

Harvey Nash
Interim IT

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.2.1	Weighting	10%
Question	Tenderers must demonstrate a clear understanding of the public sector landscape in Scotland and the Framework Public Bodies who will use these services. You must also demonstrate that you understand the demand Framework Public Bodies have for the services and how public bodies will use those services.		
Word count in answer	1500		

Public Sector landscape

The Scottish Public Sector landscape is vast and diverse. It delivers a wide range of public services to Scotland's population, and the efficient and effective delivery of these public services contributes to Scotland's economic development and continuing prosperity. It enables our communities to be safer and stronger, our young people to be educated and inspired, citizens to be cared for at different stages in life and protects the most vulnerable in society. Public services touch on many aspects of everyday life – health, social care, education, early years, community justice, enterprise, and skills. The Public Sector encompasses large, and well known, organisations such as the NHS, Scottish Government, Local Authorities, Justice, and Blue Light Services to smaller niche organisations such as Accountant in Bankruptcy, and Forestry Land Scotland. The Public Sector covers the length and breadth of Scotland in both urban and rural locations.

It's an important source of employment. The last officially published figures (September 2021) show 585,400 people were employed in the Public Sector in Scotland, 22.2% of total employment.

Brexit and COVID placed increased pressure on our public services. Whilst the pandemic may have defined our lives for c18 months, SG is determined that it won't define our future. They're focused on economic recovery, which is green and fair for everyone, in every part of Scotland and delivers our ambition to become a net-zero nation, backed by five bold new policy programmes of action.

Public Bodies contribute to delivering the National Outcomes set out in the National Performance Framework, and carry out statutory, regulatory and advisory functions at arm's length from central government.

Priorities, and challenges, for all public sector organisations include:

National Strategy	Scotland's 10-year National Strategy for Economic Transformation (NSET) released March '22, coined the term " decisive decade ". It aims to deliver economic growth that significantly outperforms the last decade, so that the Scottish economy is more prosperous, productive, and internationally competitive.
National Care Service (NCS)	Investment in a social care system that will provide us with consistency, equity and fairness, and the accountability needed to deliver high-quality services to everyone that needs them, throughout Scotland.

Digital Strategy 2017	<p>Updated in 2021 acknowledging progress and the need for changing the way SG works; focusing on ensuring Scotland remains an attractive destination for talent and investment to succeed in an increasingly interdependent world. Digital transformation and digitalisation of public services high on the agenda, underpinned by collaboration and common platforms, e.g SG+COSLA partnership. Innovative digital projects include the launch of Research Data Scotland, and COVID response.</p> <p><i>“We want Scotland to become a truly digital nation, underpinned by high quality connectivity that supports people and businesses, innovation and growth”</i> Kate Forbes, Cabinet Secretary</p>
Cost Savings	<p>The Public Procurement Reform Programme established in response to the McClelland report(2006) aims to generate maximum benefit, from every public pound spent whilst delivering sustainability, fair work, and community benefits</p>
Technology Ecosystem	<p>In response to the Logan Review(2021), SG has a 38-point plan to establish Scotland as one of Europe's leading entrepreneurial economies, which supports and nurtures technology businesses from start-up phase through to fully scaled maturity.</p>
Public Sector Pay	<p>Increasing inflation, salaries, pressure and risk of strikes. Consideration to NHS Agenda for Change.</p>
Wellbeing and fair work (inc Social Security Scotland)	<p>Reorient our economy to deliver higher rates of employment and wage growth, reduce structural poverty, improve health, cultural and social outcomes for disadvantaged families and communities.</p>
Cyber Resilience	<p>Embed cyber resilience into the design of Scotland's future digital services, ensuring digital services we build for the future are trustworthy and resilient.</p>
Accountability	<p>Public Bodies are subject to external scrutiny from a variety of organisations such as The Scottish Public Services Ombudsman which handles complaints about Public Services in Scotland. Information held by Scottish public authorities is covered by Scotland's own Freedom of Information (Scotland) Act 2002. Public Accounts Committee examine whether public money is being spent properly. It's imperative that as a supplier to Scotland's Public Sector we understand what's required of us.</p>
Framework Public Bodies who will use these services	<p>The Framework Agreement will be available for use by:</p> <ul style="list-style-type: none"> • Scottish Ministers (including Agencies), • Scottish Non-Departmental Public Bodies, • Offices in the Scottish Administration (SG and all 30+ directorates) which are not ministerial offices • The Office for the Secretary of State for Scotland • Scottish Futures Trust • Cross-border public authorities within meaning of section 88(5) of Scotland Act 1998

	<ul style="list-style-type: none"> • Scottish Parliamentary Corporate Body, councils constituted under section 2 of Local Government etc. (Scotland) Act 1994 • Scottish health boards or special health boards • Registered as social landlords under Housing(Scotland)Act 2001 • Student Loans Company • Business Stream Ltd • Northern Lighthouse Board • Equality and Human Rights Commission • Business Gateway National Unit at COSLA • Further/Higher Education institutions being fundable bodies within the meaning of section 6 of the further and Higher Education (Scotland) Act 2005, • any public body established by or under the Scotland Act 1998 or any Act of the Scottish Parliament • any association of/formed by one or more of the foregoing, bodies financed wholly or mainly by one or more of the foregoing • bodies subject to management supervision by one or more of the foregoing and bodies more than half of the Board of Directors or members of which, or, in the case of a group of individuals, more than half of those individuals, being appointed by one or more of the foregoing <p>Additionally the Framework is available to charities within Scottish Charity Register (24,000+)and voluntary organisations on Membership Database of the Scottish Council for Voluntary Organisations.</p>
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Demand Overview

Whilst there's no guarantee of volumes of usage/spend and the Framework Agreement isn't mandated for use, contracting authorities will be encouraged by Scottish Procurement to utilise the Framework where it meets their requirements. Harvey Nash provides a valued, high-quality service for public sector organisations that they will want to make use of.

Estimated **annual spend £100+ million** based on historical spend.

REDACTED

There's a real breadth of skill required from IT/AV Support to Project Management, Test Engineers/Leads, Network Engineers, Developers, Solution Architects, Product Owners, DevOps Engineers, Business Analysts, Data Analysts, UX Researchers, Service Designers and all DDaT related roles – really all imaginable skills to drive forward Scotland's Digital agenda.

Scope: supply of Interim IT Services – permanent/fixed-term recruitment, consultancy, and secondments out-with scope.

Volume: single posts, occasionally multiple candidates for specific project.

Duration: REDACTED

Demand Drivers	<p>REDACTED we know demand is driven from a range of areas. Economic recovery drives budget cuts and increased demands on services across Scotland's Public Sector, and so fundamental changes in the way they deliver services. They must be agile and responsive. There are natural peaks/falls in demand due to this, for example COVID.</p>
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	<p>Key reasons for demand:</p> <ul style="list-style-type: none"> • Access specific skills: many projects require specialist skills, which may not be within the general remit of the Team. • Flexibility to rapidly scale up or down • In 2021 SG's Programme for Government set out an ambition to create a Fairer, Greener Scotland. With a shortage in digital skills and a desire for example to create a National Care Service and COVID recovery, interims are essential if Scotland is to meet these ambitious plans. • Innovation/Capability - can be an effective way of challenging the status quo and gaining fresh perspective. Project work used to add additional capacity and capability, to deliver specific outcomes/defined programmes/projects, then departs on completion, using public funds efficiently. Examples; REDACTED • Interims can bring new skills and transfer to permanent employees. • Maternity/sickness cover • REDACTED
<p>How Public Bodies will use Framework</p>	<p>Option to direct award to 1st ranked, should they not deliver they work down supplier list until one does. Alternatively mini-competition, which near guarantees the placement of skilled interim complementing existing resources as per Schedule 3.</p>
<p>Direct Award</p>	<p>FPB completes Order Form and sends to 1st ranked Framework Contractor (FC) to send completed Schedule. If 1st ranked cannot meet requirements, FPB will go to 2nd ranked FC, and so on.</p>
<p>Mini Competition</p>	<p>FPB completes Order Form and sends to all FCs simultaneously, setting a deadline for responses (in format of completed Schedule2 which includes quotation(s) including CV(s) for suitable candidates. Most economically advantageous tender (scoring highest mark following chosen price/quality evaluation ratio) wins award.</p>

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q.2.3.1	Weighting	25%
Question	<p>Tenderers must provide details of how they will deliver the service under this Framework Agreement as outlined in the Statement of Requirement at Schedule 1. Tenderers must also, include their organisational structure, details of key staff (and their roles) with designated responsibilities for ensuring successful delivery throughout the Framework period, and the minimum experience levels (not a CV) and a job specification(s) for the designated Account Manager(s). Tenderers must also provide details of the number of key personnel to be dedicated Nationally (to the whole of Scotland), how this number is calculated to be sufficient and set out the procedures for how any changes to these key personnel will be managed.</p>		
Word count in answer	1405		
How Harvey Nash will deliver the service			
Service Delivery	<p>REDACTED, and we have continuously evolved and improved our service delivery model to provide the Scottish Public Sector with an excellent service. Our Framework Account Team is based across Scotland with offices in Glasgow & Edinburgh. REDACTED we've demonstrated our desire to support local communities, creating employment for priority groups (e.g. ex-homeless and Modern Apprentices form part of our SG Delivery Team) ensuring we provide economically advantageous solutions for the end-client.</p> <p>Our team of consultants on this framework has REDACTED years collective experience working across the Scottish Public Sector. Each consultant specialises in a particular area of recruitment and is responsible for meeting Framework Public Bodies (FPBs), ensuring they understand requirements and effectively sourcing and screening candidates and providing aftercare to workers and Interims.</p> <p>REDACTED</p>		
Key Staff & Roles	<p>REDACTED, we've developed a stable and experienced Account Team with an excellent track-record ensuring we consistently deliver skilled, security-cleared candidates to FPBs, on-time and within budget.</p> <p>REDACTED</p>		

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.3.2	Weighting	20%
Question	<p>Taking into consideration the Statement of Requirements and Call-Off procedures, please outline how you would fulfil a specific request for an interim worker. Your response should consider all aspects of providing an interim IT staff worker (s), including but not restricted to:</p> <ul style="list-style-type: none"> • The complexity of requirement • Location (s) of requirement • Number of assignments to be fulfilled • Time constraints • Budget considerations • Meeting customer expectations <p>Please illustrate how your embedded process and actions will work operationally, drawing from a recent example and outlining the process at each stage, from initial requirement through to the successful provision of a suitably qualified interim IT worker (s). Please include details of any challenges/barriers and how you would deal with these.</p>		
Word count in answer	1478		
Response			
	<p>REDACTED we have continuously evolved and improved our service delivery model to provide the Scottish Public Sector with the best service. Our Framework Account Team is spread across Scotland and are experts in ensuring we provide you economically advantageous solutions.</p> <p>We've a team with REDACTED years collective experience in the Scottish Public Sector. Consultants specialise in recruiting a particular skill and work with you to understand requirements, effectively source and screen candidates right and provide exemplary aftercare.</p> <p>Our Compliance Team ensures 100% compliance with all legislative, contractual, MI, BPSS/security and Interim Worker onboarding requirements and our Central Services Function provides additional support (HR/Legal/Finance etc.)</p> <p>COVID created a range of new challenges; REDACTED</p>		
REDACTED	REDACTED		

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.3.3	Weighting	20%
Question	<p>Tenderers must provide details of their procedures to ensure compliance with Disclosure Scotland and Baseline Personnel Security Standard – BPSS, (or other standard as may be defined by Framework Public Bodies) including details of the effective management of any third party to be used in this process, and the measures they will take to match security pre-cleared temporary/interim workers to Framework Public Body requirements.</p> <p>Tenderers must also describe the measures they will take to ensure that temporary/interim workers understand and adhere to confidentiality requirements, particularly in relation to sensitive assignments.</p>		
Word count in answer	1496		
Response			
REDACTED	REDACTED		
BPSS	Original paper BPSS Application Form is completed by Interim and returned to HN. They complete sections A-F, ticking agency worker and return original hard copy to our Compliance Team who complete sections G and H.		
REDACTED	REDACTED		
Training	<p>REDACTED</p> <p>Our Team receive regular training on fraudulent documentation awareness, only accepting original documents for identification verification.</p>		
Data Protection	<p>REDACTED</p> <p>We recognise, under section 1241 of the 1997 Act and sections 66&67 of the 2007 Act, it is a criminal offence to share disclosure information to any unauthorised person. DS information is only shared with those authorised. We will not disclose information provided under subsection 113B (5)2 of the 1997 Act, namely information which is not included in the certificate, to the subject. Our UK/Global office network allows us to verify candidate documentation in person, at various convenient locations. If timescales or candidate's circumstances prohibit this, we use an approved ID verification service.</p>		
REDACTED	REDACTED		

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.3.4	Weighting	25%
Question	Tenderers must provide details of their approach to ensure the sourcing, retention and matching of suitable temporary/interim workers Nationally (the whole of Scotland). Your response must relate to both rural and urban areas Nationally (to the whole of Scotland) and demonstrate your proposed presence to meet the requirement and how you will gain and take advantage of knowledge regarding local job markets to meet Framework demand. (Note - "presence" does not necessarily mean a physical full-time office). Your response must also detail how you will ensure consistency of service and delivery across Framework Public Bodies and your procedures for delivery during periods of high demand.		
Word count in answer	1788		
Response			
REDACTED			
<p>We have offices in Edinburgh and Glasgow that cover the whole of Scotland with specialist local teams with a collective REDACTED years' experience across the Scottish Public Sector. We know how time-consuming finding the right talent to drive your organisation can be, which is why we've made an art of it, so you don't have to. Working as an extension to FPBs, we will provide the best candidates to you from local areas (with consideration to rural and urban locations) based on your needs, quickly, and on a cost-effective and best value basis. The team are responsible for building stakeholder relationships, ensuring they understand requirements and can effectively source and screen the right candidates</p>			
Sourcing - Our techniques to sourcing high-calibre candidates			
Understanding the Vacancy	Account Team builds an extensive knowledge of FPBs and role requirements and will tease out additional information on every vacancy to truly understand the skill set/cultural fit required (via face-to-face meeting or call).		
REDACTED	REDACTED		
REDACTED	All consultants receive REDACTED training.		
Harvey Nash Country Website	Dedicated Public Sector page: https://www.harveynash.co.uk/public-sector		
REDACTED	REDACTED		

Candidate Open Days/Evenings	We will pro-actively promote the framework at recruitment events/career fairs throughout Scotland, REDACTED .
REDACTED	REDACTED
Recruitment Matching	We believe the better our team, the greater the ability to match outstanding candidates to requirements. REDACTED
Our techniques to match high-calibre candidates	
REDACTED	REDACTED
Verbal/Numerical Reasoning Testing	We check non-technical skills such as telephone skills, organisation, verbal/numerical reasoning, spelling and grammar.
REDACTED	REDACTED
Assessment Centres	Throughout Scotland, including rural areas
Reference Checks	We rigorously conduct reference/qualification checks to better match candidates.
Retention: Our techniques to retaining high-calibre candidates	
Matching	Candidates are only placed in assignments matching their skills, cultural fit and desired rate of pay. They are less likely to leave an assignment if happy and confident.
Loyalty & Commitment	We work with candidates coming to the end of contracts to find them new opportunities, both within the Framework agreement and with other clients. We invite resources to value-add networking events and operate a Contractor of the Month award.
REDACTED	REDACTED

<p>Stable Harvey Nash TeAm</p>	<p>Our Account Team REDACTED so are experts and able to help our contractors with complex queries. Across the team, we have REDACTED years combined experience working with the Scottish public sector delivering thousands of highly qualified contractors over this time.</p>
<p>Problem-free-payment</p>	<ul style="list-style-type: none"> • Online timesheet system simplifying timesheet approval. • Flexibility – weekly or monthly payments depending on the contractor’s preference • Commitment to getting candidates paid on time, every time.
<p>Communication, Care & Support</p>	<p>HN is always open and honest with candidates. We communicate by phone, face-to-face and through resource care surveys, as well as NPS surveys (as below) and are always available via our mobile phones.</p> <p>REDACTED</p> <p>Resources receive a call:</p> <p>REDACTED. to ensure a personalised service.</p> <p>REDACTED</p>
<p>REDACTED</p>	<p>REDACTED</p>
<p>Geographical Presence</p>	<p>Offices in Edinburgh and Glasgow and use of serviced offices Scotland wide.</p> <p>We’re an ever-expanding business with plans to open an office in the North of Scotland soon.</p> <p>We ensure all rural clients are visited regularly.</p> <p>Physical presence will never be a barrier; we use Teams and conference calls to communicate, in line with our sustainability policy, which commits to minimise travel and carbon omissions.</p>

	Graph below demonstrates Interim IT Services Framework geographic demand over past 3.5 years. Our success rate was consistently high across all geographies.
REDACTED	REDACTED

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.3.5 Sickness and Absenteeism	Weighting	10% of 2.3
Question	Tenderers must provide details of their proposals to manage temporary/Interim worker sickness absence and absenteeism, the process for replacement of temporary/Interim workers where they are deemed unsuitable for the role, and how they will ensure that the Interim is protected from employment relationship claims/employment law risks.		
Word count in answer	1500		
Our approach to sickness absence and absenteeism: Our process for managing sickness/absenteeism is underpinned by the following:			
REDACTED	REDACTED		
Protecting the Interim from employment relationship claims/employment risks			
REDACTED	REDACTED		
IR35	Our PSC contracts are 'IR35 friendly' and have been reviewed by our external lawyers REDACTED . We follow the SG workflow to adhere to HMRC legislation and ask all FPBs to provide an SDS and CEST determination of each role released, challenging where necessary.		
REDACTED	REDACTED		
Providing Interims: Limited Company Contractors and Umbrella companies	<p>We envisage that most of the Interims provided under the Framework will be either Limited Company Contractors (LCCs) through a Personal Service Company (PSC) or an umbrella company.</p> <p>Interims working through a PSC will be an employee and a Director of the company. Interims provided through an umbrella company will be an employee of the umbrella company with a contract of employment. Therefore, there will be no direct contractual/employment relationship between Interims and the FPB.</p> <p>As a member of REC, HN take compliance with all laws and regulation seriously and are fully conversant with IR35 legislation, the Conduct of Employment Agencies and Employment Businesses Regulations 2003 (the "Conduct Regulations") and Managed Service Company ('MSC') legislation (Chapter 9, Part 2 and Section 688A, Part 11 Income Tax (Earnings and Pensions) Act 2003 (the "MSC Legislation)</p>		
23 months rule	Our Team is aware of/will actively manage the Scottish Government's policy on the length of Interims' assignments. We are aware that for SG core and Main agencies, workers can be assigned to a post for a maximum period of 23-47 months.		
REDACTED	REDACTED		

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.4.1	Weighting	40%
Question	Tenderers must describe their management processes and agreed ways of working to maintain a consistently high service level. Your response should cover, but not be limited to, performance monitoring, managing communications, problem solving and dispute resolution, achieving value for money in relation to your staff (including supply chain sub-contractors or consortia members, where appropriate) and internal and external stakeholders.		
Word count in answer	1499		
Response			
Management Processes/Agreed Ways of Working	REDACTED our Management Processes and working methods have continuously improved through quantitative and qualitative feedback REDACTED		
REDACTED	REDACTED		

Performance Monitoring Feedback Sources	
Scottish Procurement	We submit a Quarterly Report at our Quarterly Service Review Meetings with Framework's Strategic Contract Manager which reviews our performance against Statement of Requirements and get feedback on Service Quality.
Tools to measure, maintain and improve performance	
REDACTED	REDACTED
Measurable objectives	We cultivate a culture of empowerment and continuous improvement with clear and measurable objectives.
REDACTED	REDACTED
Resource planning	Managers are tasked with ensuring we have a sufficiently sized Team to deliver even in periods of high demand.
REDACTED	REDACTED
Managing Communications	
REDACTED	REDACTED
Problem Solving/Dispute Resolution	REDACTED we're proud to report that we've never had a serious issue raised. However, we do have a formal escalation route with clear written protocols. This will be approved by the Authority's Strategic Contract Managers and/or FPBs.
Achieving Value for Money	<p>We're mindful of Public Sector budgets and look for ways of saving money without compromising quality.</p> <p>REDACTED</p>

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.4.2	Weighting	40%
Question	Tenderers must provide a statement to clearly demonstrate their proposals for regular and effective communication with Framework Public Bodies throughout the Framework duration, including reporting mechanisms for the provision of management information, out of hours procedures, complaints management (including escalation), and order cancellation processes		
Word count in answer	1928		
Effective Communication with Framework Public Bodies (FPBs)			
REDACTED	REDACTED		
Quarterly review meetings	As standard practice, we hold quarterly meetings with the Authority's Strategic Contract Managers (ASCM) and FPBs to reflect and forecast, including reviewing our performance based on the KPIs outlined in 4.13 of your Statement of Requirement. These meetings tend to be at the client's office, but we have facilities to host meetings in our offices (Glasgow or Edinburgh). Meeting notes are documented, notes circulated, and actions tracked.		
REDACTED	REDACTED		

Reporting mechanisms for the provision of management information

We will work with FPBs and agree content and format of Management Information (MI) at Mobilisation phase and adjust, if necessary, later. Our MI is paperless and therefore supports sustainable development and the Scottish Ministers' 'Greener Scotland' strategic objective. We produce weekly/monthly and quarterly internal MI reports to aid continuous improvement and submit bespoke monthly/quarterly/annual reports to FPBs. Reports will be submitted to the FPB CMs within 14 working days of the end of each month (can be real-time). We will work with FPBs to provide information for Freedom of Information requests, Parliamentary Questions or Ministerial Correspondence **REDACTED**.

We submit quarterly reports consolidating information for all FPBs to the Framework's Strategic Contract Manager (FSCM).

These Management Information reports will include, as a minimum, the following details:

- Organisation
- Department
- FPB Contact
- Named Job Role
- FPB Job Grade (if applicable);
- Start Date
- End Date
- Time in post;
- Hourly Pay Rate
- Hours Worked
- Cumulative Pay
- Reason for temp worker being used (e.g. maternity leave)
- Reason temp worker left assignment
- Quantity of management complaints
- Reasons for management complaints
- Quantity of escalations
- Quantity and percentage of posts not filled within agreed Service Level Agreements (SLAs)
- Reasons for any failure to meet SLAs
- Detailed figures regarding Key Performance Indicators (explained in clause 4.13)

REDACTED

Complaints management & escalation	We have an established formal escalation route in place with clear written protocols that is bespoke to this Framework. REDACTED .
Order cancellation	We recognise that there may be extraordinary circumstances where a client organisation has cause to cancel an order prior to a temporary worker starting. We have a documented process in place for this. REDACTED

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Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.4.3	Weighting	20%
Question	Tenderers must provide a mobilisation plan including key team members' and stakeholders' roles and responsibilities, tasks for completion by your staff, key dates and deadlines, proposals for marketing the new Framework Nationally (to the whole of Scotland) in both rural and urban areas. The mobilisation plan must clearly describe how you will ensure by the service commencement date, sufficient numbers of suitably qualified temporary/interim workers to meet order fulfilment rates for the Framework and how you will ensure the authenticity of temporary/interim worker qualifications and manage this on an on-going basis.		
Word count in answer	1506		
Mobilisation			
Capabilities	<p>REDACTED, we are extremely well prepared with an experienced team and extensive processes in place to deliver the services required. During the existing agreement, we have developed and fine-tuned our processes from the way we receive a requirement through to candidate/client aftercare, back office and MI reporting. We believe that this puts us in a strong position to competently deliver and provide the best possible quality of service to serve the Framework from day 1.</p> <p>We will comply with section 1.25 of the Statement of Requirements "Framework Transition/Mobilisation". We have detailed our mobilisation plan as if it were a brand-new contract and is immediately actionable if we are awarded supplier status.</p>		
Key Team Members' Roles and Responsibilities			
Name/Title	Responsibilities		
REDACTED	REDACTED		

	The key team members and their responsibilities are detailed in 2.3.1. This section covers specific duties during mobilisation.
Key Framework Stakeholder	
The Authority	The Authority refers to the Scottish Ministers (as represented by SP). The Authority will be responsible for the formulation and approval of the tender documents, award decisions, acting on behalf of the FPBs on all matters of strategic contract management.
Scottish Procurement (SP)	SP & Commercial Directorate (part of Scottish Government) responsible for running this collaborative procurement exercise for goods and services classified as Category A and B following the review of public procurement (McClelland Report).
Strategic Contract Manager	The individual who will act on behalf of FPBs, and serve as the point of contact, for all Framework contractual matters. The Strategic Contract Manager will take receipt of consolidated MI and facilitate Agreement review meetings with the Interim. They will monitor and ensure the satisfactory resolution of any strategic Framework contractual disputes/complaints, working on an ongoing basis with Interims and FPBs to confirm that consistent levels of service are delivered.
FPBs	This group includes key stakeholders (Hiring Managers, HR etc.). Responsible for providing suppliers with as much information about organisations and assignments as possible, ensuring best candidates are sourced.

High Level Mobilisation Plan	
REDACTED	REDACTED
Key Dates	We anticipate the Framework will commence on 13/04/2023, expiring on 12/04/2027 but is subject to change. As such specific dates noted above may vary.
REDACTED	REDACTED
Authority SRM	Ensure all our contact details are included in updated Buyers Guide.
REDACTED	REDACTED

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Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.5.1	Weighting	100%
Question	Tenderers must provide details of how they will deliver continuous improvement throughout the duration of the Framework. Your response must describe details of any measures to achieve greater efficiencies, simplify processes, and minimise errors and generally improve quality of service for the Framework duration.		
Word count in answer	1617		
Response			
Continuous Improvement Overview	<p>REDACTED. we certainly don't rest on our laurels and retaining our place on this Framework means the world to us. We've created employment across Scotland for disadvantaged groups such as ex-homeless, the long-term unemployed and modern apprentices as part of our Account Team. We know that to keep our place, we must never stop caring about being the best and striving to improve. Continuous Improvement (CI) is embedded in our day-to-day workflow, and we innovate and fine-tune ensuring the Scottish Public Sector benefits from our best-in-class recruitment service.</p> <p>REDACTED</p>		
Receiving Feedback	<p>Candidates, FPB stakeholders and Account Team are a source of valuable feedback encouraging innovation and improvement. We ensure any process/procedural improvements are identified, approved then updated in our documentation and the change implemented by all.</p> <p>REDACTED</p>		
Measures to minimise errors	<p>Culturally promote an ethical business environment with an expectation that Account Team seek out best practice/ways of working to avoid errors whilst encouraging openness and honesty when errors are made. We have clear guidelines in place to provide feedback, suggestions on improvement and a documented disciplinary process if necessary.</p>		

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Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q.2.6.1	Weighting	Need to achieve 50% or more
Question	<p>Tenderers should describe their procedures for storing, retaining and transmitting data between the Contractor, the Framework Public Bodies (and sub-contractors where applicable) to ensure compliance with the Statement of Requirements (Schedule 1) and to ensure continuity of service and protection against cyber-attacks. Answers should include (as a minimum):</p> <ul style="list-style-type: none"> • Details of where data will be stored and how it will be secured including processes, software and standards and must include measures put in place with sub-contractors (where applicable); • Details of how data will be securely transmitted between the Framework Public Body, the Contractor (and sub-contractors where applicable) including processes, software and standards; • Details of how the data will be secured at rest (end point security) both at the Contractor's premises (and their sub-contractors premises where applicable); • Details of processes followed including those for assessing future risks; • Testing of Disaster Recovery policies and procedures, including the dates, duration and frequency; • Methods for the back-up and continuity to deliver services should an incident occur including manpower and access to equipment; • Methods and processes in place to mitigate against cyber-attack and crime using online technologies including processes, software and standards; • Destruction policies and processes including policies, processes and software. This should include the measures put in place with sub-contractors where applicable; • Tenderers should also provide details of any standards applicable in this area (e.g. ISO 27001, ISO 22301, ISO/IEC 20000, Cyber Essentials/Cyber Essentials Plus or their equivalents); <p>If the Tenderer does not currently hold certifications, they should advise of any plans they have for achieving any relevant certifications.</p> <p>Tenderers should refer to the UK Governments Cyber Essentials Scheme and consider the information included within the scheme when providing their response to this section.</p> <p>https://www.gov.uk/government/publications/cyber-essentials-scheme-overview http://www.gov.scot/Resource/0048/00489206.pdf</p>		
Word count in answer	1985		

REDACTED

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Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.7.1	Weighting	
Question	<p>Please describe and demonstrate how you will commit to adopting Fair Work First for workers engaged in the delivery of the framework agreement including your own staff and temporary/ interim workers (to the extent relevant). This should include current and planned actions that show how you will embed these practices during the lifetime of this Framework Agreement.</p> <p>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 Framework Agreement.</p> <p>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 Framework Agreement and those in the supply chain working on this Framework Agreement. Answers need not be constrained to, or be reflective of, any examples given alongside this question.</p>		
Word count in answer	1499		
Our commitment to adopting all elements of Fair Work First for workers engaged in the delivery of the framework			
REDACTED	REDACTED		
Pay & conditions	<p>Employees, temporary/interim workers, and supply chain</p> <p>Payment of real Living Wage Fair & equal pay policy including commitment to pay the Real Living Wage to all internal, temporary/interim workers and suppliers. Living Wage Accredited Employer, signed up to Scottish business pledge.</p> <p>REDACTED</p>		
Action to tackle the Gender Pay Gap and create a more diverse & inclusive workforce	<p>Our employees</p> <p>Gender Pay Gap - We publish our gender pay gap data and Gender Pay Report on our website, an extract is illustrated below where we demonstrate substantial progress against all quartiles. We've made key senior appointments/promotions e.g. REDACTED who oversees this Framework. We have a full published, time-bound and monitored plan to close the gender pay gap (owned by Chief People Officer).</p> <p>REDACTED</p>		
How we will report on, and demonstrate progress, to the contracting authority during the lifetime of the Framework Agreement			
REDACTED	REDACTED		
Our progress towards wider fair work practices			
Fair Work Assessment	We're passionate about providing workers involved in the delivery of this framework with Fulfilment, Opportunity, Security, Respect and Effective Voice. REDACTED Not		

only do we meet the Fair Work First criteria, but we have also worked hard to achieve excellence in all areas of Fair Work.

We have a published Fair Work strategy with time-bound and monitored initiatives included in our People Strategy as shown below.

Our efforts have seen us win a host of awards, most recently accredited as a 2022 Great Place to Work with a 91% positive average across all categories assessed and highlighted as a Great Place to work for Women.

Fair work is NOT just a tick box exercise for us – and our place on this Framework gave us the opportunity to create employment opportunities for disadvantaged groups.

REDACTED

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q.2.7.2	Weighting	
Question	<p>The Public Sector in Scotland is committed to building a workforce of people (including temporary and interim workers) with a wide range of backgrounds, perspectives, and experiences. That means having a workforce that includes people of different age groups, socio-economic backgrounds, faith and beliefs. People who are trans, disabled, from minority ethnic backgrounds. People who identify as lesbian, gay or bisexual or another sexual orientation. A workforce that is representative of the people of Scotland.</p> <p>We expect Tenderers to take a similarly positive approach and have a strategy and processes in place to ensure as best as possible a diverse range of temporary/interim workers.</p> <p>To help us achieve our ambitions in advancing equality, we would like to understand your aspirations as an organisation in terms of diversity and the temporary/interim workers you put forward. For example, we would like to know:</p> <ul style="list-style-type: none"> • Do you have an established diversity related policy and practices? • Do you have, or are you working towards, accreditations in any diversity aspects e.g., Disability Confident? • How you attract and retain diverse temporary/interim workers, including any outreach work, to your organisation? • How you select and verify your selection methods from a diversity perspective? • How you carry out pre-employment occupational health checks? • What adjustments are made (or how are they recommended) and how these are implemented effectively? • What engagement do you have with representative organisations and what is the success of these relationships? <p>Answers need not be constrained to, or be reflective of, any examples given alongside this question.</p>		
Word count in answer	1496		

Response	
REDACTED	REDACTED
Diversity Accreditations	<p>We are an equal opportunities employer acknowledging our obligations under legislation and endorse the codes of practice relating to laws. We were the first recruitment company to be awarded EY'S National Equality Standard (NES), one of the UK's most rigorous and prestigious accreditations for diversity and inclusion. We were assessed by trained NES assessors through comprehensive interviews with over 100 staff, using the feedback to make improvements to ensure fairness and objectivity in recruitment, pay and progression.</p> <p>We are a Disability Confident Level 2 Employer & REC 'Diversity</p> <p>In 2021 we partnered with Workplace Pride signing The Declaration of Amsterdam, affirming our commitment to being an inclusive employer, creating a safe and supportive environment for all members of the LGBTQIA+ community.</p> <p style="text-align: center;">Ranked in 2022 UK's Best Workplaces for Women</p> <p>We have signed up to the Young Person's Guarantee as a sign of our commitment to providing 16- to 24-year-olds from all backgrounds with opportunity. We partner with employment agencies, FE colleges and HE to provide advice, career guidance and opportunity to decrease youth unemployment.</p> <p>REDACTED</p>
REDACTED	REDACTED
REDACTED	REDACTED

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	2.8.1 Sustainability	Weighting	N/A
Question	<p>Tenderers must confirm that, where appropriate, they will support the Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the services required.</p> <p>Please provide a statement which explains your sustainability policy and demonstrates how you will proactively support the delivery of the Framework Public Body(s) respective Sustainability (Social and Ethical) and Environmental Policies. This should include any measures you have in place to ensure, monitor and report sustainability across your supply chain.</p> <p>Further details on Scottish Government's Sustainable Procurement Policy are available at: http://www.gov.scot/Publications/2016/03/8410/3 and https://www.procurementjourney.scot/route-3/route-3-develop-strategy-profiling-commodity-sustainable-procurement</p>		
Word count in answer	1411		
Supporting the Scottish Ministers policies on Sustainability and Corporate Social Responsibility			
	Harvey Nash confirm that we shall, throughout the delivery of this framework always support the Scottish Ministers Policies on Sustainability and Corporate Social Responsibility.		
Statement on Sustainability Policy			
	<p>Harvey Nash is committed to improving the social, environmental, and economic wellbeing of Scotland, with a particular focus on reducing inequality. Our sustainability policy fully supports the Scottish Government's National Performance Framework and the National Outcomes, which articulate the Government's Purpose to "focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth."</p> <p>Our sustainability report details about our progress to date and our strategy and plans.</p> <p>Our Strategy:</p> <ul style="list-style-type: none"> • Is designed using the UN Sustainability goals as the framework: • Is focused on Global and Local actions • Presents our Environmental strategy and Social Impact which is delivered through EDI, Wellbeing and Community 		
Supporting the delivery of FPB's Social and Ethical Objectives			
Economic Factors	We're committed to creating high quality jobs and tackling inequality and barriers to employment in Scotland. We take measures to encourage local small businesses. As a key employer across all part of Scotland, we are		

	<p>focused on the social, environmental and economic wellbeing of the area and communities in which we operate.</p> <p>We provide all employees with lifelong learning, training, and skills development. Signed up to Young Person's Guarantee as a sign of our commitment to providing 16- to 24-year-olds from all backgrounds with opportunity.</p> <p>REDACTED</p>
REDACTED	REDACTED

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.9.1	Weighting	0%
Question	<p>The Scottish Government is committed to contributing to the social, economic & environmental well-being of the people of Scotland. The Government has five objectives that underpin its core purpose - to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.</p> <p>Tenderers must provide details of their proposals to support Scottish Procurement to meet SG overall community benefits policy through this Framework Agreement. Accordingly, while the following community benefit objectives will not be evaluated as part of the Tender process, the successful Tenderer will be expected to consider the following Community Benefit themes in the delivery of their services, for example:</p> <ul style="list-style-type: none"> targeted recruitment & 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. 		
Word count in answer	1481		
Response			
	<p>At Harvey Nash ('HN'), we recognise the significance of our role as a local employer in the community. We are committed to creating opportunity in communities across Scotland, creating circular economies that enrich learning, to provide an opportunity for those who are disadvantaged or from areas of deprivation. We feel privileged, both as an employer and as a source for employment across the whole of Scotland, connecting local people and SME's to jobs across the country.</p>		
Targeted recruitment & and training for “disadvantaged” persons unemployed for over 6 months	<p>REDACTED</p> <p>We pioneered a programme with DWP to find employment for refugees.</p>		
Generate employment	<p>Modern Apprenticeships: 10% of our workforce in Scotland are Modern Apprentices. We have found hiring apprentices to be a hugely positive</p>		

<p>and training opportunities for priority groups</p>	<p>experience. We are committed to creating 2 new Apprenticeships a year. In addition to this, we will commit to hiring further Apprentices during the framework relative to spend. We will work directly with local bodies to ensure we appoint from disadvantaged areas across Scotland.</p> <p>"I love working for the Framework Account team at HN – it's allowed me to get into recruitment and learn about the Public Sector" REDACTED</p> <p>Lifelong Learning and Skills Development: We deliver talks to schools, universities, and colleges in conjunction with Skills Development Scotland – focused on careers in the Tech sector. HN has a dedicated Talent Academy and works with educational establishments to train individuals in Tech related skills and specialisms.</p> <p>Enable Works: For five years HN has worked with 'Enable Works' in Scotland to support young people facing barriers to employment. Through interactive sessions, our team delivered some fun training sessions on the basics of where to find work; how to apply and interview techniques (see below).</p> <p>REDACTED</p>
<p>Equality and diversity initiatives</p>	<p>In October 2021 we formed our Global D&I Council to ensure that all individuals, regardless of gender, age, race, sexual orientation, or faith are treated fairly and equitably, within our own workforce & when engaging with our clients.</p> <p>HN is Disability Confident level 2 employer and a REC Diversity Pledge Recruiter. We were also the first recruitment firm to be National Employability Standard (NES) certified by Ernst & Young, an initiative developed in partnership with the Equality and Human Rights Commission (EHRC)) in recognition of our commitment to diversity and inclusion.</p> <p>REDACTED</p> <p>We're particularly proud of our achievement earlier this year in signing the Declaration of Amsterdam at Harvey Nash.</p> <p>Actions we take to ensure EDI is embedded throughout our processes include:</p> <p>REDACTED</p> <p>Below is an overview of our internal groups supporting our D, E & I agenda: External Diversity Networks: We are active members of EDI networks including:</p> <p>REDACTED</p>

	<p>HN is expanding our network with the following foundations:</p> <ul style="list-style-type: none"> • Workplace Pride Change • The Race Ratio • Social Mobility Foundation • ESG
<p>Make any proposed sub-contracting opportunities available to SMEs, the third sector and supported businesses</p>	<p>HN work hard to identify local independent agencies, SMEs and Third Sector organisations who demonstrate our principles, values, and ethos. Our supply chain strategy leverages local insights and research to identify SME agencies and community partners to support contract delivery and business services.</p> <p>We use REDACTED, a social enterprise to cater for meetings. REDACTED donates 100% of its profits to charity and has committed to employing at least 1/4 of its staff from homeless backgrounds. We have hired staff to deliver to frameworks by offering opportunities to our charity partners and have several local SMEs in our supply chain.</p> <p>We work with REDACTED (a leading education academy sponsors), where we've piloted a two-stage employability programme to help students stand out from the crowd during the application and interview process.</p>
<p>Build capacity in community organisations</p>	<p>REDACTED</p>

Tender Title	Framework Agreement for Interim IT Staff Services - National		
Supplier Name	Harvey Nash Scotland Ltd		
Question Ref	Q2.10	Weighting	0%
Question	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 Agreement, including details of any perceived implications and/or risks and how these will be mitigated. Tenderers must confirm whether their Tender has been submitted on the basis of TUPE being deemed to apply or not.		
Word count in answer	N/A		

Response

It is our understanding that it is unlikely that the Transfer of Undertakings (Protection of Employment) Regulations 2006 will apply to current contractors or contractors working through incumbent suppliers, if the transfer to suppliers operating on the new Framework is required. Therefore, Harvey Nash does not believe that there are any perceived implications and/or risks to new suppliers, exiting suppliers, or Framework Public Bodies.

On that basis we can confirm that our tender response is submitted on the basis that TUPE shall not apply to the service provision.