research - Scott Porter Research & Marketing Ltd.

Question 1.2.3

Please provide full details of how your organisation will deliver the services detailed in Schedule 1 and Schedule 1A of the Model Framework Agreement. Within your response please detail how you will draw on your communications research, social marketing research and behaviour change expertise. Your response should pay particular attention to the following points:

- *Understanding and interpretation of the purpose, specific objectives and scope of the requirement;*
- *How robust methodology/project plans will be produced and delivered;*
- *Methodologies of relevance that you will use, including to reach seldom heard audiences;*
- *Audience segmentation techniques you will use;*
- *How you will achieve high quality delivery across all stages of a project (from set-up to reporting including liaison with relevant stakeholders);*
- *How you will add value to your delivery of communications and social marketing research;*
- *How you will ensure reporting is concise, but tells the story of the data, and delivers real audience insights;*
- *How you will meet the tight timescales that are sometimes required (eg. during an unpredictable period such as the Covid-19 pandemic);*
- *How risks will be identified and mitigating actions put in place.*
- *Where applicable, include use of subcontractors, their contribution to delivery and how you will manage and monitor them.*

Purpose, objectives and scope

The purpose of the requirement is the provision of the highest level of specialist market research expertise to Framework Public Bodies, across a range of market/customer research activities covering marketing communications. This will entail clear understanding of their priorities and the environment within which each is operating, so that tailored solutions can be provided.

The key aims are to uncover insights and provide evidence to inform the optimal development of marketing communications, to measure the impact and effectiveness of resulting activity, and to provide robust evidence of behaviour change.

The importance of fully considering and challenging the brief is key to advising on the most effective methodological approaches. This will involve not only assessing the benefits offered by both traditional and more recent developments, but also an understanding of behaviour change and the appropriate application of behavioural science thinking to unearth the factors impacting on decision making and behaviour.

The scope of the requirement also encompasses the provision of critical analysis of the resulting data to produce clear, evidenced insights and recommendations. This will involve exhaustive interrogation of the data and insightful interpretation of its implications against project objectives to provide robust, actionable outputs.

Compliance with industry standards, as well as ethical and data protection protocols will be implemented at all levels of delivery.

Research methodologies

We are skilled in delivery of a range of **primary research methods**, incorporating well established techniques alongside more recent approaches:

- qualitative – online, telephone and face-to-face: focus groups, depths, triads, workshops, case studies, ethnography, digital photo diaries, online discussion boards
- quantitative – ad hoc and continuous: online/mobile, CATI, face-to-face

Methodological recommendations are considered in the context of both the project objectives and the target audience, particularly where the topic is of a sensitive nature.

For **consumer audiences**, motivational interviewing and ethnographic techniques (both in person and digital) offer the opportunity to assess the non-verbal dimensions that may influence behaviour e.g. home/social environment. These have been used successfully in exploring barriers to accessing smoking cessation and screening services, testing new products/services, understanding engagement with health resources.

We have expertise in facilitating participation by seldom heard audiences. This includes development of inclusive sampling strategies and appropriate questioning approaches, and the provision of alternative engagement options (e.g. face-to-face or telephone alongside digital methods) and support (e.g. interpreters, signers) to meet specific needs.

Our delivery is underpinned by a strong understanding of behavioural and change theories which provide a framework for explaining influences on behaviour and how behaviour changes. The principles of behavioural economics inform our selection of the most appropriate project approach:

- The need to capture how people actually behave by taking into account a range of influencing factors such as emotions, beliefs, culture and cognitive biases. This is particularly pertinent in the design of discussion content and flow in insight gathering exercises.
- Selection of the most appropriate method when seeking to capture actual behaviour which may be unrationalized and influenced by context and heuristics. Here, experience indicates **[REDACTED]** may be more effective.
- Understanding of the potential impact of the questioning techniques on the outcome of the research. For example, the design of questions so that they do not force people into an artificial 'slow thinking' process where 'fast thinking' may be more natural, or the framing of questions such that the context does not impact on responses, or the use of gamification and projective techniques.
- Awareness of the role played by factors such as heuristics, anchoring, loss aversion, the concept of exchange not only during the conduct of the research, but during analysis to provide insights to inform social marketing intended to nudge individuals towards the desired behaviour change.

We are also able to draw on our experience of working with behaviour change frameworks, including the **[REDACTED]** model (e.g**[REDACTED]**), **[REDACTED]** and **[REDACTED]** (e.g. **[REDACTED]**).

Recruitment can be provided across the social and geographic spectrum in Scotland, including people of varying ethnic origin, faith, sexual orientation and disability, and those living in areas of high deprivation - feeding into the social inclusion and behaviour change agendas.

Recruitment for consumer qualitative research is undertaken by our network of experienced recruiters. Whilst panels may provide suitable respondents for some projects, it is our recruiters' local knowledge which is vital in finding participants from seldom heard groups. This is made possible through the trust that had been built up within their community networks, and their appreciation of the sensitivity with which audiences must be approached when requesting their participation. This includes understanding of, and adherence to, ethics and data protection criteria.

Delivery of face-to-face quantitative survey fieldwork is also via a network of local interviewers, enabling us to reach seldom heard audiences that may not be well represented on panels or via other digital platforms. These latter sources are used for more mainstream samples and continuous studies, and accessed through trusted fieldwork providers who specialise in online and telephone fieldwork provision.

Our depth of understanding of **business audiences** stems from extensive work with public sector bodies and SMEs, with much of this being in relation to the health agenda and reducing inequalities. Our experience covers a range of areas (market segmentation, decision making process, brand/service development, customer/employee satisfaction, workplace practices/culture) and audiences

(including senior decision makers and healthcare professionals). Participants are sourced via panels, purchased lists, company databases/CRM, professional bodies/industry associations and digital platforms such as **[REDACTED]**. We believe that early involvement of client stakeholders (e.g. through initial workshops/discussions), alongside relevant secondary research, is important in ensuring our full understanding of the context and any external factors.

The identification of market segments can be key in the development of tailored strategies, communications and products/services that meet the needs of target groups. The choice of **segmentation** technique is driven by the purpose of the segmentation, the level of precision required and the type of data that is available.

Whilst a-priori and decile segmentation can provide the basis for defining target audiences and initial analysis, a more holistic approach is often required when informing marketing aimed at driving behaviour change. We have experence in producing segmentation based on behavioural and psychographic data (qualitative typologies) as well as quantified attitudinal/needs based segments using statistical tools such as cluster or conjoint analysis. We believe it is important that identified segments are developed into rounded personas, using qualitative research to provide a deeper understanding of attitudes, needs and behaviours.

Alongside analysis to produce segmentation, gap analysis, net promotor score and regression analysis are also likely to be of value with business audiences, particularly in the context of customer and employee satisfaction studies.

Primary data collection will enable **evaluation of marketing campaigns** and communication approaches against short term key performance indicators, with the use of statistical techniques such as regression and conjoint analysis to evaluate long term return on investment. Specialist statistical analysis is supported by our long term data analyst partner **[REDACTED]**.

We recognise that there may be a need for analysis to help determine return on investment. Whilst the analysis of primary data is likely to provide the main measures of success in terms of reach, message understanding and impact, consideration of a range of complementary data such as social media metrics and service uptake will also provide important evaluation input.

We have experience of conducting **secondary research** to inform effective project design, or as a core component. Experience includes critical review of internally/externally sourced primary data, mapping of existing knowledge/services, examining best practice strategies, undertaking systematic reviews.

Service delivery

Established processes are in place ensure robust service delivery:

- *Organisational culture:* we strive to build strategic partnerships, to fully understand the policy context, priorities and constraints, and build on insights and developments within the public sector.

- *Quality control:* proactive management of the service delivery at both account and project levels. The Project Manager acts as the fulcrum for the efficient running of projects, ensuring continuity, quality, and fulfilment of contractual obligations. This is achieved through regular client liaison, proactive sub-contractor management, formal checks on all processes, and close monitoring of project timetable, budgets and outputs.

  Quality assurance procedures are based on the principles of **[REDACTED]**, and are designed to provide key information and visibility in planning, execution and performance metrics:

  - Initiation
    - understanding of policy context
    - scoping of objectives and deliverables
    - challenging the brief, and brainstorming solutions
    - design of most effective method and sample

  - Project planning
    - designated project manager to ensure a consistent point of contact
    - project team selected on relevant skills and experience
    - development of a formal project schedule
    - comprehensive briefing for internal colleagues and sub-contractors

  - Project tracking
    - monitoring of baseline measures: schedule, budget
    - regular status meetings/reports, including sub-contractors
    - change management systems to ensure changes are documented and formal sign-offs obtained
    - proactive risk management

  - Fieldwork
    - project specific briefing and monitoring
    - **[REDACTED]** face-to-face validation, **[REDACTED]** of telephone/quantitative samples
    - checking of scripting and routing of questionnaires
    - monitoring of telephone interviews: random recording, live listening, manual checks on open-ended questions
    - identity confirmation procedures for online panels
    - procedures to prevent speeding and straight-lining in online surveys
    - thorough cleaning and validation of data

  - Analysis
    - recording and transcription of qualitative interviews
    - several levels of analysis: detailed content/data analysis, project level insights, strategic level implications
    - undertaken at both individual and team level

- Project deliverables
  - data checking procedures to ensure accuracy
  - document control procedures to enable management of outputs
  - checking and sign-off of all documentation to ensure accuracy and quality
  - establish client satisfaction and feedback
  - checking invoice accuracy

- Codes of practice
  - projects conducted in accordance with **[REDACTED]**
  - fieldwork suppliers compliant with relevant quality assurance protocols: **[REDACTED]**

- *Risk assessment:* forms an integral part of project planning, with subsequent regular review of risk factors. There are established procedures to mitigate recognised risks (e.g. active over-recruitment, piloting of the questionnaires, ensuring informed consent).

  Our systematic approach to risk management incorporates the following steps:
  - Identification: risk assessment is undertaken prior to detailed project planning. Identified risks are logged and prioritized
  - Determine probability: the likelihood of the event occurring is determined, quantifying the uncertainty as far as possible
  - Assess impact: for each risk factor, the potential impact on the project critical success factors is determined
  - Develop mitigation: a risk response strategy and mitigating action for each risk is identified
  - Monitor and review: risk factors are monitored and re-evaluated on a continuous basis

  Where project recovery is required, this is affected as quickly as possible to minimise impact on the client. A full project audit is undertaken, and client approval sought for the proposed recovery plan. Should project recovery be necessitated due to contractor failings, we would bear all associated costs.

- *Stakeholder liaison:* at the heart of our approach to stakeholder engagement is a commitment to partnership between client and contractor, and effective liaison throughout the duration of the contract
  - On project commission, key stakeholder contacts are identified, establishing specific communication requirements and preferences
  - The Project Manager is the main agency contact responsible for maintaining ongoing communication, with other members of the research team always fully abreast of the project status and available to respond to requests
  - A communication plan identifies the formal communication requirements, including formal updates at key milestone stages, and structured weekly project status updates via email
  - Ongoing liaison with the key point of contact is maintained as necessary via telephone/email for any time critical communication

  We have found this approach to be effective in maintaining a high level of stakeholder engagement and ensuring that the client is kept abreast of project

progress and that speedy change management can be implemented when required.

- *Tight timescales:* We can provide an agile response to research requests which require a fast turnaround:
  - An 'always available' policy, with **[REDACTED]** email account monitored **[REDACTED]** days/week
  - Flexibility to rearrange schedules to prioritise urgent Framework projects
  - Accelerated project planning to ensure research instruments can be signed-off within **[REDACTED]** hours
  - Sourcing of respondents via reliable remote sources e.g. panels and snowballing – this can be completed in **[REDACTED]** hours
  - Fieldwork conducted any day of the week
  - Key insights delivered with **[REDACTED]** hours of fieldwork completion
  - Quality control mechanisms remain, with any risks highlighted to client

Reporting

Thorough review of the data is central to our analysis process. These detailed findings then are subjected to further layers of interrogation by the project lead to ensure that reporting is not simply a description of findings, but a critical analysis highlighting key themes. Interpretation of the significance of findings is vital in providing insights which increase understanding and can be leveraged to create value. These insights are evidenced through clear identification of the attitudes and behaviours underlying our reasoning and interpretation. Throughout, we ensure focus, clarity, accuracy and conciseness.

Representing data visually through use of charts, graphics and colour helps to bring the story to life by showing patterns/connections and effectively highlighting key points.

Adding value

We recognise our role in adding value to the customer's business through best practice at all levels, expertise offered, cost effectiveness and continuous improvement.

Value is delivered through our account management philosophy and the strength of the collaborative relationships developed. We are keen to go beyond simple delivery of research, working alongside other agencies to ensure the most effective outputs, whether in the early stages of campaign development or in refining communications developed using research results. Director level involvement at all stages ensures that projects benefit from extensive experience of delivering communications and social marketing research.

Our enthusiasm for, and belief in the importance of this type of work, drives us to approach each project with freshness and eagerness for new insights. We offer a deep understanding of many priority audiences in Scotland, which adds value at both design and analysis stages. This, together with the knowledge, perceptiveness and creativity we bring to each challenge, enables us to deliver both tangible and intangible service benefits.

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Question 1.2.4

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

- *how you will ensure that staff are trained and developed in order to keep up to date with a Framework Public Body's organisation and culture, with best practice, market developments and emerging technologies, so as to provide a current and innovative service to the Framework Public Bodies; and*
- *proposals to monitor and improve your on-going levels of service e.g. customer liaison/satisfaction surveys and how this information will be fed into the continuous improvement process*

Our approach to continuous improvement relies on having efficient, systematic mechanisms in place, designed to minimise errors, reduce costs and achieve a benchmark of productivity and quality. We aim to identify and implement value added enhancements throughout processes and services to meet changing business needs and incorporate new developments within the sector. Mechanisms are based on the **[REDACTED]** (forming part of the **[REDACTED]** standards): *plan, do, check, act.* Expected outcomes include:

- flexibility to adjust services/processes to address changing business circumstances
- improved efficiency, productivity, quality control outcomes from existing capability
- increased maturity of services/processes.

Continuous improvements can be initiated at an individual, team, organisational or client level, with triggers relating to

- strategic planning: business need requiring a new service to be added to our service portfolio
- financial planning: cost-reduction measures
- metrics and reporting: management reports signalling gaps in actual vs. desired results for services/processes
- customer satisfaction: gaps between customer expectations and perceptions of services, and between service specifications and actual service delivery
- management reviews: routine reviews that reveal service issues
- process/service maturity: opportunity to increase efficiency, effectiveness, responsiveness of services/processes
- regulations: compliance with new/changed regulations.

The implementation of a process of continuous improvement to ensure best practice will encompass the following core elements

- *service assessment*: review and development of existing processes in respect of both accuracy of delivery, and efficiency of overall processes. Key stages for the review process encompass
  - assess current performance against key KPIs: meeting strategic objectives, timely delivery, delivery to budget, accuracy of output, responsiveness and overall customer satisfaction
  - identify areas for process/service improvement

- establish cause of any weak performance levels
- define and test solutions to meet improvement objective
- implement change
- evaluate effectiveness
- put in place controls to hold to new levels of performance

- *client feedback:* assessment of project related performance will be conducted on conclusion of each project through seeking client feedback, with learnings actioned as quickly as possible. (Project performance is also assessed internally and with suppliers/subcontractors at this time). Should a tender submission be unsuccessful, we always aim to seek client feedback, identifying areas for improvement for future service improvement.

- *wider business processes*: for example, relating to better integration of IT systems, introduction of time and cost efficiencies or new methodologies will be evaluated on a six-monthly basis. Areas for more efficient processes will be identified, assessed and monitored for effectiveness as above.

- *sub-contractor continuous improvement:* on-going improvements to services provided by our sub-contractors would focus on improvements to
  - service health: to mitigate against issues affecting business performance, such as outages, loss of data, unavailable services, security breaches
  - technology advances: new service architecture (e.g. **[REDACTED]**) and any software enabling us to engage in deeper conversations with consumers, discover information and discern insights that drive better business decisions
  - regulations: compliance to new/changed regulations
  - CPD: through membership of professional organisations e.g. **[REDACTED]**
  -

- *on-going development of knowledge of the various topic areas/sectors:* proactively keeping up-to-date with developments in the sector in terms of policy changes, key research publications and market intelligence (undertaken as part of the overall management of each Framework Public Body's account) including e.g. subscription to blog feeds such as Scottish Government's Fairer Scotland and National Performance Framework blogs and weekly news alerts.

- *sharing learnings*: capturing/sharing tacit knowledge acquired by working on projects, attendance at seminars, through internal forums for sharing information/experience and via engagement with clients/suppliers.

- *keeping abreast of best practice and industry developments:* covering new thinking/techniques, best practice in respect of research in different sectors/amongst different audiences and fieldwork techniques, changes to professional conduct guidance, via
  - professional CPD opportunities e.g. **[REDACTED]**
  - attendance at conferences, access to conference papers
  - market research publications/reports e.g. **[REDACTED]**
  - market research/marketing journals and magazines e.g. **[REDACTED]**
  - online knowledge banks, trend data, case studies e.g. **[REDACTED]**
  - Scottish Government publications on specific research topics e.g. **[REDACTED]**

All learnings, new ideas and developments are discussed as a team and evaluated for potential applicability to the business and service delivery improvement.

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Question 1.2.5

Please provide details of how you will ensure that sufficient capacity exists at all times to deliver the Framework, including Framework transition and periods of high demand, and how you will ensure that there is a consistent level and appropriate quality of service provided to Framework Public Bodies, regardless of spend or geographical spread across Scotland.

Ensuring sufficient capacity

The needs of this contract will assume precedence in the context of our wider business operation as it will constitute a significant proportion of our client portfolio. As such we can commit to prioritising the requirements of Framework Public Bodies at all times.

In the event that high demand cannot be met by key team members, we will draw on additional specialist resource by way of freelance sub-contractors. These will be researchers with whom we have an existing relationship, who work to and are monitored by our own performance standards. With Framework Public Body approval, they can be onboarded at short notice to boost capacity during such times.

We are committed to providing the same level and quality of service during the Framework transition period. We believe it is our responsibility to provide ongoing support to Framework Public Bodies and, where required, to develop a transition focused project management plan to ensure effective handover.

Consistent and appropriate quality of service

Ensuring consistency of service delivery across all Framework Public Bodies and projects will be the primary responsibility of the Contract Manager and undertaken via a number of monitoring mechanisms:

- *responsiveness*
  - timely response by telephone or email to all client requests (within two hours)
  - geography is not a determining consideration – briefing and subsequent communications will be instigated via the most appropriate method (conference call, **[REDACTED]** meeting, face-to-face), with research staff happy to travel to client premises where appropriate
  - equal availability to meet requirements of all Framework Public Bodies, working in close partnership to accurately define specific service requirements
  - we are proud to have a strong track record in working with both small and large entities, and are experienced in tailoring project design to accommodate smaller requirements and budgets

- *personalised service*
  - commitment to fully understanding each Framework Public Body's specific operating environment and needs
  - on-going evaluation of the fit between the account and client teams to development the most effective relationships, irrespective of spend
  - use of a small team of experienced senior researchers and tailoring team experience to ensure each project receives equal levels of research experience
  - tailored account management to ensure each Framework Public Body receives optimal service levels

- *quality control*
  - consistent procedures are in place to monitor every project and ensure each is completed to the same high standards
  - service is driven by an equal commitment to timeliness, accuracy, reliability, traceability and thorough, thoughtful and pertinent analysis for every client

- *customer satisfaction*
  - comparison of performance levels across all Framework Public Bodies consistently monitors all aspects of service
  - close monitoring of performance measures/customer feedback for each project by the Contract Manager means immediate action can be taken to investigate and resolve any discrepancies/issues.

These processes are upheld by our service guarantee: clearly articulated internal performance standards against which delivery can be measured. The service guarantees provide the tangible indicators of the consistent quality of service delivery across all Framework Public Bodies.

We are committed to the highest levels of customer care. This is encapsulated in our quality control mechanisms and customer relationship focused approach to research delivery. Our track record servicing Framework Public Bodies and other long term customers leads us to believe in the effectiveness of these measures, and in our ability to manage a wide range of contract relationships and requirements on an equitable basis.

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Question 1.2.6

Where a Framework Public Body has an urgent or emergency requirement, please provide, in detail, your structure for accommodating unforeseen requirements of this nature and your proposed formal processes to initiate such activity under each situation.

Our processes for continual assessment of project status across the business and constant capacity monitoring has proved successful in ensuring any urgent or fast turnaround project requests can be catered for. We have a track record in successfully accommodating such requests, and in delivering service and outputs to the same quality as on more standard requirements.

The flexibility we offer as a smaller agency can facilitate the speed with which such requests can be handled: a strong 'can do' attitude prevails, with executives willing to put in the extra time/energy needed to ensure that a project is completed to the same high levels of service and quality, delivering accurate results.

Given this background, we feel we can meet any urgent/emergency requirements from Framework Public Bodies that may arise. The process mirrors that of any project, but undertaken within a more limited timeline:

- *urgent request contact:* the mobile number of the **[REDACTED]** will be available to Framework Public Bodies to enable any urgent contact to be made at all times. **[REDACTED]** will also regularly monitor **[REDACTED]** email account out with office hours to check for such communications. This will facilitate immediate initiation of activity to address the requirement.

- *request receipt logged*: the request will be immediately assessed by the **[REDACTED]**, and the Framework Public Body from which it originated contacted (within **[REDACTED]** hours) to understand and confirm internal sign-off processes, specific requirements, timelines and input expectations in order to ensure successful completion of the project. Should a face-to-face briefing be deemed necessary at this stage, a meeting would be scheduled for as soon as is possible to get the team together and the project moving quickly. Ability to schedule online meetings using **[REDACTED]** is useful in enabling a fast response to meeting requests.

- *workload capacity discussed*: the **[REDACTED]** would establish the project team for the urgent request within **[REDACTED]** hours and communicate their respective roles. Where executives have other commitments, we would look to re-prioritise workloads, working around the urgent request to ensure the appropriate staff are allocated to the Framework Public Body's project. Should it become necessary, executives with the most relevant skills would be moved onto this project, with other agency executive and/or freelance contractors used for projects outside the Framework. We are accustomed to working out with regular business hours to fulfil timing requirements, thinking ahead where we can in the belief that putting in extra work upfront can save more time later down the line when time is of the essence.

- *methodology determined*: tight timelines often require a clever and realistic approach choice of methodology. This may mean working with the client to determine appropriate selection methodology and research locations (online vs offline to speed up recruitment and interviewing processes), consideration of how best to reach seldom heard audiences in this timeframe, or the feasibility of a specific quantitative approach. Work on designing the research instruments begins as soon as the method has been signed off. A risk assessment is undertaken at the start of the project to mitigate against any risks that may impact on success.

- *fieldworker capacity*: given the long-standing relationships we have with fieldwork partners, they too are committed to accommodating urgent requests arising from this contract, and in ensuring these are delivered within their usual high standards of quality control. Additional interviewer shifts will be scheduled wherever needed to ensure the requirement is met. If necessary, alternative fieldwork sub-contractors will be sourced.

- *monitoring and quality control:* given the increased chance of mistakes occurring in the execution of urgent requirements, additional monitoring/control mechanisms are put in place to mitigate against this. In particular, additional points of formal monitoring of sub-contractors and project status are instigated, with feedback to the Project Manager required daily or more often, depending on the turnaround required.

- *analysis and debrief:* this is conducted with the same level of rigour as all other projects. Initial project planning will have cleared time to complete the work required to address objectives. Where timelines are particularly tight, we are happy to work the hours necessary to fulfil the contract to the high levels of service expected.

  We would be flexible in terms of how findings are reported back; in urgent cases, topline findings can be provided or early verbal debriefs can be held to discuss emerging recommendations to enable other partners to progress with meeting their obligations. The formal written document can be provided shortly thereafter. This would have been discussed with the client at planning stage, with the format and final delivery process agreed.

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Question 1.3.2

Account Management
Please provide a detailed breakdown of your proposed Account Management delivery, to include all disciplines relevant to the requirements as set out in Schedule 1 and Schedule 1A of the Model Framework Agreement, paying particular consideration to the following:

- *Detail of experience of key individuals within the team and also the wider team which can be accessed, including how all work together to deliver public sector campaign evaluation research, audience segmentation, insight gathering for social marketing, creative testing and application of behaviour change models/behavioural insights*
- *Please provide an account organisational structure for delivering the service. This must clearly demonstrate the Tenderer's senior management hierarchy and the names of key senior and account management individuals involved in the delivery of the services; provide CV's detailing relevant senior management staff, their experience relevant to their role in the contract, and key skills, awards and accomplishments in the sector;*
- *Details of the support staff who will be responsible for administering the Framework, their roles, location and reporting lines;*
- *The location from where the service is being delivered and how that is managed where multiple locations are in place;*
- *Mechanism for approval of any change to the above;*
- *The contingencies in place to work out with normal working hours as required and to ensure business continuity in the event of absenteeism through holidays, sickness or key personnel leaving and any emergency situations;*
- *Details of formal internal methods of interfaces between the Account Manager(s) and other internal staff within your organisation;*
- *How internal standards and monitoring of approvals/sign-off are managed and communicated internally/externally;*
- *Details of complaints procedure and escalation process including where the Account Management Team are unable to resolve complaints satisfactorily or within agreed timescales; and*
- *Training/development and monitoring of performance of the Account manager(s).*

Key account personnel
The team members responsible for delivering the service would comprise **[REDACTED]** senior Scott Porter research executives, and experienced data analysis and IT consultants.

All of the senior research staff have considerable experience of delivering public sector campaign evaluation research and insight gathering research to feed into social marketing campaigns. They have a wealth of creative testing expertise, and have inputted into the development of campaigns targeting behaviour change amongst various target audiences, including those experiencing greater health inequalities. This team has worked collaboratively over many years to deliver a wide range of creative insight, development and pre-testing projects on behalf of clients such as **[REDACTED]** and the Scottish Government, as well as various creative agencies, including **[REDACTED]**.

Their experience includes engaging with audiences across the age and demographic spectrum, alongside seldom heard audiences and those living in areas of high deprivation. This work has covered a wide range of subjects including those of a sensitive nature, latterly including studies on **[REDACTED]** has had on various aspects of people's lives.

We are a strong unit who have working as a team for over **[REDACTED]** years. Our **[REDACTED]** has worked closely with the **[REDACTED]** for over **[REDACTED]** years, and has been integral to the delivery of quantitative data analysis (including segmentation) to both Framework Public Bodies on previous contracts and private sector clients.

The organisational structure and CVs for key personnel are provided below.

ORGANISATIONAL CHART

[REDACTED]

Account delivery

At the present time, the Account will be delivered from **[REDACTED]** where the key account personnel are based, with all team members currently home working. The **[REDACTED]** will provide the central point of account management, using well established, remote channels of liaison with other team members: email and telephone communication, and virtual meetings via **[REDACTED]** . At such time as the work from home advice is lifted, in-person engagement in a shared office in **[REDACTED]** will be re-established.

Similarly, online **[REDACTED]** meetings or teleconferences will provide the primary means of communication with Framework Public Bodies and other agencies for the foreseeable future. When face-to-face meetings are possible, personnel will travel to the client's location, irrespective of geography. All travel will be undertaken with a view to meeting sustainability objectives.

Account organisational structure

The **[REDACTED]** will have overall responsibility for Framework account management, with additional support provided to deliver optimum levels of service. **[REDACTED]** remit includes:

- focal point of contact, a clear channel for communication
- primary point of accountability, defining and coordinating commitments, ensuring accurate delivery of the service, quality control, monitoring of account
- project allocation, team selection, identification of training needs
- collation of management and performance information
- assessing client satisfaction and addressing any complaints
- establishing and maintaining formal processes for facilitating ongoing sector understanding and continuous improvement.

An **[REDACTED]** will be appointed to each commissioning Framework Public Body who will work closely with the **[REDACTED]** in developing a deep understanding of priorities and goals and fostering effective working relationships and customer care. **[REDACTED]** may also lead as **[REDACTED]** for specific pieces of work. We would aim to maintain consistent teams for individual Framework Public Bodies to maximise the application of previous learnings to new project design and evaluation. Their role would encompass:

- development of relationships with assigned Framework Public Bodies
- coordination of all projects with these Framework Public Bodies

The **[REDACTED]** will manage individual projects, and provide

- for project: main point of contact, design and execution, analysis, reporting
- liaison with other team members and sub-contractors, monitoring their work
- responsibility for ensuring accurate completion of project related administrative tasks
- her overall performance will be reviewed by the **[REDACTED]**

The Framework related admistrative duties which need to carried out periodically (e.g. collating quarterly management information and financial processing) are assigned to one **[REDACTED]**. **[REDACTED]** would be **[REDACTED]** based and would report to the **[REDACTED]**.

Our **[REDACTED]** is responsible for the provision of system-wide support, including the setup and maintenance of computing equipment, and the establishment and monitoring of cyber security protocols. **[REDACTED]** is **[REDACTED]** based and reports to the **[REDACTED]**.

With regards on the ground delivery of fieldwork services, we have access to a network of freelance recruiters and interviewers across Scotland who are able to undertake fieldwork in any geographic location. Any gaps in coverage will be addressed by interviewers travelling to the required locations for the duration of the requirement. All qualitative fieldwork is managed centrally by one of the **[REDACTED]**. For quantitative fieldwork, the size of the team will be determined centrally, and then will be assembled and managed by an experienced fieldwork supervisor. The supervisor works regularly with the same team of interviewers and thus understands their individual strengths, capabilities and suitability for the project in question.

Mechanism for approval for changes to personnel working on the account
Changes to project personnel may be instigated by the Framework Public Bodies, or necessitated from a supplier perspective (e.g. staff turnover). Replacements will be selected by the **[REDACTED]** based on their knowledge of Framework Public Bodies' business/sectors, expertise and experience. These details will be provided to the Contracting Authority for approval.

Business continuity and work outside working hours
The contract team are accustomed to working out with normal hours to meet client requirements, with arrangements in place to compensate them for this time. We have well established contingencies to address requirements to work on projects out with normal working hours, with key team members able to access all project documents remotely 24/7. Any contact with sub-contractors is maintained via email (business accounts can be remotely accessed) and telephone.

Initial project planning takes account of scheduled holiday periods and staff/tasks allocated accordingly. A team is assigned to all projects so that in the event of unforeseen absences, other team members are fully aware of project status, with additional staff being brought in if required. Multi-skilling ensures that other team members can provide uninterrupted project progression in these circumstances.

In the event of key personnel leaving, their notice period is used to ensure successful hand-over of specific project tasks. Where immediate additional staff is required, we have known freelance resource across all disciplines that can be drawn on, subject to client approval.

Formal internal interfaces
Regular formal interfaces between the Contract/Account Manager and the other project team members are established at two levels:

- *operational:* weekly team briefings provide the primary interface. Project progress is reviewed to monitor project status, with any issues/risks logged

and actions agreed. The project management mechanisms and quality control procedures are examined for effectiveness, the need for modified strategies discussed and any required changes logged.

[REDACTED] meetings facilitate the continuance of service delivery from team members' homes until such a point where face-to-face, in-person operational meetings can resume.

Accessible-to-all diary and planning instruments, as well as centralised (cloud-based) project filing systems, provide all team members with full access to project information whilst home-working. This allows for regular formal communications between team members out with team briefings.

Regular informal discussions provide additional opportunities to communicate client comments, share knowledge and monitor daily progress.

Interfaces with recruiters/supervisors/interviewers and other key personnel involved in the delivery of the services involve formal communications via email (briefing documents, research instruments, progress updates, quality checks) and verbally (via online and telephone methods at present although again, face-to-face briefing will resume when it is safe to do so). These are scheduled at key points in the project planning, with ongoing interaction in respect of the project progress is maintained on a daily basis or as required.

- *strategic:* monthly account meetings to discuss account activity, review any implications for service delivery against KPIs, highlight new developments within the Scottish Government/public sector, provide a forum for sharing knowledge.

  IT and administrative systems are reviewed every **[REDACTED]** months by the **[REDACTED]** in consultation with the Project Managers and the IT systems engineer where relevant. This would include reviews of cyber resilience, continuous improvement for environment/sustainability and data protection compliance.

Monitoring internal standards and sign-offs

Management of standards is based around key milestones in the project plan and service KPIs.

[REDACTED] are responsible for tight project process monitoring and are a consistent point of contact internally and for external sub-contractors. They will monitor project activities and variables (e.g.**[REDACTED]**) against the project management plan and performance baselines, identifying actions to address any issues that may arise. This will be undertaken on an ongoing basis throughout the project.

Status reports will be communicated internally at weekly team meetings, and externally to clients via formal project status reports.

The **[REDACTED]** is also responsible for obtaining client sign-off on all key project elements. Standard sign-off points (e.g. **[REDACTED]**) are included as part of our project planning process, but individual project/client needs may drive additional

sign-offs (e.g. where sample or timing changes are required). These are agreed with the client, monitored and included in status reports. Where project changes are made, a formal record of review and acceptance is obtained and retained in the project file.

Complaints procedure

We have a clear procedure for complaint recording, handling, escalation and resolution:

- any complaint, issue or negative customer interaction is logged in the project file
- it will be formally acknowledged by the **[REDACTED]** with a clear indication of timeframe for resolution provided
- where possible, complaints will be investigated and resolved at a frontline level
- the proposed action and resolution timeframe will be discussed and confirmed with the **[REDACTED]**
- the outcome will be communicated to the client and confirmation of satisfaction with the resolution sought
- action will be taken to avoid re-occurrence of the issue and this will be communicated across the team. Appropriate training or review of internal processes will be undertaken
- where the Account team are not able to resolve the complaint satisfactorily, it will be escalated to the **[REDACTED]** who will meet with the client and discuss a further line of resolution
- any financial impacts resulting from delayed resolution will be borne by ourselves, with additional work undertaken as required to address the issue.

Training, development and monitoring of performance

Performance of the Contract Manager will be assessed through seeking client feedback on the management and service levels provided. Development needs will be identified from these reviews, and from gaps noted by account teams in the provision of the services. Training and ongoing professional development will be sourced through a variety of recognised research and business organisations.

Monitoring of performance of the **[REDACTED]** is undertaken by the **[REDACTED]** through informal day-to-day observation and discussion, and by formal review feedback. This will look at project management skills, internal and external relationships, problem resolution, change management etc. Feedback will also be drawn from other team members and end-of-project client satisfaction feedback.

Training and development needs are assessed in consultation with each **[REDACTED]** individually. This will seek to address any performance gaps highlighted by the monitoring, but also take account of wider continuing professional development to ensure they remain abreast of new approaches and professional developments. Any skills gaps will be immediately addressed through internal mentoring, with formal training subsequently sourced through recognised providers such as the **[REDACTED]**

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Question 1.3.3

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

- *details of all tools and processes to track and report on progress of tasks and how you keep abreast of the latest tools and technologies in the sector;*
- *details of the management reporting arrangements employed to monitor tasks;*
- *details of how these outputs will contribute to the management of risk and inform future activities; and*
- *details of formal methods/process for identifying and addressing errors including how and at what stage the Framework Public Body is informed*

Tracking and reporting processes

Project management systems are firmly established, providing key information and project visibility, maximising efficiency and productivity and enabling fast response to change and risk.

Centralised project management tools are integral to our service delivery. As a small team, we use customised **[REDACTED]** for the creation of project plans and schedules, task and budget tracking, and resource management for each project. Our system allows for online sharing of tracking tools with the project team via **[REDACTED]** .

Project progress is always monitored against the project schedule **[REDACTED]** detailing all the activities required to produce the project deliverables, and highlighting milestones with critical dates). This is done on a weekly basis, or more frequently as required. Completed tasks are recorded against the project plan; where there is indication that timelines are not being met, a critical path is determined with ways to accelerate these activities to move the project back on track.

The project budget is also monitored on a regular basis (including expenditure on variable expenses such as travel and subsistence). A simple running record of such expenditure is maintained, providing an up-to-date view of the budget position.

All documents are stored in a central digital project folder following established file naming and version numbering conventions. This contains all relevant project schedules, logs and sign-offs, allowing efficient tracking of progress and changes and facilitating team access to research instruments, communications, status reports and charts.

We are able to keep abreast of tools and technologies in this sector through subscriptions to key industry news and reports e-mail updates, online blogs, and reviews. Internet research is also undertaken should we hear about any new technological developments in the sector which merit further investigation. We are currently trialling the monday.com app as a project management tool in **[REDACTED]** to evaluate the added efficiency that such software can bring to our tracking processes.

Management reporting arrangements

Project monitoring by the **[REDACTED]** is a continuous process based on clear channels of communication with the project team. Team members are required to report informal project status or individual task status to the manager on a daily basis. Sub-contractor status reports are received on a regular basis: daily or weekly, dependent on the stage of the project. These provide additional monitoring information against which timely and accurate delivery can be evaluated, and provide early issue identification.

Formal status meetings are scheduled weekly to review project progress, ensure all is running to plan, and log any issues or actions for improvement/recovery.

Formal project status reports are generated as an output of these meetings, and forwarded to the client at pre-agreed intervals, usually weekly. These outline the project's current status (in the context of actioned points from the previous update), all action points which are to be completed that week and any issues to highlight which may impact on the continued success of the project. Key milestone reporting is standard for all projects.

Risk management

Risk assessment is integral to project planning, identifying risks and mitigating actions, with tools in place to manage this. At the scoping stage for each project, a risk register is completed, with analysis of the likelihood and consequence of any risks being prepared, alongside a plan to mitigate against them and proactively respond if the risk does occur. As the register also maps out suggestions for a path forward, it helps to keep the project from falling behind schedule or going over budget.

The project tracking processes provide multiple points of report and review, ensuring continual monitoring of risk factors and early identification of unforeseen risks. These are tracked by the Project Manager not only at the weekly meetings, but through ongoing interaction with the project team and active involvement in the project activities. This facilitates speedy response to any issues arising, thereby minimising the impact of project threats. Learnings are integrated into improvement processes/staff training and are always borne in mind when devising new methodologies to reduce the risk occurring in future projects.

Error/issue management and reporting

Employees and all sub-contractors are expected to be proactive and engaged in maintaining quality standards throughout every aspect of the service. In order to minimise the chance of errors occurring, systematic and thorough checking procedures are in place for every project. For example, for qualitative studies all respondent lists are checked pre-fieldwork against the recruitment criteria and

then **[REDACTED]** are back-checked post-fieldwork (an industry standard level). For quantitative studies, data review is considered a crucial element prior to beginning the analysis process thus checks and rechecks are routinely undertaken as standard by both the data processor and the analysts to ensure the accuracy of the data to be used. Proof-reading of final outputs (e.g. presentations and reports) is undertaken by **[REDACTED]** individuals.

Despite these precautions, we recognise that mistakes and incidents can and do occur. We aim to foster a culture that is open and honest and is supported by reporting, sharing, learning and taking action on any incidents, errors and review. The standards we have set are inter-dependent. For example, reporting incidents results in data being collected which can then be analysed to identify the causes and the actions implemented to address them and prevent reoccurrence.

In instances where an error is identified or an issue arises, these would be handled initially by the **[REDACTED]** who records it on an issues log, and facilitates its tracking and resolution. Issues are resolved at the lowest level, addressing root cause. Where escalation is necessary, a clear procedure is followed with reporting routes to the client via the **[REDACTED]** .

The issues log identifies the category of issue (e.g. technical, business process, resource, third party) and records details, timing and priority level. This will determine who is assigned responsibility for tracking and implementing a resolution, and the point at which the client is informed. Issues of low priority which do not affect activities on the critical path are dealt with internally, whilst those that are likely to have a noticeable or high impact will be notified to the key contact at the Framework Public Body – either via the project status reports at the pre-agreed intervals, or immediately if the matter is considered to be urgent with high impact on the project.

In these instances, our objective is to affect recovery as quickly as possible and minimise the impact. The following procedure is followed:

- complete a full audit to establish the factors contributing to failure
- establish key priorities, clarify acceptance criteria with client, review roles and responsibilities
- reset milestones for schedule/performance monitoring, seeking client approval for recovery plan
- aggressive pursuing of any issues to minimise impact on overall project
- frequent status checks to prevent additional obstacles and increase visibility and accountability.

The project status reports would once again come into play, informing the client of the outcome of the issue resolution process and any further action points anticipated. These would continue for the duration of the contract, but more usually up until such a time as the project's fieldwork has been fully and successfully completed, any aspects flagged as high risk in the risk register have passed by, and the project transitions into the analysis and report writing stages.

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Question 1.3.4

Tenderers are required to demonstrate their organisation's approach to information security and the controls that are in place, to protect the data shared with them, and to ensure continuity of the service offered, by providing a brief statement for each of the following Objectives.

Where applicable, responses must include the controls in place to manage the sharing of data between the contractor and their sub-contractors.

The respondent should address each of the points, and may include any improvement plans the tenderer proposes to make prior to commencement of the contract.

Where responses refer to certificates, policies or other documents, copies should be included to support your attestation.

- *Please describe the management approach to Information Security and Data Protection, including responsibilities, and risk assessment.*
- *Please describe where data will be processed and how it will be secured, including any encryption controls and also including the measures put in place with sub-contractors.*
- *Please describe how data will be secured during transmission between the Scottish Government, the Contractor and sub-contractors, including any encryption controls and use of usb memory sticks.*
- *Please describe the measures in place to protect computers, software, middleware and infrastructure used to process data against loss or compromise from cyber-attack and crime, including the use of firewalls, user accounts and passwords, secure storage.*
- *Please describe the measure in place to ensure that only authorised individuals have access to only that data required for them to perform their role, and thus reduce the risk of information being lost or stolen.*
- *Please describe the measures taken to ensure that data processed digitally is protected from malware, virus and untrusted software.*
- *Please describe the processes in place to ensure that computers, software, middleware and infrastructure, upon which the service relies, are patched with updates/hotfixes to ensure they are not vulnerable to known security issues.*
- *Please describe what training is given to employees, contractors and sub-contractors in regard to information security and data protection, including lone and home workers.*
- *Please describe how back-ups of the data will be taken and protected. Also, how data will be restored in the event of an incident, to ensure business continuity and continuity of the service offered*

Management approach to information security and data protection
Our approach to information security and data protection conform to **[REDACTED]**. A risk assessment is undertaken to establish threats to personal and business critical data, and appropriate security measures put in place. Risks are reviewed annually, and as required in the event of staff leaving, new legislation, changed working environment etc.

Controls are based around the three principles of information security:
- Confidentiality - protecting sensitive information by controlling access to information and data breaches
- Integrity – ensuring appropriate security controls are in place to prevent malicious or accidental changes to data e.g. by cyber-attack or during data transfer
- Availability – to ensure data storage and disaster recovery processes are in place to ensure data integrity and business continuity

The overall responsibility for information security lies with the Managing Director, with technical advice and implementation from our IT consultant.

Where data is processed
Data is processed and stored on **[REDACTED]** offers at-rest and in-transit encryption. Encryption at-rest includes **[REDACTED]**. In-transit, it is protected using **[REDACTED]** encryption. All data processing takes place within **[REDACTED]**.

We work with a small number of sub-contractors, with whom we have long-standing working relationships. We ensure that an appropriate level of due diligence is applied to those suppliers we deem medium or high risk in the supply chain (e.g. those who may, on occasion need to handle sensitive data) - to ensure that their business processes and data handling policies continue to be resilient and compliant with security requirements and the relevant industry protocols.

Data transfer
We operate a number of systems for transferring sensitive information between ourselves, clients and sub-contractors:
- Documents sent by email are password protected (**[REDACTED]**), with the password sent separately, either by telephone or text
- **[REDACTED]**, which provides end-to-end encryption for all transfers, is used with a key sub-contractor for transfer of data relating to respondent recruitment
- Other secure transfer systems as requested by the client e.g. **[REDACTED]**.
- No use is made of USB memory sticks unless there is no other practical transfer solution available. In such cases, only encrypted USB sticks are used.

Cyber protection measures
The following cyber protection measures are in place:

Firewalls and internet gateway
- **[REDACTED]** is enabled on all computers and set to block unapproved connections by default
- Each rule instigated on the firewall is proposed by the IT consultant; all other incoming traffic is blocked
- Any unused firewall rules are removed as soon as their requirement has finished
- The administrative interface for the firewall is only accessible by our IT contractor from one specific external IP address using an SSL encrypted connection and complex password
- Automated penetration tests are performed

Secure configuration
- Only required accounts are enabled on domain computers. Strong passwords are required and set up for domain accounts
- No access is permitted to any service without a domain account
- Computers are subject to cleansing to remove any non-required software and services
- Auto-run is disabled and all media is automatically scanned for viruses as soon as it is connected to a computer

Secure storage
- Data is stored on **[REDACTED]** which offers at-rest and in-transit encryption. Encryption at-rest includes **[REDACTED]** and **[REDACTED].** In-transit, it is protected using **[REDACTED]** encryption.
- Particularly sensitive documents can be stored in the Personal Vault area which is protected by two-factor authentication.

Access Control
- All laptops/PCs have full disk encryption via **[REDACTED]** and require a complex password to boot the machine
- User accounts are created for permanent employees only
- Employees authenticate to the network via Windows based logins with secure passwords that are changed every **[REDACTED]** days. We will be introducing two-factor authentication to mitigate against the impact of compromised passwords
- Each user account has permissions appropriate to the role
- Only authorised individuals have access to project files with sensitive/personal information, with this being controlled through secure passwords
- User accounts are removed when employees leave the organisation

Remote working
- Remote access is only permitted for staff who require it
- As a result of Government advice to work from home during the Covid-19 pandemic, data is accessed from **[REDACTED]** employee home locations using business laptops/PCs which have full disk encryption via**[REDACTED]**
- All staff have been trained in the additional risks of cloud computing and the correct procedures to follow in keeping data secure when working remotely

Malware protection

- All computers run **[REDACTED]**. Automatic updates are enabled
- Gateway anti-malware solutions are in place
- Real time protection and cloud delivered protection are turned on
- Sandboxing is operational
- Active mode is used so that threats are remediated
- Website blacklists are used, as is ad-blocking to reduce a common attack vector

Patch Management

- All software is fully licensed and patched, with Microsoft Office patches deployed automatically
- Any unused software is removed
- Browsers are automatically updated
- Network vulnerability scanning is performed quarterly using **[REDACTED]**
- Penetration testing is undertaken using **[REDACTED]** scan

Training

- Our IT consultant communicates all necessary measures, processes and procedures in relation to cyber security. This includes password best practices, how to recognize phishing attacks, malicious emails and ransomware, and reporting of a suspected cyber incident
- Training on IT policy and procedure is provided to all employees; understanding and compliance agreement verbally verified; explicit statement that non-compliance is a disciplinary offence
- All employees, freelance recruiters and sub-contractors are instructed on, and confirm compliance with, the Data Protection Act 2018, UK-GDPR and MRS Code of Conduct in relation to handling personal data
- Sub-contractors are required, when handling personal data and project documentation, to
  - ensure adequate security measures are implemented to protect its security, confidentiality and integrity
  - only use digital devices that have appropriate security measures (passcode access, dual-factor authorisation/fingerprint recognition, firewall software, virus protection and hard drive encryption)
  - password protect or encrypt any electronic documents containing personal data whilst in transit and at rest
  - not share passwords and to use strong passwords
  - securely delete (via Eraser) all electronic sensitive information immediately on project completion

Data backup and business continuity

- All data is automatically backed up to **[REDACTED]**
- Should an incident occur, an earlier version of all files on **[REDACTED]** can immediately be restored via the **[REDACTED]** website
- The **[REDACTED]** facility allows identification of when a malware etc. incident occurred so that an appropriate restore date can be selected
- Disaster recovery testing is undertaken annually
- Wider Business Continuity Management processes are derived from the HM Government BCM toolkit, based on the **[REDACTED].**

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Question 1.4.2

Note to Tenderers: *The Scottish Public Sector is committed to the delivery of high quality public services, and recognises that this is critically dependent on a workforce which is well-rewarded, well-motivated, well-led, has access to appropriate opportunities for training and development, is diverse and inclusive, and can influence decision making. These factors are also important for workforce recruitment and retention, and thus continuity of service delivery. Public bodies in Scotland are committed to applying Fair Work First criteria in their own organisation and in publicly funded supply chains*

Fair Work First *is the Scottish Government's policy for driving good quality and fair work in Scotland. Through this approach, the Scottish Government, and its public sector partners, are asking bidders to describe how they are committed to adopting Fair Work First:*

- *appropriate channels for effective voice, such as trade union recognition and regular employee feedback are in place which can influence worker experience and address concerns;*
- *investment in workforce development is integrated into the organisation in particular in relation to equality and diversity, and opportunities exist to enable continuous professional development*
- *no inappropriate use of zero hours contracts in operation so that staff have open ended or fixed term contracts which guarantee a fair minimum number of hours, no compulsory overtime, and reasonable notice to shift changes;*
- *action to tackle the gender pay gap and create a more diverse and inclusive workplace by preventing bias and barriers to recruitment, retention and promotion processes; creating opportunities for workers to influence workplace equality; gathering data on workforce diversity and address under-representation; ensuring governance structures are gender balanced and parity exists for minority ethnic, disabled and younger people;*
- *providing fair pay for workers (for example, payment of the real Living Wage);*
- *offer flexible and family friendly working practices for all workers from day one of employment such as flexible working, family friendly options for all staff, systems and protocols are in place to enable remote working;*
- *oppose the use of fire and rehire practices which can be used to diminish terms and conditions*

In order to ensure the highest standards of service quality in this contract we expect suppliers to commit to progressing towards adopting Fair Work First in the delivery of this contract as part of a fair and equitable employment and reward package as a route to progressing towards wider fair work practices set out in the Fair Work Framework.

[REDACTED] works consistently to ensure both our immediate workforce and also those who work with us on a freelance basis, such as qualitative recruiters and quantitative interviewers, are well-rewarded, well-motivated, well-led, have access to appropriate opportunities for training and development, are diverse and inclusive.

We commit therefore to progressing towards adopting Fair Work First in the delivery of this contract and in our wider business and already have the following workforce policies in place as part of a fair and equitable employment and reward package. These encompass fair work practices across all of the five main Dimensions of the Scottish Government's Framework for Fair Work First: *Effective voice, Opportunity, Security, Fulfilment, and Respect*.

- Employee engagement: Consultation and participation in decision making is central to our business ethos to engender trust and loyalty, positively influence the worker experience and allow concerns to be addressed. Voicing views and concerns is encouraged, and both written and verbal channels are provided to enable this. These are largely informal, and we would look to introducing more formal feedback opportunities where appropriate. Being a micro employer, we feel that seeking to engender a sense of belonging and involvement for workers is key.

- Fair employment practices: We do not use zero hours contracts and strive to treat and reward staff and sub-contractors fairly at all times. We are an equal opportunities employer, and we monitor and aim to ensure a diverse and inclusive workplace. This is achieved by ensuring pay parity for all and aiming to prevent bias and barriers to recruitment, retention and promotion processes and create opportunities for workers to influence workplace equality. We oppose the use of fire and rehire practices which can be used to diminish a worker's terms and conditions.

- Fair reward: We support the payment of the real Living Wage to all employees and contractors; both ensuring this in respect of our own staff, and also committing to monitor it in respect of any regular contractors we use.

- Workplace health: We aim to build respect at work via a two-way process between employer and worker ensuring at all times the health, safety and wellbeing of others. We give staff the opportunity to work in ways that allows them to maintain and improve their health and well-being in relation to workplace stress, workstation hazards, driving, healthy lifestyle choices, enabling return to work after illness.

- Flexible working: This is built into our working practices. Staff have flexibility to work round family or personal commitments in so far as they do not negatively impact on the delivery of services. Remote working from home and part-time working is fully integrated into our policy and systems and protocols are in place to enable this. Maternity/paternity and career break opportunities are available.

- Employee autonomy: Enabling some worker control and autonomy on matters such as place, timing and tasks to be accomplished also adds to the levels of overall respect within the business. We ensure and provide the empowerment to comment on and develop working processes within the business.

- Line management: In addition to the above, active management - including 'soft management skills' like active listening, motivating and empowering – are employed.

- Skills development: Investment in workforce development is integrated into the organisation and we place strong expectations in terms of quality and quantity of output, offering opportunities for learning and development of the individual's capabilities to enable continuous professional development.

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Question 1.5.1

Sustainability: Tenderers must confirm that, where appropriate, they will support the Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the services required.

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 and any steps you will take whilst delivering under this Framework to engage with and provide opportunities to the local Community, SMEs and Supported Businesses.

Further details on Scottish Government's Sustainable Procurement Policy are available at: Procurement Reform (Scotland) Act 2014 (the Act): statutory guidance - updated June 2021 - gov.scot (www.gov.scot); Sustainable Procurement/Procurement Journey; and Sustainable Procurement (sustainableprocurementtools.scot) Public sector procurement: Fair work and procurement - gov.scot (www.gov.scot)

We hereby confirm that, where appropriate, we will support the Scottish Ministers' policies on Sustainability and Corporate Social Responsibility in the delivery of the services for this Framework.

[REDACTED] is committed to following sustainable business practices and the following policies and procedures are in place to achieve and maintain our sustainability goals:

- We have an ***environmental policy*** which details that we are fully committed to minimising our impact on the environment by ensuring that there are arrangements in place for the effective reduction and prevention of any significant environmental impacts, both through our own procedures and due diligence, and through arrangements for the provision of services with outsourced agencies. We also have safeguards in place via external sources which discharge the legal responsibility for the provision, management and assessment of safeguards to environmental risks.

- We undertake an ***annual review*** of both the effectiveness and the suitability of the Environmental policy and procedures to determine if they remain fit for purpose and look for any potential improvements that can be made, thereby ensuring risk of environmental impact is minimised or erased, where at all possible. Changes to the policy and procedures are communicated to staff who then confirm their understanding of these.

- ***Sustainability management*** within the organisation is a continually evolving practice. We take a common sense approach to making changes as opportunity arises, and from any triggered events (both internal and external). We aim to

learn from suppliers and/or clients and adopt new approaches to any aspect of environmental management where considered prudent and/or practicable.

- In terms of ***sustainable materials***, we aim to reduce waste, using recycled products for day to day running of the business and projects, and minimising waste through effective use of materials. Examples of these efforts include:
  - where possible using eco-friendly stationery products and reusable stationery (e.g. correction cartridges, tape holders, glue rollers etc.)
  - using **[REDACTED]** recycled paper or eco-friendly, low emission-produced paper with a commitment to replanting trees
  - printing on both sides of paper
  - using scrap paper for notes
  - recycling/re-using any items where possible (e.g. envelopes, jiffy/padded bags)

- For ***waste management*** in the office environment, local companies are employed to collect recyclable waste which are verified as being compliant with UK/EU Waste Regulations. In these instances a monthly Carbon Report is obtained which allows review of recycling output. Batteries used in recording devices are tested to ensure they are empty before recycling at designated battery recycling points. Landfill waste is limited to non-recyclable items and is minimal. Note: when remote working, staff are encouraged to recycle the same items – including paper, cardboard, plastics, glass and batteries.

- For ***travel*** *(assuming Covid-19 restrictions allow),* the need is assessed for each project and if it is necessary, that with the lowest carbon footprint is chosen. For example, if possible, bus, train, or tram travel is preferred over taxis or flights. Where private forms of transport are necessary, car-sharing is arranged if feasible. Online and/or telephone methods are utilised when appropriate.

- For ***energy management***, when switching office gas and electricity suppliers, selection is made not only on cost but also the level of clean energy the supplier uses, with research undertaken and weight given to greener suppliers and a commitment to sourcing safer, cleaner energy. Day to day energy use - both in office and when working remotely - is kept to a minimum and ecologically friendly options are used where viable, such as, for example:
  - use of Smart Meters, energy saving lightbulbs, lights on in populated rooms only, electrical items switched off rather than on standby, battery testing
  - timed and temperature controlled heating systems, doors and windows sealed to contain heat, boiler serviced regularly.

- With regards to ***suppliers***, as a micro business conducting market research, the types of suppliers required to run the business do not generally pose great risk of impact on the environment. The exceptions to these are energy suppliers, producers of stationery items and waste management companies. For all suppliers selected, we would endeavour to utilise local companies, as well as smaller providers, assuming practicable and viable to do so.
  - When sourcing an energy supplier, we undertake to base choice not only on cost but also on fuel sustainability, assessing a supplier's carbon footprint against other providers and ensuring choice is made based on those using greener fuels and methods of sourcing their fuel.

- Stationery suppliers are used on the basis they always recommend the most ecologically friendly options for regular and non-regular items, and that they will advise if a new, greener product becomes available in their offering to ensure the best/most sustainable options are considered, regardless of cost.
- Any local waste management companies employed to recycle waste or to collect non-recyclable waste, are verified as being compliant with UK and EU Waste Regulations. A diarised annual review of these companies and their commitment to the environment is undertaken as part of the overall Environmental policy and procedures review.

- ***Staff training and awareness****,* as for all our policies, is to ensure every staff member reads and understands policies and procedures, as well as updates following annual review. They then sign and pledge to commit to laid-down procedures, aims and changes for the betterment of the policy. Ad-hoc changes to policy, or procedures are communicated verbally, as are new legal requirements. These are updated within written policy/procedures. Staff are encouraged to provide input regarding potential improvements to ensure the company operates in the most sustainable and ecologically-friendly way.

- Any ***environmental related complaints*** made will be considered seriously, with a full review of any potential cause of a claimed impact, identifying and rectifying the problem as quickly, safely and efficiently as possible. Complaints to be recorded internally with a breakdown as to cause, remedial action taken, further reporting needs and lessons learned to prevent reoccurrence.

- For ***emergency response***, Scott Porter commit to due diligence prevention, preparation and to act safely, quickly and efficiently, in the event of an environmental incident or emergency, to ensure that any risks arising from such an occurrence are minimised and contained to prevent further hazard or damage to the environment. All incidents are to be dealt with immediately, assuming safe to do so, reporting to the appropriate authority and the Managing Director.

  In terms of preparation for emergency response to such an incidence when in the office, regular inspections of potential environmental hazards take place to ensure any risks to the environment are minimised, including:
  - fire hazard checks, fire extinguisher inspections
  - gas/electricity meter inspections, PAT testing (Portable Appliance Testing), wiring inspections, damp-proofing checks
  - eco-friendly cleaning products and storage thereof
  - general building maintenance, checking external areas and masonry checks
  - staff procedural training.

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Question 1.5.2

Community Benefits

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. 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 e.g.:

- *targeted recruitment & and 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.*

Tenderers should provide details of their proposals to support Scottish Procurement to meet SG overall community benefits policy through this Framework Agreement

As a micro company we aim to support community benefits as best we can via the use of local contractors, taking into account the economic, social, environmental and equality impacts of purchasing activity. Whilst we do not currently find ourselves in a position to generate employment opportunities for priority groups within the business, we are committed to equality and diversity when recruitment opportunities arise.

With regards to conducting market research specifically, opportunities for community benefits are primarily linked to providing opportunities for SMEs and self-employed contractors:

- use of local agencies/companies in Scotland as first choice for specific sub-contracted fieldwork and data processing needs
- use of local freelance recruiters and interviewers across Scotland, providing training as necessary, both ongoing and for new starts
- use of local community groups and third sector organisations when sourcing respondents, including making charitable donations as a thank you for any help given
- use of community facilities as venues for research sessions (offering a donation where no formal payment is requested)
- use of local hotels and catering companies for venues and refreshments for research sessions, as well as for research executive accommodation when travelling for fieldwork

These are already integral to our working practices, and we are committed to contributing to providing additional community benefits wherever possible.

Lot 5 - Market Research - Scott Porter Research & Marketing Ltd.

Question 1.6.1

Transfer of Undertakings Regulations 2006, 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.

Our understanding is that TUPE **[REDACTED]** in respect of award of this Framework Contract. This is based on the assessment that employees who have been/will be providing this service are not organised such that their principal or sole purpose is the carrying out of activities specifically related to this service, but that they are also involved in providing similar services to other clients.

Should there be a change in service provision – even if the activities remain fundamentally the same – we believe that the employees providing our service would not be deemed to consitute an 'organised grouping'.

LOT 5 - MARKET RESEARCH

STAFF ROLE	UNIT	VOLUME OF HOURS PER STAFF ROLE (for evaluation purposes only)	HOURLY RATE PER STAFF ROLE excluding VAT £	TOTAL PRICE PER STAFF ROLE excluding VAT £	Comments
Director	Price Per Hour	1777	REDACTED	REDACTED	
Account Director	Price Per Hour	358	REDACTED	REDACTED	
Research Director	Price Per Hour	2051	REDACTED	REDACTED	
Account Manager	Price Per Hour	10	REDACTED	REDACTED	
Project Manager	Price Per Hour	10	REDACTED	REDACTED	
Account Executive	Price Per Hour	10	REDACTED	REDACTED	
Senior Account Manager	Price Per Hour	3248	REDACTED	REDACTED	
Board Director	Price Per Hour	1690	REDACTED	REDACTED	
Technical Director	Price Per Hour	150	REDACTED	REDACTED	
Qualitative					
Senior Research Executive	Price Per Hour	328	REDACTED	REDACTED	
Research Executive	Price Per Hour	53	REDACTED	REDACTED	
Telephone Executive	Price Per Hour	10	REDACTED	REDACTED	
Field Interviewers	Price Per Hour	10	REDACTED	REDACTED	
Consultant	Price Per Hour	10	REDACTED	REDACTED	
Research Manager	Price Per Hour	638	REDACTED	REDACTED	
Online Scriptors	Price Per Hour	10	REDACTED	REDACTED	
Data Analyst	Price Per Hour	10	REDACTED	REDACTED	
Data Processor	Price Per Hour	10	REDACTED	REDACTED	
Online Interviewers	Price Per Hour	10	REDACTED	REDACTED	
Quantative					
Senior Research Executive	Price Per Hour	5513	REDACTED	REDACTED	
Research Executive	Price Per Hour	184	REDACTED	REDACTED	
Telephone Interviewers	Price Per Hour	20644	REDACTED	REDACTED	
Field Interviewers	Price Per Hour	1439	REDACTED	REDACTED	
Data Analyst	Price Per Hour	698	REDACTED	REDACTED	
Data Processor	Price Per Hour	977	REDACTED	REDACTED	
Consultant	Price Per Hour	10	REDACTED	REDACTED	
Research Manager	Price Per Hour	220	REDACTED	REDACTED	
Online Interviewers	Price Per Hour	10	REDACTED	REDACTED	
Field Manager	Price Per Hour	1301	REDACTED	REDACTED	
Segmentation					
Senior Consultant	Price Per Hour	10	REDACTED	REDACTED	
Senior Account Manager	Price Per Hour	10	REDACTED	REDACTED	
Data Processor	Price Per Hour	10	REDACTED	REDACTED	
Data Planner	Price Per Hour	10	REDACTED	REDACTED	
Database Administrator	Price Per Hour	10	REDACTED	REDACTED	
Project Manager	Price Per Hour	10	REDACTED	REDACTED	

TOTAL OVERALL PRICE	REDACTED

1.2.3 How your organisation will deliver the services

• **Understanding** and interpretation of the purpose, specific objectives and scope of the **requirement**;

The purpose of this tender

Providing research and insight consultancy to any Government organisation is a demanding task. Your stakeholders have multiple, overlapping priorities. The timescales are demanding. Research findings are published and open to scrutiny. Proividers must adhere to the highest professional standards and be able to justify their choices to those who may not be familiar with research. And because the taxpayer is funding each project, value is fundamental to the whole process.

Quality, value, openness and trust are all vital principles for providers.

Your objectives and the scope of the tender

The scope of the tender is broad, covering all possible research solutions that the Scottish Government (SG) may wish to procure over the next 4 years.

We note how the scope aligns with the services our agency provides, namely:

- Full-service insight consultancy (rather than just data);
- New, emerging techniques (rather than just traditional methods);
- Creative outputs that inspire action (rather than just sit on a shelf).

Market and consumer primary research is the core daily activity of our agency. As researchers we are curious people, and we are motivated to explore research questions and find answers. We work for clients such as [REDACTED].

Drawing on our expertise: We recommend the right methods to understand each audience, rather than "sell products". Working with [REDACTED] to examine online grocery promotions we set up a **controlled experiment**, auditing promotions pre/post legislation change. Clever experimental design isolated the key variables. This, combined with observation of shopper behaviour across multiple domains, allowed us to document objectively (using screen recording software) as well as explore subjective experiences. The combined report will be published - visually demonstrating the impact of the legislation in a clear, engaging format.

Business to business research is another core part of our practice. We have honed our skills over many years with clients such as [REDACTED].

Drawing on our expertise: We use behaviour change frameworks (like COM-B) to frame the problems, focus our fieldwork and analysis then go further with the recommendations. Recently we worked with Scottish Water on a project to encourage businesses and communities to address local flooding, using a range of simple solutions. Recommendations gave the team strategies to increase understanding (capability), fit solutions to spaces (opportunity) and articulate a holistic rationale for taking part as a community (motivation).

Secondary research provides firm foundations for many of our projects. We often combine this with our "behavioural audit" using the principles of behavioural science to examine the relevant biases and likely drivers of decision making.

Drawing on our expertise: We collaborate with a network of experts. Working with behavioural Scientist [REDACTED], we undertook a behavioural audit of what caused low response rates to pension "recontact" letters. Our redesigned letters were significantly more likely to get people to act. The target set for the project is a [REDACTED].

Marketing evaluation is a specialism requiring us to combine multiple data sources (e.g. media spend, search, social media) with ad performance. It also requires us to work in partnership with media, creative and other agencies to understand a holistic picture of performance and what to do to optimise it. Brands such as [REDACTED] rely on our expertise.

Drawing on our expertise: We will challenge you about your short and long term goals. Working with value retailer [REDACTED] over the past [REDACTED] demonstrated that analytics are vital to understanding the drivers of ad performance. Correlation does not mean causation. Econometric analysis and modelling co-authored with a partner agency led to a new media and creative strategy presented and agreed by the Company Board. This new approach has increased sales.

Continuous tracking requires a subtly different approach to other quantitative research. Many clients want to focus on the actions needed to enact change in the behaviour they are tracking. Workshops and project planning thus form a vital part of our toolkit.

Drawing on our expertise: We will get the best solution for each circumstance. We undertake over 1 million interviews per year examining the customer experience for [REDACTED].

Segmentation requires specific expertise. Blending demographics, attitudes, needs, behaviours, and psychographics in a meaningful way is a scientific process which our statisticians specialises in. It also requires judgement. Decisions whether to go with the "4 segment solution" or the "7 segment solution" require judgement. [REDACTED].

Simple segmentation exercises (e.g. a-priori segmentation, deciles, advice on targeting) or derived techniques (e.g. conjoint) is often researcher-led and agile in delivery.

Drawing on our expertise: Embedding the segmentation is the vital step in the process and needs a project plan. It is as important as the segmentation itself: many projects fail at the last hurdle because they are not embedded within organisations effectively. Who will be using the results – as well as how and when they are used – is of utmost importance. Creative outputs like videos, posters and props help reinforce segment profiles over time.

Our innovation team source the latest technology/tools from partners to get closer to the lived experience of the people we are researching (see picture):

[REDACTED]

Innovative techniques in our toolkit include:

[REDACTED]

How robust **methodology/project plans** will be produced and delivered;

How do researchers define what methods to use?

- In truth, it's a combination of professional expertise and hard-won experience.
- We use our judgement to balance coverage of objectives with the timescales and budget.

- We create a methodology matrix to show which objectives are covered by which method.
- Triangulation is key: blending elements which individually lack something to build a more cohesive whole. Most of the time, we'd recommend using more than one method to understand an issue.
- Qualitative methods are exploratory and embrace ambiguity; quantitative methods are structured and embrace measurement. They thrive in combination.

Project plans

- Once commissioned we aim for projects to follow a set management process (see section below).

Methodologies of relevance that you will use, including to reach **seldom heard audiences**;

Reaching seldom heard audiences relies on getting the right people to take part (recruitment) and using the right approach to meet the needs of the audience (methodology).

Recruitment

- We define our targets clearly and in detail, to avoid ambiguity.
- Briefing and screening discussions with recruitment partners are extensive and ongoing to ensure that participants are eligible, able and happy to participate in our research.
- Particpants are approached professionally and with sensitivity. We ensure that we do our homework, including liaising with appropriate agencies as well as our clients themselves, to ensure that we understand issues such as cultural factors, sensitivities, comprehension, access, availability, best ways to engage etc.

Methods

People who lie outside the mainstream cohort of research participants require a customised approach given the variety of challenges that they may face. If using technology the main principle is to use "native" platforms e.g. [REDACTED]. Our methods are flexible to mirror the needs and circumstances of individuals. For example:

- We are mindful that older participants are not always comfortable with technology and certain audiences do not have easy access to it. We are inclusive in our approach.
- Face-to-face approaches provide maximum rapport and trust.
- Digital platforms can work well in dialling-up engagement and providing convenience for research participation among younger people.
- We match moderators to situations/topics.
- We pay careful attention to group composition and dynamics to ensure sensitivities are respected (cultural or otherwise).

Audience **segmentation techniques** you will use;

Our approach is [REDACTED]

Tools are dependent on the brief, but include e.g.
[REDACTED]

How you will achieve **high quality delivery across all stages of a project** (from set-up to reporting including liaison with relevant stakeholders);

We use an in-house process which is augmented by our [REDACTED] **accreditation**

- Create a project plan with a Project Manager;

- Agree critical signoff dates with stakeholders and clear expectations for suppliers;
- Use management software ([REDACTED]) to track each project and the hours assigned to each phase;
- Have weekly project update meetings;
- Conduct a post-project evalutuation including a client satisfaction survey.

How you will **add value to your delivery** of communications and social marketing research;

- Our learning and development programme includes internal and external expert trainers sharing best practice in subject areas (e.g. [REDACTED]). This means staff working on your project bring learnings from other categories and industries.
- We use frameworks from behavioural science to better diagnose problems, structure fieldwork and provide recommendations which actually go with the grain of human decision making (e.g. [REDACTED]).

As a research agency that started life within an advertising agency, we are known for our original approaches for bringing insight to life and helping our clients 'land' research findings in inspiring ways, for example:

Video deliverables

Project websites

Infographics & visual storytelling

Dashboard reports

Multi-media presentations

Personas & pen portraits

Print & ambient media

Creative debriefs & workshops

In house we have the capabilities to deliver **infographics, personas, participant videos, websites and interactive dashboard reports**.

EXAMPLE REPORT - [REDACTED]

How you will ensure reporting is **concise**, but tells the **story** of the data, and delivers real audience **insights**;

Our presentations are developed with the end in mind. Our internal analysis process uses a "story template" outlining the main points and the evidence which supports them. We only chart up results once this is complete.

1. Tailored: who is the audience? What do they know? What don't they know?
2. Action centric: What do they need to do next?
3. Not too long: most people have trouble taking in a large volume of detailed

information
4. Have great information design: having an attractive, consistent template which makes comprehension easy
5. Well delivered: the gravitas, charisma and energy of the presenter

How you will meet the **tight timescales** that are sometimes required (eg. during an unpredictable period such as the Covid-19 pandemic);

[REDACTED]

How **risks** will be identified and mitigating actions put in place.

- We are [REDACTED] accredited.
- All projects are risk checked at the resourcing stage upon commission.
- Any project involving PII data are subject to additional checks.
- Larger projects have a full risk assessment undertaken.

Where applicable, include use of **subcontractors**, their contribution to delivery and how you will manage and **monitor** them.

Trinity McQueen are neither a technology vendor nor a fieldwork agency. We're a full service insight consultancy who add value to our clients by finding appropriate research solutions to their key business questions and working in partnership with them to drive insights into action.

If successful, the following aspects of the research requirement would be sub-contracted to our supplier partners:

- Recruitment of participants to qualitative research ([REDACTED])
- CATI telephone interviewing ([REDACTED])
- Online sample ([REDACTED])
- Advanced data analytics and statistical modelling ([REDACTED])

Our business model means we are method neutral and platform agnostic, picking the right tools and partners for the client job in question.

All of our suppliers are carefully vetted to ensure they adhere to our strict quality standards and are audited before use, to ensure they meet the relevant data quality controls and information security protocols in line with our [REDACTED] certification and [REDACTED] standards. They are audited against these standards on an annual basis by our Purchasing & Compliance Manager.

Suppliers are chosen on a case by case basis from a list of approved suppliers, many of whom we have been working closely with for many years. We carefully tailor skills, experiences, and any niche strengths to the needs of our projects and the nature (and location) of participants we are targeting. As an innovative company, we are open to using the services of new suppliers where they can offer exciting and ground-breaking capabilities, and these may include small companies, but they must all still adhere to our stringent selection procedure.

Please also refer to our attached Supplier Security Policy

Scottish Government ITT – Trinity McQueen – Question 1.2.4 Continuous Improvement

Please detail your organisation's plans for implementing a process of continuous improvement that will ensure that best practice is followed when delivering the service.

Monitoring client satisfaction and continually raising our standards of service delivery is of paramount importance to our agency and we have worked hard to embed a culture of continuous improvement.

Keeping up to date with your organisation and culture

We utilise a number of methods to ensure our accounts teams are immersed in their client's organisation and culture, including:

[REDACTED]

A culture of creativity and innovation

'Embrace the new' is one of our 5 core brand values. Our team and our services are constantly developing to reflect the new realities of technological advancements, market changes and societal shifts, ensuring we always deliver a current and innovative service to our clients.

[REDACTED]

Continuous improvement methods

Gaining client feedback and using it to improve our service is imperative to us. We do this through a number of differing channels, depending on the nature and scale of the contract and the client's preferred working methods.

[REDACTED]

Sufficient capacity

Our team of [REDACTED] executives combine sector expertise, research talent and commercial nous to help clients answer their wide-ranging business questions.

The account team we propose is large with [REDACTED] experienced executive staff (below).

[REDACTED]

This team will be supported by a further [REDACTED] people to assist with purchasing and compliance, finance/accounts and administration.

Our process for delivering projects on time

Once a project has been commissioned, a detailed project plan would be provided and agreed with the client. The timings we put forward will always be realistic given the tasks and phases involved whilst balancing the need to meet internal client deadlines. It is never our policy to over-commit ourselves or to promise timings that are simply unworkable in the real world.

That said, we are used to working to incredibly fast project turnaround timescales with our commercial clients and have various agile ways of working to ensure this is possible. Many clients we work with demand quick turnaround projects, which we are adept at handling. By way of example, we have undertaken time-critical qualitative work for our retail clients in as little as [REDACTED] from start to finish, to inform ranging decisions at speed. Strong client and supplier relationships are key to our efficiency.

Not every project we handle has such requirement for speed, but nevertheless we know how important it is that our clients stick to internal deadlines. We will be realistic with SG at the onset of each project as to how long the research will take so as not to over-promise and under-deliver.

Where possible, an element of **contingency** is always factored into our timings. We're pragmatists and all know that the real-world can occasionally throw up unforeseen issues meaning project timings slip despite the best risk mitigation plan from the onset. Where it looks like we may struggle to meet project timescales, we would always look to instigate a conversation with our clients to discuss potential solutions. Challenges like this, in our experience, are never insurmountable with strong, collaborative client relationships in place.

Your dedicated account manager will keep you posted regularly on project progress. For larger projects this might entail a weekly progress call or formal update, for example. This enables us to flag any potential slippage in timings early and reach a pragmatic solution.

Unlike some agencies, we do not charge our clients for small additional ad hoc requests as this is part and parcel of good client service.

Transitioning projects

There are specific requirements in play when agencies take on an existing project (for example taking on a continuous tracking study). These might include:

- Working with the incumbent agency in an open and positive manner to ensure the right outcomes;
- Ensuring a smooth transition of client service;
- Refreshing questionnaires;

- Using a parallel run for data collection to ensure that measurement is consistent between providers (controlling for any changes to processes on data collection relating to e.g. sample source, platform, telephone interviewing team);
- Ensuring reporting maintains consistency whilst allowing the agency to provide visual, insight-led strategic reporting.

In such circumstances we'd evaluate the needs of any transition period and if required bolster the account team with executives in a "transition team" as required. We did this successfully for [REDACTED], bolstering our account team with a member of our data division during the transition period.

Where a Framework Public Body has an urgent or emergency requirement, please provide, in detail, your structure for accommodating unforeseen requirements of this nature and your proposed formal processes to initiate such activity under each situation.

Urgent requirements

We are confident our team of [REDACTED] executives is flexible enough to accommodate last minute requests. The account team we propose is large with [REDACTED] experienced executive staff (below).

[REDACTED]

The SG therefore will have multiple points of contact to initiate any new project request. As well as email and MS teams, all executives are contactable on their work mobile phones within office hours (and in exceptional circumstances beyond).

An exceptional project request – case study

We are used to working to incredibly fast project turnaround timescales with our commercial clients and have various agile ways of working to ensure this is possible.

Many clients we work with demand quick turnaround projects, which we are adept at handling. One relevant example was for [REDACTED]

The 6 principles around accommodating unforeseen requirements

Ordinarily we would require [REDACTED] to undertake a project of this nature but were able to service our important client at their "time of need" based on 6 principles:

[REDACTED]

Proposed formal processes to initiate such activity

- Delivering market research projects on time and on budget for clients is of paramount importance to us.
- The first step would be for the commission client at SG to call their main contact to give a brief verbal overview of the requirement;
- The account manager then summarises this in an email to the account team and Divisional Directors outlining
    - The nature of the request;
    - The timelines and required urgency;
    - Likely team members/roles and tasks required;
    - If there is a resourcing gaps whom they suggest is suitable to fill this;
    - The recipients then agree what is feasible within the timeframes.
- It is important to note that a) we aim not to overload our executive team with project work as this has negative consequences; b) we operate a lieu time policy where out of hours fieldwork and working to exceptional deadlines is rewarded with time off, pro rata.
- In parallel we would speak to our suppliers to ensure the participant dimension of the project is feasible.
- We would then call the SG client back to talk them through the outcome of this process;
- Again, whilst we aim to meet clients' needs and be there in their time of need – we need to counterbalance this with a) the ability to do a thorough job, which we are proud of as a team; b) ensure that we meet stringent quality checks. If the project is worth doing, it is worth doing properly.

Account Management

Before introducing the specific members of the team who would work on the account, it is first of all important to outline who Trinity McQueen are.

Trinity McQueen

Trinity McQueen are one of the fastest growing insight consultancies in the UK. We are an award winning ([REDACTED]) full-service insight consultancy who make audiences more predictable by blending behavioural science with technology to uncover true behaviour. Powerful insights that make the right decision clear.

Our research services support our clients to:

[REDACTED]

We provide bespoke, full-service quant, qual, ad-hoc and tracking programmes to clients operating in a broad range of sectors, both domestically and internationally. Our work is underpinned by an ethos of partnership, brilliant client service and a culture of continuous innovation.

We are trusted, strategic advisors to our clients. These include clients in the public and commercial sector including major global companies and challenger brands such as [REDACTED]. Our team of [REDACTED] executives combine sector expertise, research talent and commercial nous to help clients answer their wide-ranging business questions.

The team

[REDACTED]

Details of the support staff

[REDACTED]

The location from where the service is being delivered

- The account will be managed in [REDACTED];

Mechanism for approval of any change to the above

- Our intention is to keep a stable account team as this retains knowledge and skills as well as being more efficient operationally.
- We envisage that staff would only leave the account due to leaving Trinity McQueen or in the case of a company re-structure.
- In either case we would give the SG as much notice as possible of the change and replace the team member with someone of similar seniority. Wherever possible we would do so with overlap to allow knowledge transfer.

The contingencies in place to work out with normal working hours as required and to ensure business continuity in the event of absenteeism through holidays, sickness or key personnel leaving and any emergency situations;

- We propose an account team of [REDACTED] members, most of whom are dual-skilled allowing for significant flexibility in delivering a large volume of work.
- Should this be insufficient to meet workload requirements, we would defer first to the remaining team members (our company has c[REDACTED] staff). We also use a network of research associates on other accounts so have the ability to turn to them to support other accounts, thereby increasing bandwidth for the SG account.

Details of formal internal methods of interfaces between the Account Manager(s) and other internal staff within your organisation;

- We use [REDACTED] to cost projects, allocate and record time, and process financial reports, purchases and invoices. This is our internal project and keep projects on track.
- We use [REDACTED] to communicate internally and externally, assign tasks and keep our projects on track.

How internal standards and monitoring of approvals/sign-off are managed and communicated internally/externally;

Quality control systems used to help deliver project on time and within budget

- All projects have an assigned project manager / account lead whose responsibility it is to review project progress against expected costs and timings throughout the project duration.
- All projects have an internal 'kick off' session as well as one with the client where timings and costs are reviewed and agreed so all parties are aligned.
- Suppliers are always briefed on project timings at the onset (and during the tender phase) and provided with an opportunity to feedback on where they anticipate challenges in meeting the timings. This is done prior to the final SOW and timings plan being agreed with the client.

- Project review sessions are conducted upon project completion – both internally and with the client – to discuss any deviations to timings, costs and any other pertinent feedback so learnings can be fed into future projects.
- To facilitate our growth as an agency we invest in technology and tools to maximise our efficiency. For example, [REDACTED].

Reflecting our commitment to quality, excellence and innovation, Trinity McQueen have been [REDACTED].

Please also refer to the separate attachment [REDACTED].

All of our market research is conducted in accordance with the guidelines set out by [REDACTED]. This means:

Dedicated account team – you will have a day to day Account Manager contact and a Research Director available at all times. An allocated Board Director will also be available as a final point of call.

Meetings – the account manager will arrange regular status meetings to progress projects. At least [REDACTED] hours before the meeting SG will be sent an agenda so you can prepare any questions or comments. Contact reports will be issued a maximum of [REDACTED] days after a client meeting summarising key discussion points and actions to have emerged

Project management checklists/templates – these ensure relevant quality checks (e.g. [REDACTED]) are pre-planned and resourced at the start of the project. Projects always start with face-to-face client briefing sessions where we agree with you the project plan, timing and fee structure.

Accuracy - the accuracy of all reports will always be verified by [REDACTED] check of data by someone other than the main report writer to minimise human error. A Research Director will lead and facilitate the report checking process and would be responsible for collation and quality checking of the final report output.

Thorough checking of outputs – every report or output we produce typically has 3 stages of checking – an initial proof read by a senior team member with amends fed back to the report originator. A second round of checking by the same senior team member to ensure the amends are made. We then ensure that a minimum of [REDACTED] independent executives fully data check and proof the document.

Project post client feedback survey – to track performance on each project.

Project post mortem review - meet with client to review performance.

Management of external supplier agencies - we operate an approved supplier roster and all fieldwork would be sub-contracted to one of our approved fieldwork partners. Typically, we schedule regular catch ups and project management meetings with the agency throughout the lifecycle of the contract to review progress from their side, discuss any issues that may have occurred and to plan ahead for any changes. We also hold quarterly account meetings with each of our suppliers in which we provide constructive feedback on their performance and put in place plans to mitigate against any issues encountered. Having proper contractual and performance management systems in place ensures effective fieldwork management.

Management & training - executives are members of [REDACTED] and trained and mentored by more experienced members of the team.

Details of complaints procedure

Complaints whilst rare are covered by our project management guidelines; the Account Manager is empowered to discuss the issue with the client team, diagnose and understand the root cause, then create a suitable remedy. Should this not meet client needs then the issue is escalated to the Board sponsor for the account. They have ultimate authority around decision making e.g. to reinforce the account with another team member.

Training/development and monitoring of performance

Management & training: senior executives are members of [REDACTED]; staff are set SMART objectives quarterly and have a bespoke training plan; they are trained and mentored by more experienced members of the team. Staff attend external training and attend conferences regularly in order to stay abreast of industry developments. In addition our learning and development programme includes external expert trainers sharing best practice in subject areas (e.g. creative development research, what makes good advertising).

1.3.3 – Business Management Tools etc

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

Details of all tools and processes to track and report on progress of tasks and how you keep abreast of the latest tools and technologies in the sector;

We use a number of tools and processes to track and report on the progress of specific projects and tasks:

- We use [REDACTED].
- **Project management checklists/templates** – these ensure all key tasks are pre-planned and resourced at the start of a project.
- All projects have [REDACTED].
- Following this, a detailed **Schedule of Work** (SOW) is provided as well as a **project roadmap Gant chart,** clearly listing specific actions and milestones with clear indication of who is responsible for each action and when.
- All projects have an **assigned project manager** whose responsibility it is to review project progress against expected costs, milestones and timings throughout the project duration.
- Depending on the duration and complexity of individual projects or programmes of work, we often hold **weekly status** update meetings with stakeholders to report on progress and flag any issues and proposed solutions.
- We also utilise shared access **query logs** in Excel so that feedback and tasks can be logged when raised and then tracked for progress/completion.
- **Project review sessions** are conducted upon project completion – both internally and with the client – to discuss any deviations to timings, costs or outputs and any other pertinent feedback so learnings can be fed into future projects.

[REDACTED] is one of our 5 core brand values. We put great emphasis on keeping up to date with the latest tools and technologies, ensuring we always deliver a current and innovative service to our clients.

[REDACTED]

Details of the management reporting arrangements employed to monitor tasks;
Details of how these outputs will contribute to the management of risk and inform future activities

Our senior management team has oversight of the quality and efficiency of our project management; evaluating learnings to implement any improvements or new solutions as needed

[REDACTED]

Risks are managed via our Information Security Management System

Trinity McQueen have an established Information Security Management System in place and have a number of policies and procedures in place to protect the availability, confidentiality & integrity of data. We are also [REDACTED] certified to guarantee the most rigorous standards of information and data security and GDPR compliance.

Trinity McQueen has an overall risk assessment in place which is reviewed at least annually. We also have business continuity and disaster recovery procedures, both of which are tested annually. They are recorded and saved as part of the [REDACTED] certification.

Attached in this submission are a range of our policies for the SG team to review in detail, including:

- Information Security Incident and Data Breach Response Procedure
- Risk Assessment and Treatment policy
- ISO Certification
- Disaster Recovery and Business Continuity Policy
- Privacy Policy

Details of formal methods/process for identifying and addressing errors including how and at what stage the Framework Public Body is informed.

We have a number of mechanisms in place to identify any errors and take action, including:

- **Information Security Incidents** – we have a clear policy for addressing any actual or suspected breaches, overseen by [REDACTED]. Our protocol includes 5 key stages:

  [REDACTED]

- **Data accuracy** - the accuracy of all reports will always be verified by [REDACTED] check of data by someone other than the main report writer to minimise human error.

- **Thorough checking of outputs** – every report or output we produce typically has [REDACTED].

- **Weekly project team meetings** – within this forum any issues or concerns can be raised with or by the Framework Public Body and a clear action plan agreed.

- **KPIs, SLAs and review meetings.** We have [REDACTED].

Tenderers are required to demonstrate their organisation's approach to information security and the controls that are in place, to protect the data shared with them, and to ensure continuity of the service offered, by providing a brief statement for each of the following Objectives.

Where applicable, responses must include the controls in place to manage the sharing of data between the contractor and their sub-contractors.

The respondent should address each of the points, and may include any improvement plans the tenderer proposes to make prior to commencement of the contract.

Where responses refer to certificates, policies or other documents, copies should be included to support your attestation.

Please describe the management approach to Information Security and Data Protection, including responsibilities, and risk assessment.

Trinity McQueen have an established Information Security Management System in place and have been [REDACTED] certified for [REDACTED]. We have a number of policies and procedures in place to protect the availability, confidentiality & integrity of data.

Please describe where data will be processed and how it will be secured, including any encryption controls and also including the measures put in place with sub-contractors.

Data is processed and stored in the UK [REDACTED].

Please describe how data will be secured during transmission between the Scottish Government, the Contractor and sub-contractors, including any encryption controls and use of USB memory sticks.

Data will be transferred via secure [REDACTED]. The use of USB sticks is prohibited at Trinity McQueen.

Please describe the measures in place to protect computers, software, middleware and infrastructure used to process data against loss or compromise from cyber-attack and crime, including the use of firewalls, user accounts and passwords, secure storage.

Password policies are in place, and users must change their passwords [REDACTED].

Please describe the measure in place to ensure that only authorised individuals have access to only that data required for them to perform their role, and thus reduce the risk of information being lost or stolen.

Access to client [REDACTED]. This is managed via [REDACTED].

Please describe the measures taken to ensure that data processed digitally is protected from malware, virus and untrusted software.

[REDACTED].

Please describe the processes in place to ensure that computers, software, middleware and infrastructure, upon which the service relies, are patched with updates/hotfixes to ensure they are not vulnerable to known security issues.

A regular schedule shall be developed for security patching of all Trinity McQueen Limited systems and devices. Patching shall include updates to all operating systems as well as office productivity

software, data base software, third party applications (e.g. [REDACTED]), and mobile devices under the direct management of Trinity McQueen Limited.

[REDACTED].

Policies and procedures shall be established and implemented for vulnerability and patch management. The process shall ensure that application, system, and network device vulnerabilities are:

[REDACTED]

Please describe what training is given to employees, contractors and sub-contractors in regard to information security and data protection, including lone and home workers.

All Employees are enrolled on [REDACTED]

Please describe how back-ups of the data will be taken and protected. Also, how data will be restored in the event of an incident, to ensure business continuity and continuity of the service offered.

Backups are scheduled [REDACTED].

[REDACTED].

All backup data is retained up to [REDACTED].

Please indicate if such Disaster Recovery procedures are tested, how often, and the date of the last test.

Business continuity and disaster recovery procedures are tested [REDACTED]. They are recorded and saved as part of the [REDACTED] certification. Date of the last DR test was [REDACTED].

Tenderers should provide details of any Information Assurance certification they possess, or standards they conform to (e.g. ISO 27001, ISO 22301, ISO/IEC 20000, Cyber Essentials/Cyber Essentials Plus or their equivalents).

Please see attached [REDACTED] Certification for Trinity McQueen.

Scottish Government ITT – Trinity McQueen – Question 1.4.2 Fair Work First/CSR

We wholeheartedly endorse the Fair Work first policy and see a strong alignment with our own ethos and policies. We fiercely believe in the importance of a workforce who are well-rewarded and well-supported and able to develop their careers through ample access to training and development.

The below outlines our current and planned actions that we see as most relevant to the ethos of Fair Work First. These actions form part of our corporate governance and are reviewed annually at board level to assess and measure our progress.

Creating a diverse and inclusive workforce

- Trinity McQueen are signed up to [REDACTED]. As part of the pledge we have:
    - Altered our interviewing practices to address unconscious bias
    - Introduced new working policies to make our roles more accessible to people in a variety of circumstances
    - Audited our gender representation and are delighted to confirm that we have a high proportion of women in senior roles
- We have also committed in [REDACTED] to:
    - Publish internal pay averages for all roles
    - Introduce measurable diversity and inclusion metrics for new and current staff
    - Introduce a Diversity and Inclusion working group to monitor progress
    - Deliver training on diversity and inclusion to all staff members
    - Adopt the Time to Code policy on sexual harassment
    - Benchmark our findings and share them internally annually
- We see huge value in supporting people to enter careers through alternative routes. Our first apprentice started with us three years ago as an Office Administrator and has now progressed to a Marketing Executive role, as part of which we will be supporting her to complete professional marketing qualifications. We also recruit via the Kickstarter scheme and diverse HE and FE settings

Supporting our people

- The health and wellbeing of our staff is of huge importance to us and all staff have access to 24/7 support from Health Assured, our employee assistance programme. Employees have access to a wealth of resources and trained advisors as well as free counselling sessions if needed.
- Staff also have access to five trained Mental Health First Aiders within their teams.
- In 2021 we introduced a flexible working policy to ensure all of our team can craft a sustainable way of working that supports their work-life balance. All our staff have the freedom to work from home for [REDACTED] days a week and to work flexi hours
- We conduct a bi-annual staff feedback survey to ensure that staff have a forum where they can freely share any concerns or suggestions to improve their working lives. Results are shared with the entire team, alongside an action plan to address any concerns raised.

Rewarding our people

- As part of the MRS Inclusivity pledge we have undertaken market wide pay benchmarking and committed to pay harmonisation by the end of [REDACTED] if discrepancies are found
- We are committed to only offering paid work experience and internships
- We do not use zero hours contracts and all staff work to open ended or fixed term contracts, with a set number of hours
- Where overtime is required, for example to conduct qualitative research sessions outside of office hours, staff are able to claim the time back in lieu.
- We offer a generous benefits package to all staff which includes: employer pension contributions, death in service cover, occupational sick pay, income protection, paid volunteer leave, an annual profit share bonus and paid for social events
- In [REDACTED] we have committed to significantly enhancing our benefits package following a staff consultation. We will be introducing: increased employer pension contributions, enhanced parental pay, a health cash plan, private medical insurance, travel season ticket loans and cycle to work scheme and increasing holiday days based on length of service.

Training and continuous professional development

Ensuring all our staff have access to the training that they need to develop both as individuals and professionals is of huge importance to us

- All staff have access to an ongoing programme of internal training initiatives, including: inductions for new starters, foundational training in qualitative and quantitative research techniques and behavioural economics and regular lunch and learn skill share sessions
- Our dedicated 'Service Space' intranet site provides a wealth of resources designed to fuel ongoing immersion and progression in each of our core service areas.
- We regularly host talks and training sessions with external speakers, for example on proposal writing, leadership and line management.
- In addition, we have a set training budget for external training course and conferences, available to all staff.

We would be delighted to pro-actively and transparently share our progress against all the above with the Scottish Government, providing updates within regular review meetings or as an annual or bi-annual report, as required.

1.5.1 Sustainability

Sustainability - Tenderers must confirm that, where appropriate, they will support the Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the services required.

Sustainability/environmental policy

Trinity McQueen are committed to sustainability and the environment and as such this policy defines our commitment towards ethical and environmentally-friendly practices within our business. Commitment Our commitment to sustainability and the environment, is displayed in various business initiatives and activities, as described below.

• We regularly support charities and fund raising and every employee is entitled to two paid leave days per year to participate in volunteering within the local community.

• We choose a charity each year to support with various events over the year.

• We support local foodbanks with team collections.

• We encourage the promotion of good health and wellbeing for our people with access to an Employee Assistance Programme and have just trained up 4 mental health first aiders.

• We have signed up to the MRS Inclusivity Pledge which requires us to publish pay statistics annually, work towards government targets for women and ethnic minorities at board level and improving recruitment practices via things like apprenticeships and the Kickstarter scheme.

• We engage with local schools and colleges as part of our outreach activities to share our knowledge and experience and raise aware of market research as a strong growing sector.

• We operate a cycle to work scheme to not only help employees wellbeing with the benefit of exercise but also reducing our impact environmentally with reduced commuting travel. • We only require people to be in the office [REDACTED] days a week, reducing this from [REDACTED] days a week, also reducing commuter travel to and from the office.

• We minimise waste by having recycling points in all offices, and ensure that electrical items and printer consumables are recycled and disposed of in a responsible manner.

• We encourage sustainable procurement, encouraging where practical the use of products, services and suppliers which cause least harm to the environment.

• We maintain and develop central and group procurement plans to ensure economic and sustainable purchasing.

1.5.2 Community Benefits

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. 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:

• targeted recruitment & and 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.

Trinity McQueen support the spirit and content of the policy.

We undertake various activities which include but are not limited to:

- fundraising for [REDACTED], a charity which helps less advantaged students realise their full career potential, regardless of their family background or location in UK
- membership of the [REDACTED], a community foundation
- providing internships, work experience and placements for students at [REDACTED]
- speaking in schools, HE, FE institutions about careers and demystifying the world of work
- paid time off for volunteering
- providing routes into research as a career other than university – for example apprenticeships, school leavers and career switchers

1.6.1

Transfer of Undertakings Regulations 2006, 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.

[REDACTED]

LOT 5 - MARKET RESEARCH

STAFF ROLE	UNIT	VOLUME OF HOURS PER STAFF ROLE (for evaluation purposes only)	HOURLY RATE PER STAFF ROLE excluding VAT £	TOTAL PRICE PER STAFF ROLE excluding VAT £	Comments
Director	Price Per Hour	1777	REDACTED	REDACTED	
Account Director	Price Per Hour	358	REDACTED	REDACTED	
Research Director	Price Per Hour	2051	REDACTED	REDACTED	
Account Manager	Price Per Hour	10	REDACTED	REDACTED	
Project Manager	Price Per Hour	10	REDACTED	REDACTED	
Account Executive	Price Per Hour	10	REDACTED	REDACTED	
Senior Account Manager	Price Per Hour	3248	REDACTED	REDACTED	
Board Director	Price Per Hour	1690	REDACTED	REDACTED	
Technical Director	Price Per Hour	150	REDACTED	REDACTED	
Qualitative					
Senior Research Executive	Price Per Hour	328	REDACTED	REDACTED	
Research Executive	Price Per Hour	53	REDACTED	REDACTED	
Telephone Executive	Price Per Hour	10	REDACTED	REDACTED	
Field Interviewers	Price Per Hour	10	REDACTED	REDACTED	
Consultant	Price Per Hour	10	REDACTED	REDACTED	
Research Manager	Price Per Hour	638	REDACTED	REDACTED	
Online Scriptors	Price Per Hour	10	REDACTED	REDACTED	
Data Analyst	Price Per Hour	10	REDACTED	REDACTED	
Data Processor	Price Per Hour	10	REDACTED	REDACTED	
Online Interviewers	Price Per Hour	10	REDACTED	REDACTED	
Quantative					
Senior Research Executive	Price Per Hour	5513	REDACTED	REDACTED	
Research Executive	Price Per Hour	184	REDACTED	REDACTED	
Telephone Interviewers	Price Per Hour	20644	REDACTED	REDACTED	
Field Interviewers	Price Per Hour	1439	REDACTED	REDACTED	
Data Analyst	Price Per Hour	698	REDACTED	REDACTED	
Data Processor	Price Per Hour	977	REDACTED	REDACTED	
Consultant	Price Per Hour	10	REDACTED	REDACTED	
Research Manager	Price Per Hour	220	REDACTED	REDACTED	
Online Interviewers	Price Per Hour	10	REDACTED	REDACTED	
Field Manager	Price Per Hour	1301	REDACTED	REDACTED	
Segmentation					
Senior Consultant	Price Per Hour	10	REDACTED	REDACTED	
Senior Account Manager	Price Per Hour	10	REDACTED	REDACTED	
Data Processor	Price Per Hour	10	REDACTED	REDACTED	
Data Planner	Price Per Hour	10	REDACTED	REDACTED	
Database Administrator	Price Per Hour	10	REDACTED	REDACTED	
Project Manager	Price Per Hour	10	REDACTED	REDACTED	

TOTAL OVERALL PRICE	REDACTED

2400 words limit

Understanding and interpretation of purpose, specific objectives and scope of requirements. How robust methodologies and project plans will be made

On receipt of each specification or brief, the **[Redacted]** would assemble a team covering the expertise required. This might include quantitative and qualitative research teams for methodological input, Omnibus or advanced analytics teams as appropriate. In putting together a proposal we like to engage with client teams (where allowed) and would typically review any past research from ourselves or from the client and have a proposal planning session. Proposals are then based on methodological advice from senior members of those teams and supported by desk research to explore new opportunities for the project and gaps in understanding to build on what is already know whilst ensuring we do not unnecessarily duplicate previous work.

We are able to draw upon our teams' extensive project management experience (drawn from working directly with a number of Government departments) to put in place a series of key project management principles to ensure the efficient delivery of insight. At the start of a project, we will ensure the following issues are addressed, so that we:

- Define roles, responsibilities, and terms of reference for a particular task
- Identify the standards and methods to be used
- Define the activity and resource plans required for the task
- Identify the standards to be applied to deliverables
- Assess the risks of the project and the actions that can be taken to mitigate those risks
- Define the timing of and attendance at project review meetings
- Highlight which deviations from the plan must be approved by the client

Typically, we would create a weekly updated project status tracking spreadsheet, example below.

[Redacted]

Methodologies of relevance that you will use, including seldom heard audiences

With the focus on communicating with the public, we have experience of pre-testing and evaluating campaign material, including images, videos and radio adverts. We have experience in delivering communications and campaign evaluation studies that utilise the evaluation frameworks that represent

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the theory of how a campaign/ intervention produces its outcomes (**[Redacted]**). These represents a hypothesis about how a communications intervention works. Every Public Health England (now OHID) campaign uses a Theory of Change model to direct the drafting of questionnaires and YouGov teams have created logic models to support our work with **[Redacted]** and in implementing the **[Redacted]** – misleading online practices campaign evaluation.

YouGov is primarily known for online research but offer offline methods for quantitative and qualitative research as well. We have been utilising panel-based research for the past **[Redacted]** years to undertake social and policy research. The size and responsiveness of the panel enables us to provide samples of more niche demographic groups and reduces the number of times that individual respondents are contacted in any period of time, reducing the risk of panel effect.

Ethnic minority groups are included in the online panel in large numbers and this provides the ability to look at sub-groups such as Black, Indian, Bangladeshi and others. Ethnic minority respondents in the panel skew towards the younger age range and we often control the 'within group' sampling to ensure the age and socio-economic groups are correctly represented.

In some projects we use a telephone survey to specifically target low and non-internet users. The criteria is often that the participant uses the internet less than once a month - or not at all, not including for video calls. We have found that during the Covid-19 pandemic many of the older low internet users have been engaged by Skype and Zoom to talk with friends and family. Instead, we would be looking for those people who do not buy things, use email or other services online. A notable example of this approach is the six-monthly **[Redacted]**, which includes a **[Redacted]** person low / non-internet user telephone survey alongside a **[Redacted]** person online sample.

Audience segmentation techniques

YouGov has an in-house statistics team which regularly creates segmentations for public sector clients. Notable examples include public attitudes to **[Redacted]**. These are often used in conjunction with qualitative research and YouGov Profiles data to create messaging with angles to appeal to motivate and different segments of the public.

There are many different approaches, but an attitudinal segmentation is often created using statements and other questions in a survey. Cluster analysis is used to create the individual sub-groups or 'segments'. Additional information about the respondents, such as demographics, lifestyle and media consumption, will be then used to further profile the segments or personas, but not to define them. We often first conduct a stage of factor analysis to reduce the number of variables. Factor analysis is used to group the questions/variables into similar areas. This identifies questions which are answered similarly by respondents and reduces the number of variables to be included in the cluster analysis. We then run cluster analysis to establish the segments. This model will look for patterns regarding attitudes, perceptions and behaviours, allowing us to find what relationships exist

between the different variables. We will advise on the best number of segments based on the patterns in the data, typically we might expect to find around five to six segments.

How achieve high quality delivery

Our approach to delivering quality follows is set out in our Project Life Cycle, which is the driver of project management and delivery excellence. As projects pass along the Life Cycle there are a number of key stages for which there is a process and checklist with supervision protocols. However, we recognise that not all projects go to plan and are aware that some projects and outputs may have issues that need addressing internally. The project team comprises both junior and senior staff, but staff at all levels will be involved in project management and communications.
Where a problem arises and a client feels the need to escalate a problem that relates to what they feel is, for example, negligence or delivery falling short of their expectations then this should, in the first instance be addressed to the project team. The senior member of staff on the project (the **[Redacted]**) would review the concern or complaint and the **[Redacted]** would be notified. They would put in place corrective measures that, in their judgement would solve the problem. Should this intervention not be sufficient, or if the problem continues to occur or deteriorates, then the client will be encouraged to address their concerns to **[Redacted]**.

How add value to communications and social marketing research

Uniquely we can connect survey results to our database of what we already know about our panellists to add value and gain more insight. Through **[Redacted]** there is the ability to overlay more granular cross breaks on delivery of results. With **[Redacted]** different demographic breaks to select from you could look at different income levels, education level through to those that have just lest school/collage. Psychographics let you look at your respondents' views on issues like the environment, hobbies, personality traits and interests.

Segmentations and wave on wave tracking data can be merged so that you can look to view larger and larger samples of panellists that have taken part in your survey for even more coverage and understanding. A very good example is below going deeper looking at media consumption via Profiles up to **[Redacted]**media variables

[Redacted]

Connected deliverables enhance the research you carry out with YouGov, allows you to focus on the questions you need and puts this additional data in your hands via the Crunch dashboard.

How reporting is concise, but tells story of the data and delivers insights

We take a collaborative approach to reporting and would always start by meeting as a project team to discuss emerging themes before putting together the report template and sharing initial ideas with our client. This allows us to think about the bigger picture and story, and tie themes together, working from a skeleton structure and analysis plan we regularly produce PowerPoint and Word reports for government clients. These tend to have management summaries, methodology, key findings and recommendations for actions, including illustrative charts *(see reporting examples).* We would incorporate YouGov's public data to the report (where relevant).

Reporting example:

[Redacted]

How meet tight timelines where necessary

YouGov's team has extensive experience of carrying out polling at short notice and with very short turn around windows. This has included fast-turnaround work for the **[Redacted]**.

We also have a new self-service 24/7 **[Redacted]** which delivers research with exceptional speed. It allows clients to build surveys in our self-service platform and start seeing results within minutes through Crunch. **[Redacted]**

We have the experience, the products and capabilities to accommodate requirements at extremely short notice, and has processes set up to allow ad-hoc polls to be set up on the same day without having given any previous notice, for results to be processed and delivered on the same day that fieldwork has completed and to launch surveys at unusual times. Operationally, YouGov has three service centres based in **[Redacted]** different time zones (**[Redacted]**) providing cover around the clock and facilitating survey operations outside usual working hours. In response to unforeseen urgent requirements we will typically be able to:

- Launch additional nationally representative ad-hoc surveys on the same day if informed of a forthcoming requirement by **[Redacted]**.
- Launch additional ad-hoc surveys of other samples (such as specific regions or demographic groups) the following working day.
- Make amendments to the survey questions up until the point of launch or delay a planned survey launch until later.
- Add additional questions to a survey as required.
- Unweighted results can be seen at any point by sharing the live survey in Crunch.

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Typically, YouGov will only process and deliver results on weekdays and during normal office hours. However, by arrangement we are able to arrange staff cover to process results at different times of the day, allowing, for example, results from daily polling to be delivered in the early morning, or on weekends or bank holidays.

How risks are identified and mitigating actions put in place

When taking work from the framework in the form of projects we believe that there are six factors integral to minimising risk and these are built into our project management procedures. The factors are:

- The arrangements made to establish a project, project aims and set up of internal administrative arrangements.
- The long term plan for a project and the arrangements made for its control and management;
- The establishment of a project budget and all the necessary financial details and subsequent financial management responsibilities.
- The maintenance of short term task-focused project management plans;
- The specific actions necessary to conclude a project, ensure achievement of project aims and verify customer satisfaction; and
- The internal appraisal of performance in delivering the components of a project.

At the initial stage of a project, we always try to assess and accommodate clients' preferred ways of working, preferences regarding interim reporting and update mechanisms, any in-house standards regarding risk management and quality assurance. All of this aims to add appropriate levels of control to the process in order to provide assurance but without adding undue overhead. Examples of responsive actions for an issue might be increased supervision and early quantification and control of project slippage. An appropriate risk management process for a project is likely to have the following stages and outputs:

Stage	Outputs
Set the framework for risk management	• Understand the project objectives • Define the context within which it will be delivered • Set the risk management tools and techniques
Identify risks	• Listing • Categorisation of risks (using PESTLE for example) • Decide ownership
Assess risks	• Assigned measures of likelihood, impact and proximity. • Risk tolerances are produced
Address / mitigate the risks	• Actions or potential actions to address each risk (e.g. reduction, prevention, transference, acceptance)

Stage	Outputs
Regular monitor, review and update	• An updated listing or register that is reviewed on a regular basis during a project. • Converting a live risk into an issue and taking action accordingly.

An example of a risk log template is displayed overleaf.

[Redacted]

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How sub-contractors contribute and managed

The contribution of sub-contractors would depend on the requirements of each project. In all cases YouGov would seek approval from the client prior to submitting any proposal that involved the use of sub-contractors. When we use sub-contractors, we tend to use smaller specialist suppliers who may otherwise not get access to government contracts. All suppliers are vetted against their quality standards (**[Redacted]** for the market research industry) and we have integrated our "Approved Suppliers" list and process for selection which will be integrated with our financial, ERP and CRM system **[Redacted]**.

YouGov manage the sub-contract arrangements through clearly defining the deliverables of each sub-contractor based on their specialist skills. Within YouGov the **[Redacted]** is responsible for ensuring the quality of the deliverables and we have specific quality control procedures for each programme and our sub-contractors. The **[Redacted]** responsible for this Framework would select the sub-contract at the tender stage and the Project Lead would manage the relationship during the lifetime of the project. The **[Redacted]** is responsible for holding an overview of sub-contractors used and conducting end of project debriefs to discuss supplier performance and share lessons learnt across the business.

1.2.4 Continuous Improvement

YouGov will act as a strategic partner to support the on-going delivery and improvement of the framework through the expertise we have in research for major Public Sector organisations such as the **[Redacted]**, **[Redacted]** that have call off contract frameworks under **[Redacted]**.

Process of Continues Improvement and Training

Quarterly contract meeting will be used as a two-way process to gain a deeper understanding of the culture of the Scottish Government, pertinent changes that may be upcoming in the organisation to keep developing closer ways of working. These meetings would be led by the **[Redacted]**, **[Redacted]**.) for the Public Sector, **[Redacted]**.

It would then be **[Redacted]** responsibility to update the business with any changes that will require action working with all parts to ensure this occurs it rolled out and fed back. This may involve a new way of working through to policy or regulation changes.

We would also use those meetings to keep the Scottish Government up-to-date with innovative developments in research techniques and provide information on how it could utilise other methods to improve understanding of the publics behaviour and perceptions.

YouGov has access to a range of public data and webinar content that demonstrate our understanding of the issues being researched and data that would help identify gaps in knowledge, inform questionnaire design and be incorporated into surveys reports. We also make sure teams are kept up to date with topical data and share relevant articles to aid you to continuously improve. **[Redacted]**.

YouGov's structure is such that we can call on sector specific advice where needed. We have a range of Global sector heads that can be called upon including **[Redacted]** in Travel and Tourism and **[Redacted]** covering Media – alongside the core teams public sector expertise.

Global Sector heads are at the forefront of new and evolving research techniques and technologies within each sector. Feedback is given via regular sector updates to promote knowledge sharing and learning.

The **[Redacted]** and **[Redacted]** is our internal learning and development and knowledge sharing platforms. All employees have access to a full catalogue of courses relating to management and leadership skills, performance and professional skills, and research and technical skills. This is delivered via internal documentation and curated LinkedIn Learning playlists.

YouGov is an active member of the Market Research Society and adheres to all policies and schemes to become a member. It also allows us to stay at the forefront of the industry with over **[Redacted]** individual members from all research disciplines and backgrounds, we can connect with the best in the sector as well as benefitting from cutting edge content and support and career benefits.

YouGov's senior leadership team periodically review, monitor and assess the range of technologies we use and what's on the market to look for new products and tools for

efficiencies. This also includes developing our own platforms such as **[Redacted]** our data analysis platform. When a new process or software is onboarded into the organisation full training and induction is covered with follow up training through the year. This has most recently been seen with the launch of **[Redacted]** and integration of new **[Redacted]** software **[Redacted]**. Webinars and training would be provided to project teams withing the Scottish Government.

Monitor and Improve

We adopt a continuous cycle of review and improvement, with policies regularly reviewed and amended in line with new initiatives and feedback from employees for continued improvement.

Monitoring is carried out in a number of internal and external ways. The account management principles we will put in place will help ensure we learn from previous projects and build improvement into the cycle of research. In line with the rhythm of projects there would be weekly meetings/ updates during those periods. After each project a review meeting would cover lessons learned and improvement for the next project.

A Lessons log would be established to ensure that we record the actions and have a time-plan to implement these to improve future waves.

C- Sat Surveys

Customer Satisfaction surveys (sent out after the project) look to measure overall satisfaction with the YouGov experience, how clients rate our performance and do clients find out service value against budget.

Data from the survey is collected and monitored on an ongoing basis with quarterly reviews to identify trends in the data. If when data is collected there are negative scores the **[Redacted]** will review and contact the client in question to understand reasons for it and look for opportunities to improve and feedback to the **[Redacted]**.

Customer satisfaction is also monitored on an ongoing basic via review and quarterly contract review meetings whereby by the lesson log can be refeed to and acted upon where relevant.

1.2.5 Capacity

We have a dedicated team to cater for the requirements of the Framework. The YouGov structure has been put together so that there are enough core research team members in each specialism to cater for various public bodies. (see org chart in 1.3.2).

This capacity also covers for planned absences so that other named members of the project team would deputise for them. We would advise in advance of an alternative point of contact during any absence.

YouGov are well versed working across multi specialisms research projects based on a framework which can be seen with experience working to **[Redacted]** serving many parts of the **[Redacted]**.

Framework transitions

YouGov's **[Redacted]** and **[Redacted]** will work with previous suppliers to guarantee a smooth transition where there are legacy research projects at play. The team are well versed on continuing existing projects so that there is now delay or drop in deliverables.

High Demand

Such is the strength and depths of the named members of the research team additional support is unlikely, however assistance for scripting of surveys is readily available from the wider pool of **[Redacted]** researchers at YouGov's disposal. YouGov has large Panel and Data Processing teams to help ensure the timely launch of surveys and delivery of results to agreed timelines.

The research team will closely monitor fieldwork to ensure that each wave progresses as planned. Where any difficulties do occur, we will liaise with the Panel team to put the project in 'high priority', meaning that eligible respondents are directed towards the Scottish Government survey initially, rather than towards other live projects.

YouGov has **[Redacted]** operations centres based in different timezones, in the **[Redacted]**, **[Redacted]** and **[Redacted]**. Each fully able to manage launching and monitoring fieldwork, and in the event of interruption of service from any of the operation centres.

Quality

YouGov has refined working processes and quality checking through the 1000's of projects over the last **[Redacted]**years working in Market Research.

Surveys go through a series of quality control and sign-off processes both before and after fieldwork.

Before final sign off surveys must be reviewed by a researcher to ensure they are fair, balanced, understandable to respondents and suitable for the client's research objectives. Any issues will be discussed with the client and solved before the survey is launched.

After the survey has been scripted and set-up but before fieldwork is launched, it will then be independently checked by a member of the project team who has not previously

worked on the questionnaire design to identify and address any errors in the survey or scripting.

Once fieldwork is completed and the tables have been produced the result tables are checked by the researchers working on the project to ensure they have been correctly weighted and processed and there are no errors in the tables. Any results that appear anomalous are double-checked.

Tables are then independently double-checked by a member of the YouGov project team who has not previously worked on the survey before they are sent to the customer.

Robust measures are in place to avoid errors that could cause delays to fieldwork delivery, including automated checks that fieldwork has commenced and is ongoing at the end of the working day, and manual checking of the survey in the morning to check that fieldwork is on track, with measures to prioritise surveys in the event they are not on track to meet the delivery time.

YouGov is well serviced to meet the requirements of the Framework regardless of the location of the Public Body.

1.2.6 Emergency Requirement

YouGov's Framework team has extensive experience of carrying out research projects at short notice and with very short turn around windows. This has included fast-turnaround work for the Scottish Government, and the rapid turnaround work that is typical for media clients.

The formal process for working across urgent requirements is using the single point of contact model. All enquiries will be handled and coordinated by a senior member of staff who has direct experience of provisioning research requirements for contracts of this type.

For this Framework urgent enquires would be directed to the Contract manager, Account Manager and Account Coordinator. Having a named contact on hand to quickly link with other teams is key. This will ensure that the requirement will be picked up and acted upon. It will be the responsibility of this team to clarify the exact requirements with the client and reach out to the relevant Project Director to kick off the project.

Given the fast-turnaround nature of this programme once we have initiated a piece of research, we will provide daily updates on progress to the Scottish Governments project team, so you are fully aware of progress. These will either take the form of a daily call or email summarising progress. This will be accompanied by a weekly checkpoint report email that on the close of the week records key milestones achieved and raising impending actions to ensure delivery.

The majority of the work on this project, including scripting surveys and processing results, is conducted within the UK Framework team itself, maximising the flexibility of our offering and allowing us to adjust timings to fit in with customer requirements. Operationally, YouGov has three service centres based in three different time zones **[Redacted]** providing cover around the clock and facilitating survey operations outside usual working hours.

Different research specialisms will have different time sensitive aspects to them, such as hard to reach audience fieldwork or increased analysis which will take time to carry out. However, YouGov will do it's best to deliver and manage realistic expectations around urgent requests to allow for correct planning at the client end.

There are other elements we can offer to increase the speed of deliver for projects. In response to urgent survey requirements YouGov will typically be able to:

- Launch additional ad-hoc surveys of UK, or GB Adults on the same day if informed of a forthcoming requirement by 2pm
- Launch additional ad-hoc surveys of other samples (such as specific regions or demographic groups) the following working day
- Make amendments to the survey questions up until the point of launch, or delay a planned survey launch until later
- Add additional questions to a survey as required
- Deliver interim results or basic tables within two hours of the completion of fieldwork

Typically, YouGov will only process and deliver results on weekdays and during normal office hours. However, by arrangement with the customer we are able to arrange staff cover to process results at different times of the day, allowing, for example, results from daily polling to be delivered in the early morning, or on weekends or bank holidays.

Checking of reports or Media/PR articles will be delivered as standard within 48 working hours. For urgent requests we will aim to act within 24 working hours.

1.3.2 – Account Management Delivery

YouGov has an established way of working when it comes to delivering on large Government contracts/frameworks with the processes and personnel in place to service all research disciplines listed in Schedule 1 and Schedule 1 a.

Contract Management

Quarterly Review meetings will be led by **[Redacted]**, the **[Redacted]**, Key Account Director for the Scottish Government and **[Redacted]**. **[Redacted]** fulfils this role for all existing contracts between YouGov and the Scottish Government including work on **[Redacted]** tracking ensuring smooth running of projects. This includes ways of working to internally working with project and finance teams.

Quarterly review meeting with be organised with the Scottish Governments Contract Manager checking performance against objectives in line with the example agenda in Schedule 1A and act as an open forum to discuss the overall status of the framework.

[Redacted] will act as the link between Project directors, be involved in all significant conversations relating to research project, (especially multi specialism) to ensure oversight across the framework and act as point of contact for escalation. This will also include internal status meetings with the relevant **[Redacted]** to monitor progress.

Support staff will be called upon to administer the framework. The **[Redacted]** role will be to monitor and track against the Project plan the status of projects running and the cost and invoicing situation. Sales support staff will be at hand to process sales orders to ensure accurate and timely invoicing.

Project Management

YouGov has specialists' teams that are well placed to service the framework depending on the nature of the project with project teams combining input for projects that cross specialists such as Segmentations involving Quant and Qual Research teams.

Each project will have a dedicated research **[Redacted]** with overall responsibility for the project. They will review and comment on questionnaire and topic / discussion guides, discuss and recommend the sampling approach and check key deliverables such as presentation slides and written reports. They will also take the lead in providing advice on method throughout the project and in presenting findings and recommendations. In particular they will ensure the survey and qualitative elements combine coherently to provide an insightful and consistent narrative.

For clear project progress we would recommend a diarised weekly Zoom / Teams meeting (for **[Redacted]** minutes) led by the **[Redacted]** and a weekly email summarising progress on

the close of the week which records key milestones achieved and raising impending actions to ensure delivery.

Research approach

We recognise that the Framework will have a mix of regular and ad-hoc research. The process below describes overall steps for a Project:

[Redacted]

Survey design and development

A kick-off call with the Scottish Government project lead would be a useful point to discuss the overarching objectives and design the research programme and timelines. We propose having regular meetings throughout the research process for input, including (but not limited to) a kick-off meeting, a questionnaire design meeting and an emerging findings meeting to discuss the data before a report is written if needed.

We would follow a collaborative approach to the questionnaire design in partnership with the Scottish Government project team. Development will start at the kick-off call where initial ideas can be considered and explored. We would review any pre-existing topical research and feed this into the questionnaire design phase. We would also put forward relevant standardised questions we have in YouGov Profiles our audience understanding database. Following this, a process of drafting and refinement is then anticipated until a final and agreed survey document is produced.

At this time the **[Redacted]** will share experience to shape the project such as a communications tracker. We have experience of pre-testing and evaluating campaign material, including images, videos and radio adverts. We have experience in delivering communications and campaign evaluation studies that utilise the evaluation frameworks that represent the theory of how a campaign/ intervention produces its outcomes (COM-B, Logic Models, Theory of Change). These represents a hypothesis about how a communications intervention works.

[REDACTED]

Senior members below will act as the project director on the research projects. They will have primary responsibility for managing team members, as well as inputting at key stages of the project lifecycle from set-up all the way through to delivery of results.

[Redacted]

All work will be delivered via the YouGov **[Redacted]** Office. Where required and when face to face focus groups can be resumed, staff will travel where needed in Scotland. Analytical work to be done via YouGov's **[Redacted]** office with data processing to be carried out via YouGov's **[Redacted]** Office.

Any significant changes to the structure or new members of the team will be discussed and agreed with the Scottish Government Contract manager.

Contingencies

Risks arising from staff shortages are mitigated through the availability of other staff members (see org chart in 1.3.2) who can pick up work in the absence of key members

of staff. In the event of any planned absences the other named members of the project team would deputise for them, and the Scottish Government would be advised in advance of an alternative point of contact during the absence.

Pre-planned work that is needed to be carried outside of normally working hours can be discussed to manage necessary cover. For times where this in not planned the research team are well versed in doing what is needed to ensure timelines are achieved.

In Code Red emergency scenario's, **[Redacted]** are accessible via work mobile phone should that ever be required.

YouGov has **[Redacted]** operations centres based in different timezones, in the **[Redacted]**, **[Redacted]** and **[Redacted].** Each fully able to manage launching and monitoring fieldwork, and in the event of interruption of service.

YouGov uses **[Redacted]**along with **[Redacted]** to create groups featuring project teams to enable easy communication and sharing of information and ideas.

Sign Off Process

Prior to starting a project, a sign off form is requited to be signed and acts as a statement of work for a specific research project details the projected and delivery so that both parties are clear.

Questionnaires are checked by **[Redacted]** members of the team to ensure quality before being sent to the client for approval.

Data tables and reporting are also checked by two members of the team to monitor quality before being sent to the client.

Complaints Procedure

We take a number of steps during stages of a project to review risks and quality of work, some of these include:

- Allow time and opportunity for the client to review key materials such as questionnaires, topic guides, coding frames and report structures prior to work commencing;
- Internal review by specialists within YouGov such as data processing and analytical departments or method specialists such as qualitative researchers;
- The review of all external outputs and deliverables by a **[Redacted]** or above; and
- Allowing clients to review and comment upon deliverables through stages of drafting.

Resolution calls for immediate attention from whatever corporate level is necessary to resolve an identified problem. When appropriate, and when approved by the **[Redacted]**, internal/corporate actions may be accompanied by project-focused remedial actions such as reassigning or supplementing staff resources to the tasks requiring attention and restructuring the plans or expected milestones without affecting completion date or

costs. Where issues arise between YouGov and the client, the **[Redacted]** has responsibility for leading the process of resolution.

This should follow the three-step process of:

- Issue diagnosis: consulting with the client, gathering information internally and discussing issues with all parties.
- Modification of approach: working with the client and internal teams to generate suitable change responses.
- Task re-appointment: designating tasks, monitoring performance, and reporting progress back to the client.

Training and Development Account Managers

YouGov users Performance Management software **[Redacted]**, that requires all staff to have agreed set of core and self-determined goals. This is a key tool used in the appraisal process which take place biannually with line managers along with meetings on a monthly basis to highlight areas for improvement and training.

Through our internal learning and development site, **[Redacted]** all employees have access to a full catalogue of courses, product and process documents relating to management and leadership skills, performance and professional skills, and research and technical skills. This includes free curated LinkedIn Learning playlists on specific themes.

A more systemic approach to personal development being implemented - which intersects with career progression - is a focus on equipping our employees who have responsibility of others' careers (i.e., those with direct reports and/or hiring responsibilities), with the necessary skills and opportunities to limit biases and create an equitable environment for development.

1.3.3 Business Management

Tool and Processes

YouGov used a range of tools and processes in order to track and monitor projects/s:

[REDACTED] – The CRM system was introduced into the organisation in **[REDACTED]**. The tool has many functions to assist with account management and marketing however a key function is to manage the workflow of potential projects that may happen in the future. Proposals are registered to manage the workflow at the front end of a project through to sign off with alerts that are generated. The tool then links to our financial system **[REDACTED]** to ensure correct invoicing occurs.

[REDACTED] – is a software tool enabling each team and each teams members predicted time working on projects, client meetings, presentation, vacation to provide the team manager / project allocator an overview of booked/ available resources and each team members projects.

[REDACTED] – Financial software management tool is used to process and generate invoices and manage the outstanding PO process. From a project perspective research teams enter activity into the software tool to enable correct billing based on time on tasks.

[REDACTED] – This Communication software tool is used to as a useful method for project director and teams to communicate quickly to manage and collaborate on workload with oversight from the YouGov **[REDACTED]**.

[REDACTED] – used as main client communication and formal internal communications.

[REDACTED] – is a business process management software tool used by researchers and our data processing and analytics teams. Project request and raided a ticket so that project that require data processing and analysis are allocated with requests being delivered within stated timelines.

[REDACTED] - Used to create Project Management Gantt chants both client facing to manage workflow and as a transparent method to show project milestones.

YouGov's senior leadership team periodically review, monitor and assess the range of technologies we use and what's on the market to look for new products and tools for efficiencies. This can be seen most recently with the onboarding of **[REDACTED]** to allow for clearer visibility for all internal stakeholders on proposal stages through to the integration of new tool booker to manage workflow more efficiently and transparently.

YouGov is an active member of the **[REDACTED]** and adheres to all policies and schemes to become a member. It also allows us to stay at the forefront of the industry with allowing an up-to-date view of new technologies.

Management & Reporting

Tools such as **[REDACTED], [REDACTED], [REDACTED]** have functionality built into them that enables different types of alerts and reports to be created

The alerts serve as reminders so that no task is missed/not picked up and the reports offer a formal way for management to review the status of a project to make sure the project will be delivered on time. The two elements contribute to the management of risk for the project.

Gannt charts and project sheets via Excel are created so that we can monitor progress against the finalised project plan through the recommend weekly meeting and weekly email progress report. This would distinguish between the different components of the project, such as the multiple survey audiences (public, business etc.) and the qualitative stages (focus groups and depth interviews). It would also provide an opportunity to review key milestone logged in the project management sheet and gantt chart examples below:

[REDACTED]

For clear project progress with the Scottish Government we would recommend a diarised weekly Zoom / Teams meeting (for **[REDACTED]**) led by the **[REDACTED]** and a weekly email summarising progress on the close of the week which records key milestones achieved and raising impending actions to ensure delivery.

Reporting, Risk and Error Mitigation

The reporting that is available via the tools and processes we have in place are there to reduce the possibility of errors and mitigate risks. The primary risks and areas for errors relating to project work for the Scottish Government are listed below alone with the tools and process used for prevention:

- Staff members being unavailable, for reasons of absence, illness or staff workload;
- Start-up delays resulting in delayed fieldwork;
- Failure to complete fieldwork in time;
- The interruption to YouGov's physical or IT infrastructure.

Risks arising from staff shortages are mitigated through the availability of other staff members (see org chart in 1.3.2) who can pick up work in the absence of key members of staff. In the event of any planned absences the other named members of the project team would deputise for them, and the Scottish Government would be advised in advance of an alternative point of contact during the absence.

Additional support for the scripting and launching of surveys is readily available from the rest of the wider pool or researchers at YouGov’s disposal.

With regard to start-up delays, we are confident of the resource that we can supply and while we offer considerable flexibility it will be essential that responses from the Scottish Government (i.e. questionnaire sign off) are timely to enable us to launch a survey on time.

Time and process management software **[REDACTED]** assists in managing resources and time to manage and prevent staff shortages and start up delays.

YouGov has large Panel and Data Processing teams to help ensure the timely launch of surveys and delivery of results to agreed timelines.

We are also confident of our ability to complete fieldwork in time because of the large panel that we have at our disposal. The research team will closely monitor fieldwork to ensure that each wave progresses as planned. Where any difficulties do occur, we will liaise with the Panel team to put the project in 'high priority', meaning that eligible respondents are directed towards the Scottish Government survey initially, rather than towards other live projects.

[REDACTED] Works to manage the resource process between researcher and data processing with the weekly reports used to manage timelines against delivery dates.

YouGov has **[REDACTED]** operations centres based in different time-zones, in the **[REDACTED]**. Each fully able to manage launching and monitoring fieldwork, and in the event of interruption of service from any of the operation centres through staff or IT failure all operations could be managed from either of the other two service centres.

[REDACTED] is used as the official method of communications by our IT team to notify IT service of infrastructure issues that may affect the delivery of projects. All staff are notified and can act accordingly to action and work with our **[REDACTED]** Office.

Error Notification

At any stage mentioned above where there will be a possible impact on the project or timelines the Scottish Government will be notified of the situation.

The Scottish Government will be notified of errors effecting the quality or timeline based on the below:

- Error identified
- Call to Scottish Government Project lead
- Email follow up for paper trail and to cc **[REDACTED]** and relevant parties
- Error resolution with **[REDACTED]** escalation to **[REDACTED],** (Chief Citizen Public Data) if required to find a solution
- Error entered to Lesson Log and discussed at Weekly and Quarterly meetings

Future Activities

The account management principles we will put in place will help ensure we learn from previous projects and build improvement into the cycle of research. We adopt a continuous cycle of review and improvement with practices regularly reviewed and amended based on collated reports, feedback from project staff and the Scottish Government for continued improvement. A Lessons log would be established to ensure that we record the actions and have a time-plan to implement these to improve future waves.

Section 1.3.4 Data Security

The below covers answers to all questions around Data Security. Note in this proposal YouGov will not be working with any sub-contractors.

Information Security and Data Protection, including responsibilities, and risk assessment.

YouGov has an Information Security Management System in place that is certified to **[REDACTED]**. A dedicated Group Information Security manager is in in place. This role is responsible for the ongoing management and maintenance of the Information Security Management System and related risk management. A Group Data Protection Officer is also appointed for the management of Data Protection at YouGov.

Data processing and Security

Data is process on YouGov's IT infrastructure which is at a secure co-location provider in the UK. Parts of the service are also run from **[REDACTED]** which is a secondary location for Disaster Recovery. Data is encrypted at rest on storage using **[REDACTED]**. Physical security is in place at data centre locations with strict access controls.

Secured transmission

Data in transit is encrypted using **[REDACTED]** at a minimum. YouGov uses **[REDACTED]** which is a secure file sharing solution to ensure the security of data as it is shared. We do not allow the use of removable media. YouGov web applications also utilise TLS for data in transit across public networks.

Protection

YouGov has layered controls in place for the security of its systems and networks. This includes policies and technical controls including Firewalls with IPS/IDS, Vulnerability management, patch management, anti-malware, Access control, password policy and encryption.

Authorised individual access

YouGov has an access control policy in place that applies the principle of least privilege. The policy describes processes including account creation, approval, access review and timely de-provisioning to ensure only authorised individuals have access to systems and data.

Protection - digital data

YouGov has multiple controls to protect against malware including, anti-virus on endpoints, patch management, weekly vulnerability scanning and annual third-party penetration testing as well as restrictions on installing software.

Scanning and regular updates

YouGov runs weekly vulnerability scans using **[REDACTED]** both internally and externally on all its systems to identify vulnerabilities and applicable patches. Reports are reviewed on a weekly basis and vendor patches applied. The process is managed as per the Vulnerability management policy to ensure the systems are protected against known exploitable threats.

Staff Training

Mandatory Data Protection and Security training and policy attestations is assigned to all staff on joining as well as annually thereafter. Additional awareness campaigns are run at-least annually to ensure all staff are made aware of their responsibilities to protect data.

Back up and Disaster Recovery

YouGov has a Backup policy and process in place to ensure backups are taken on a daily basis to encrypted disk and tape backups off-site to a secure **[REDACTED]** facility. Quarterly tests are carried out to ensure the efficacy of the backups with the last test carried out **[REDACTED]**.

Data is also replicated to AWS in Ireland to recover in the event of an entire data center loss.

Certification

YouGov hold Certificates for both**[REDACTED** and **[REDACTED**.

Sub-Contractors

In the event sub-contractors are used, we have a supplier approval process where we review the sub-contractor's security measures depending on the services being provided. This review is done based on a similar security framework to ensure that the sub-contractor meets our security obligations prior to approval.

If the sub-contractor is a data processor then appropriate contracts and data processing agreements are also put in place.

1.4.2 Fair Work First

YouGov is committed to adopting, implementing, and maintaining Fair Work First for all workers, including those engaged in delivering this contract. The following are examples are of direct actions we have, are currently and plan to take to ensure fair and equitable employment. The scope of our commitment is not limited to these initiatives, and we are continuously evaluating ways to strengthen our recruitment, retention, and promotion practices.

Investment in workforce development

Employees have access to a thorough library of professional development materials through curated **[REDACTED]** Learning playlists available in our internal YouGov Academy. Following a successful pilot programme, a global mentoring programme was launched in **[REDACTED]** to accelerate the development of mentees, increase internal networking and knowledge sharing, and support mentees to achieve their future aspirations. To create more transparency for promotions, we are in the process of rolling out a global levelling structure that defines career paths for specific roles over time. Regarding recruitment, a review was conducted in **[REDACTED]** which resulted in an increase in the number of websites we use to advertise our vacancies externally. We now advertise each role to more than **[REDACTED]** job boards to ensure that we reach a diverse pool.

Employee feedback channels

In addition to thorough annual staff surveys, we conduct regular pulse surveys to encourage employees to provide feedback regarding any aspect of their YouGov experience. Our D&I Staff Networks (further details under *Fostering inclusivity* below) offer a direct communication channel between employee members and the senior leaders who serve as sponsors of each Network. Questions, concerns, and suggestions are often raised through the Networks for wider consideration.

Tackling pay gaps

We are a data-driven company and our approach to improving representation starts with identifying our internal gaps. We have publicly reported our **[REDACTED]** since **[REDACTED]**, and our upcoming 2021 UK Gender Pay Gap Report will include initial UK Ethnicity Pay Gap analysis for the first time. Internally, we collect and analyse data on each country's pay gaps along with a global aggregate (for both gender and ethnicity). A key area of focus is increasing representation at senior levels in the company and each Gender Pay Gap Report identifies actions for the coming year to continue to minimise pay gaps.

Gathering data and addressing under-representation

Starting in **[REDACTED]**, we rolled out a global “Count Me In” campaign to encourage employees to voluntarily self-disclose diversity monitoring information. In addition to the traditional categories (age, sex, gender identity, race/ethnicity, sexual orientation, disability status) we are also collecting information on caring responsibilities and social mobility, to ensure that we have a thorough understanding of how representative our

workforce is compared to the wider community. Moving forward, employees will have regular opportunities to decide to disclose or to update their disclosures, and this process will be embedded in the onboarding procedures to capture diversity data more consistently. This data will help us target our recruitment practices more effectively, inform our outreach to underrepresented groups, and support the production of an annual workforce diversity statistics report.

Fair pay

All employees worldwide are paid the Real Living Wage or above, as determined by the Living Wage Foundation. We are in the process of applying for accreditation with the Living Wage Foundation.

Flexible and family-friendly working arrangements

In **[REDACTED]**, we published a new Working Arrangements Policy to solidify our commitment to flexible working arrangements. This allows employees to formally request a change of contract, fully or partially remote subject to individual and team needs, and the process includes a remote workplace assessment to ensure that remote workers have the physical and mental tools needed to succeed in their remote working environment.

Fostering inclusivity

We have developed a Diversity & Inclusion (D&I) Council with **[REDACTED]** members of senior leadership and two rotating employee representatives. The D&I Council oversees all D&I initiatives and each senior leadership member sponsors one of our seven D&I Networks (Abilities, Diversity in Research, Gender, LGBTQ+ & Allies, Mental Health, Race and Culture, Responsible Innovation & Technology). The Network Groups drive awareness and education around their topic. The Networks can recommend initiatives to the D&I Council and can organise events/activities to support their Network's agenda.

Embedding diversity and inclusion

We recently commissioned an external D&I consultancy to help us develop a D&I Roadmap to review our approach to D&I and ensure our approach is aligned to global best practice. The outcome of these working sessions has been a D&I Roadmap that sets out specific objectives, timelines, and measurements to address under-representation and further support all employees. The D&I Roadmap will be finalised and internally published in full in **[REDACTED]**.

Zero-hours contracts

We do not have any employees on zero-hours contracts and commit to no inappropriate use of zero-hours contracts in the delivery of this contract.

1.5.1 - Sustainability

Our Group Environmental Policy defines our commitment to operate as an environmentally responsible business. This policy sets expectations for efficient use of resources in our offices and our Global Facilities team works with individual office managers globally to ensure that water, electricity, gas, and natural resources are used responsibly, and the production of waste is avoided where practicable.

We publicly report our Scope 1, 2 and 3 carbon emissions in our Annual Report. While we are a naturally low-impact business due to the nature of our operations, we take a proactive approach to mitigating our environmental impact. We have implemented a global business travel ban during and in between COVID-19 lockdowns. Where essential business travel is required, employees are encouraged to use public transport. Employees have been working remotely from home during and in between COVID-19 lockdowns, and when offices have been open, they have only been open for part of the week with reduced capacity. We have improved our data collection processes in order to respond to the increasing regulatory requirements around our environmental performance, and we choose renewable energy where possible – YouGov's UK headquarters in **[REDACTED]** is now powered by **[REDACTED]**.

We are exploring Net Zero pledges and plan to sign on to at least one with high-quality reporting and accountability measures. In addition, we are in the process of determining our alignment to the UN Sustainable Development Goals and the results of this analysis will be published when the assessment has been concluded. A long-term climate and sustainability strategy is currently in development, which will outline short-, medium-, and long-term targets to meet our overall goal.

We are in the process of achieving a SUPER single-use plastic elimination and reduction accreditation. We began this process in our **[REDACTED]** headquarters in **[REDACTED]** and plan to expand to **[REDACTED]** in **[REDACTED]**.

YouGov's Supplier Approval Process includes an assessment of prospective suppliers' environmental credentials (for example, environmental management certification and/or explanation of their policy on reducing environmental impact) in alignment with our own environmental commitments.

1.5.2 – Community Benefits

YouGov shares the Scottish Government's commitment to provide opportunities for all and support community growth and prosperity. In line with the diversity & inclusion initiatives that drive our overall operations, the community benefit objectives will be embedded in the delivery of our services. For example, we have a robust personal and professional development programme to up-skill our workforce through a global mentoring scheme and a wide range of training materials that employees can access at any time.

Our commitment to diversity within our workforce is defined by our D&I Roadmap, developed over the course of several months in consultation with an external team of experts. The D&I Roadmap sets out specific objectives, timelines, and measurements to address under-representation and further support all employees – the Roadmap will be published internally in **[REDACTED]**. This process was overseen by our D&I Council, made up of senior leaders and rotating employee representatives. The D&I Council sponsors and supports our seven D&I Networks, which drive awareness and education around a particular topic and fosters inclusivity through events and activities.

Our recruitment, retention, and promotion practices are informed by data-driven analysis of employment gaps. We have publicly reported our UK Gender Pay Gap since **[REDACTED]**, and our upcoming **[REDACTED]** UK Gender Pay Gap Report will include initial UK Ethnicity Pay Gap analysis for the first time. Internally, we collect and analyse data on each country's pay gaps along with a global aggregate (for both gender and ethnicity). Starting in **[REDACTED]**, we rolled out a global "Count Me In" campaign to encourage employees to voluntarily self-disclose diversity monitoring information.

Research Services - Lot 5 YouGov - 1.6.1 TUPE

YouGov does **[REDACTED]** Transfer of Undertakings Regulations 2006 will apply with the work carried out regarding this Framework.

LOT 5 - MARKET RESEARCH

STAFF ROLE	UNIT	VOLUME OF HOURS PER STAFF ROLE (for evaluation purposes only)	HOURLY RATE PER STAFF ROLE excluding VAT £	TOTAL PRICE PER STAFF ROLE excluding VAT £	Comments
Director	Price Per Hour	1777	REDACTED	REDACTED	
Account Director	Price Per Hour	358	REDACTED	REDACTED	
Research Director	Price Per Hour	2051	REDACTED	REDACTED	
Account Manager	Price Per Hour	10	REDACTED	REDACTED	
Project Manager	Price Per Hour	10	REDACTED	REDACTED	
Account Executive	Price Per Hour	10	REDACTED	REDACTED	
Senior Account Manager	Price Per Hour	3248	REDACTED	REDACTED	
Board Director	Price Per Hour	1690	REDACTED	REDACTED	
Technical Director	Price Per Hour	150	REDACTED	REDACTED	
Qualitative					
Senior Research Executive	Price Per Hour	328	REDACTED	REDACTED	
Research Executive	Price Per Hour	53	REDACTED	REDACTED	
Telephone Executive	Price Per Hour	10	REDACTED	REDACTED	
Field Interviewers	Price Per Hour	10	REDACTED	REDACTED	
Consultant	Price Per Hour	10	REDACTED	REDACTED	
Research Manager	Price Per Hour	638	REDACTED	REDACTED	
Online Scriptors	Price Per Hour	10	REDACTED	REDACTED	
Data Analyst	Price Per Hour	10	REDACTED	REDACTED	
Data Processor	Price Per Hour	10	REDACTED	REDACTED	
Online Interviewers	Price Per Hour	10	REDACTED	REDACTED	
Quantative					
Senior Research Executive	Price Per Hour	5513	REDACTED	REDACTED	
Research Executive	Price Per Hour	184	REDACTED	REDACTED	
Telephone Interviewers	Price Per Hour	20644	REDACTED	REDACTED	
Field Interviewers	Price Per Hour	1439	REDACTED	REDACTED	
Data Analyst	Price Per Hour	698	REDACTED	REDACTED	
Data Processor	Price Per Hour	977	REDACTED	REDACTED	
Consultant	Price Per Hour	10	REDACTED	REDACTED	
Research Manager	Price Per Hour	220	REDACTED	REDACTED	
Online Interviewers	Price Per Hour	10	REDACTED	REDACTED	
Field Manager	Price Per Hour	1301	REDACTED	REDACTED	
Segmentation					
Senior Consultant	Price Per Hour	10	REDACTED	REDACTED	
Senior Account Manager	Price Per Hour	10	REDACTED	REDACTED	
Data Processor	Price Per Hour	10	REDACTED	REDACTED	
Data Planner	Price Per Hour	10	REDACTED	REDACTED	
Database Administrator	Price Per Hour	10	REDACTED	REDACTED	
Project Manager	Price Per Hour	10	REDACTED	REDACTED	

TOTAL OVERALL PRICE	REDACTED