

2.2.1 Demonstrate Understanding

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.

Please note your response to this question is restricted to a maximum word limit of 1500 words. Tenderers should note that any words exceeding the 1500 limit will not be considered for evaluation purposes.

(Weighting 100%)

Understanding the Public Sector Landscape in Scotland

The Public Sector is Scotland's largest employer – 579,400 people work in the sector which makes up approximately 22% of total employment. This is an increase of 3% on last year.

In addition to being a major employer, the Scottish Government is committed to contributing to the social, economic and environmental well-being of the people of Scotland through five objectives that underpin its core purpose:

- Create a more successful country
- Give opportunities to all people living in Scotland
- Increase the well-being of people living in Scotland
- Create sustainable and inclusive growth
- Reduce inequalities and give equal importance to economic, environmental and social progress.

Blue Arrow confirms full understanding of this and how we, as an effective recruitment partner under this framework can help to support the Scottish Governments and Framework Public Bodies (FPBs) in achieving these objectives, by successfully engaging and onboarding workers into FPB roles that provide meaningful and fulfilling work. Understanding the socio-economic impact that employment has in meeting these objectives for the people of Scotland will also inform our recruitment plans for FPBs.

Public Bodies Using the Framework

Public Bodies in Scotland will have access to this framework which includes but is not limited to:

- Scottish Ministers (including Agencies)
- Scottish Non-Departmental Public Bodies
- Offices in the Scottish Administration which are not ministerial offices
- Cross-border Public Authorities
- The Office for the Secretary of State for Scotland
- The Scottish Parliamentary Corporate Body
- Councils constituted under section 2 of the Local Government etc. (Scotland) Act 1994
- Bodies registered as Social Landlords under the Housing (Scotland) Act 2001
- Scottish Health Boards or Special Health Boards
- Student Loans Company Limited
- The Commissioner of Northern Lighthouse operating as the Northern Lighthouse Board

- Scottish Futures Trust
- Equality and Human Rights Commission
- Business Stream Ltd
- Business Gateway National Unit at the Convention of Scottish Local Authorities
- Further or Higher Education Institutions
- Any public body established by or under the Scotland Act 1998 or any Act of the Scottish Parliament
- Scottish Charity Register and voluntary organisations entered on the Membership Database of the Scottish Council for Voluntary Organisations.

Nearly 100 public bodies have used the current Framework including government departments, local councils, the NHS, and higher education establishments; creating the need for an efficient and wide-reaching recruitment programme to meet the varied needs of these customers.

Our Understanding of the Demand for the Framework

Following our review of the tender documents supplied we understand that this Framework is for the provision of temporary Admin, Catering & Manual staff services across the North Region of Scotland and will last for four years. The framework will focus on providing the FPBs situated in Northern Scotland including urban, suburban and rural areas with the temporary staff needed to provide the level of service required by FPBs.

FPBs will have the option to make either a direct award or to run a mini-competition for the provision of temporary Admin, Catering & Manual staff services they require.

The Scottish Government will award a maximum of four suppliers a place on the framework (ranked 1st – 4th). FPBs can engage with the most advantageous agencies. However, we understand it is up to each FPB as to how they fulfil their recruitment needs.

We understand the implications to FPBs of not having enough staff and the effects it can have on public services. We understand that FPBs have varying needs in terms of the number of staff they require, and this will include temporary workers needed within short timescales due to sickness or unforeseen absence. To ensure the absence does not affect public services, they need a temporary worker onsite within 30 to 60 minutes. We especially see this in waste management departments when a driver is absent, and the waste collection cannot begin until a temporary driver arrives. FPBs need a recruitment partner with access to candidate pools of skilled and vetted workers who can fill a shift at short notice. From experience, this is something that has enabled our public sector clients to stay compliant with staffing numbers, as they have the ability to request cover at short notice.

We also have valuable experience of supplying high volumes of Admin, Catering & Manual staff through a number of Public Sector frameworks.

We understand the importance of compliance for FPBs when recruiting staff. We also understand the need to be fair and transparent in all our dealings within the Public Sector.

This Framework will allow FPBs the opportunity to monitor and make cost savings and spend compliantly through an approved and governed route. This route will in turn enable FPBs the opportunity to work with suppliers like Blue Arrow to plan short, medium and long-term needs and further assist in cost savings as well as holding high standards on inclusion and equality.

Resourcing Demand

We understand that both the skills set requirements of staff and the geographical spread is vast, due to the various responsibilities of FPBs and the large rural areas within Scotland. Based on analysis of the information provided in the Pricing Schedule relating to the number of assignments and indicative hours against each assignment type, we can see there is a total of circa 333,000 hours worked across 987

assignments in a 12 month period. This is against 15 different assignment types covering a broad range of roles. This equates to approx. 200 temporary workers provided per week throughout the course of a year, across all four appointed suppliers under this framework. Clearly the appointed supplier(s) will need to build a candidate pipeline and attraction programme to meet the needs of the c100 FPBs, with the supplier ranked first with the majority share of assignments to fill, so they need to plan to resource and manage the full contingent of 200 weekly temporary workers and plan to fill the vast majority of assignments. It is on this basis that we submit a proposal and have based our resourcing plans to fill all available roles as the highest positioned supplier. **REDACTED**

Adding Value to FPBs

Our experience **REDACTED**. The FPBs need to work with a partner who can develop an in-depth understanding of their peaks and troughs in demand which can then be used to develop more accurate workforce planning. This delivers cost savings to FPBs as they can plan ahead due to having more accurate data and better reliance on their recruitment partner to meet demand as required.

The FPBs want their recruitment partners to maintain a pool of candidates already matched to FPBs specific roles, which ensures quick, efficient time to hire with pre-vetted candidates. Trust is key to successful delivery, and the FPBs want to feel assured that their recruitment partner can demonstrate proven experience in attracting and retaining Admin, Catering & Manual candidates throughout Northern Scotland. As the workers quickly become part of the FPB workforce, they want to know that candidate care is at the centre of their recruitment partner's strategy, to ensure that the worker is supported throughout their temporary assignment with the FPB and is therefore more likely to deliver productive and quality work while completing the assignment until its natural end date.

Providing detailed and accurate historic data is very useful to FPBs, so they can understand trends in demand but also take a view on those longer-term temporary workers that might convert to a permanent employee or even utilise a worker with proven experience in another department or project.

Increasingly, our FPB customers have expressed a desire to use technology to increase efficiencies in the delivery of services and give them visibility of the candidate pipeline relating to their roles, and hence confidence that current roles are likely to be filled quickly. Some of our FPB customers require temporary workers outside of normal office hours and want to be able to request emergency cover and book a temporary worker for an immediate start before 9 am and after 5.30 pm on the same day. **REDACTED**

2.3 Delivery of Service

2.3.1 Delivery of Service

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.

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Tenderers must achieve a moderated average score of “50%” or more against this question. Tenderers who fail to achieve a moderated average score of “50%” or more against this question will not have their Tender considered further and will not proceed to the Price/Quality ratio calculation.

(Weighting 25%)

We will deliver the Statement of Requirement through a scalable national infrastructure molded **REDACTED**.

Organisational Structure –

REDACTED

Account Team – Bios & Job Specs

REDACTED

Account Managers

Assigned by the Regional Framework Manager, our Account Managers have responsibility for the day-to-day management of each FPB call-off.

REDACTED

Recruiters

We will scale our recruitment delivery teams to suit FPB requirements. In some cases, the Account Manager may act as Lead Recruiter. In others we will build a local service on a national scale through 100+ recruitment professionals across Scotland, all with a sector focus (Admin/Catering/Manual).

Our Recruiters manage the end-to-end recruitment process from initial requirement through to the successful provision and management of suitably qualified temporary workers including:

REDACTED

Governance – Bios & Job Specs

REDACTED

Support Services

We employ dedicated expert support teams who are specialists in their field. This assures the highest standards across all elements of our service offering, guarantees efficiencies, and ensures we remain at the forefront of the recruitment industry: **REDACTED**

Number of Key Staff & Calculations

REDACTED

Managing Account Team Changes

Our Regional Framework Manager **REDACTED**

2.3.2 Experience and Process

Taking into consideration the Statement of Requirements and Call-Off procedures, please outline how you would fulfil a specific request for a temporary worker. Your response should consider all aspects of providing a temporary admin, catering & manual staff worker (s), including but not restricted to:

- The complexity of requirement
- Location (s) of requirement
- Number of assignments to be fulfilled
- Time constraints
- Budget considerations
- Meeting customer expectations

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 temporary admin, catering & manual worker (s). Please include details of any challenges/barriers and how you would deal with these.

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(Weighting 20%)

Blue Arrow employ one of the largest temporary workforces in Scotland. We **REDACTED** to source and recruit the most suitably skilled and experienced candidates for our customers. Our end-to-end recruitment process is dependable yet adaptable to the specific requirements of every customer.

New Call-offs / Mini-tenders

Our Regional Framework Manager will review **REDACTED**.

Our End-to-End Recruitment Process

Our end-to-end process will **REDACTED**.

Placing a Booking

FPB Contract Manager or nominated individuals **REDACTED**.

Fulfilling a Booking

We will contact **REDACTED**.

We will always **REDACTED**.

Pre-Screening & Onboarding

We undertake **REDACTED**.

Our Recruiter will **REDACTED**.

Challenges/Barriers

There are a number of challenges and barriers we anticipate facing. We will work **REDACTED**

Case Study - **REDACTED**

REDACTED

2.3.3 Disclosure & BPSS

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.

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.

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(Weighting 20%)

Pre-employment screening is a time critical exercise in all of our recruitment activities. **REDACTED**

Procedures for Disclosure Scotland Checks

Our dedicated Vetting & Compliance Team will conclude all Basic Disclosure Scotland (DS) screening. Responsible for **REDACTED** they work in partnership with **REDACTED** to provide online completion. The process goes through the following steps which **REDACTED**.

Candidate Rejection

REDACTED

Candidate Profile Maintenance

We undertake checks annually, with the date for renewal recorded in **REDACTED** which will flag prior to expiry. We advise **REDACTED**.





Workers who **REDACTED**.

Candidate Confidentiality

We maintain confidentiality of the disclosure at all times. We do not share the results of the disclosure with anyone unless the temporary worker has given written permission.

Procedures for BPSS Checks

Our Account Manager will inform temporary workers if their assignments require BPSS screening. Our dedicated Vetting & Compliance Team will conclude all BPSS screening which incorporates four checks as follows:

BPSS Process			
			
Proof of Identity	Employment/Educational History	Nationality & Immigration Status	Unspent Criminal Convictions
<p>Examples of documents accepted include – national insurance number, utility bill, bank/building society statement/letter, letters from government departments dated within the last 6 months</p>	<p>References are taken up from previous employers, including their most recent one, or educational establishments to confirm their last 3 years work/educational history. We require a personal reference who has known the candidate for 3 years where there are gaps in employment/education longer than 3 months</p>	<p>Examples of documents accepted include any documents listed in list A or list B contained in the Home Office guidance. Our consultants check each document either during a face-to-face/video interview or using the online checking service. Any restrictions and dates are recorded within our IT platform and flag prior to expiry.</p>	<p>Candidates are requested to complete a criminal convictions declaration</p>

REDACTED

REDACTED will flag as an expiring competency when they are due to expire.

All our employees must attend mandatory annual training on carrying out the above checks.

All vetting, screening and storage is in line with GDPR regulations and governed by our Legal & Compliance Team.

Management of 3rd Party

REDACTED

Matching Security Pre-cleared Temporary Workers to Framework Public Body Requirements

REDACTED.

Dependent on the requirements of the role our Account Team will set certain booking fields as mandatory as advised in the statement of requirements when placing the booking, as a key competency so unless candidates have the competency i.e., **REDACTED.**

Helping Workers Understand Confidentiality Requirements

We will re-iterate to all temporary workers the importance of confidentiality when working on assignment with an FPB. This will take place each time they accept an assignment with an FPB.

REDACTED

2.3.4 Geographical Constraints

Tenderers must provide details of their approach to ensure the sourcing, retention and matching of suitable temporary/interim workers in the North region. Your response must relate to both rural and urban areas in the North 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.

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(Weighting 25%)

We will combine proven delivery from our established branch network and candidate database, with innovative techniques to engage candidates and FPBs across all rural and urban areas. We will manage geographical constraints using:

REDACTED

Office Locations & Coverage

Operating in Scotland for over 50 years, **REDACTED** with two of our offices (Aberdeen and Inverness) focussing specifically for fulfilment of temporary workers in rural and urban areas in the North region.

REDACTED

Visiting Account Management Team

FPBs will have urban and rural locations that are not in the immediate vicinity of our nearest branch, therefore our **REDACTED**.

Changes in regulation and advances in technology mean we no longer need to visit all locations to carry out candidate registrations. Likewise, candidates no longer need to travel as they can register and speak to us remotely using **REDACTED**.

Should a FPB have requirements either side of the North/North divide, **REDACTED**.

Workforce Planning

During the FPB mobilisation stage, our **REDACTED**.

Sourcing, Matching and Retention Strategies

Sourcing

REDACTED

Collaboration across our branch network will be key to successful fulfilment, especially when developing strategies for candidate attraction to meet fluctuations in demand. Teams work together and reach out to their candidates promoting FPB roles in other geographical regions where referrals and recommendations create a wider pool of potential applicants. **REDACTED**.

Matching

Our Recruiters are **REDACTED** matching candidates to assignments based on the **REDACTED**.

Using the knowledge of the FPB and the role requirements, our **REDACTED**.

They will **REDACTED**.

Retention

Engaging workers from **REDACTED**.

Other initiatives for candidate retention include:

REDACTED

Leveraging Technology

Technology helps **REDACTED**.

REDACTED

Using Knowledge Regarding Local Job Markets

We will provide local market data to help the Scottish Government and FPBs understand the local recruitment landscape and the challenges they may face in recruiting suitable qualified and experienced staff.

REDACTED.

Consistency of Service & Delivery

To ensure consistency in our service and delivery **REDACTED.**

Supply During Period of High Demand

Our Account Managers will work **REDACTED.**

Technology is particularly valuable for meeting increased demand, **REDACTED.**

2.3.5 Managing Absence or Unsuitability

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 assignment, and how they will ensure that the Framework Public Body is protected from employment relationship claims/employment law risks.

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(Weighting 10%)

Understanding and Addressing the Issue

We have a clear responsibility to each FPB in providing suitable workers that are productive in their work, and a great deal of effort goes into the recruitment and matching of temporary workers to suitable FPB roles. The FPB will invariably invest time in the induction of a new temporary worker into their organisation, therefore any form of absenteeism is costly to both parties. There are **REDACTED**.

Managing Sickness Absence and Absenteeism

Managing absenteeism

We expect temporary workers to **REDACTED**.

Our Recruiters **REDACTED**.

Proactive Intervention

We can proactively deal with absenteeism. Our **REDACTED**. The Recruiter can **REDACTED**.

Monitoring Absenteeism

Our Recruiters **REDACTED**.

Our HR team are also available at **REDACTED**.

Replacement of Unsuitable Workers

Our Recruiter will **REDACTED**.

Our Recruiter will **REDACTED**.

Temporary Worker Feedback

Our Recruiter will **REDACTED**. Our Recruiter will **REDACTED**.

If the issues is disciplinary, our Recruiter **REDACTED**.

Returning Assets

Our Recruiter will **REDACTED**.

Protection from Employment Relationship Claims/Employment Law Risks

REDACTED.

We cover our **REDACTED**.

Whilst Blue Arrow is responsible **REDACTED**.

We request **REDACTED**.

Contract & Account Management

2.4.1 Management Process

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.

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(Weighting 40%)”

We will ensure our service delivery meets all customer needs through:

Performance monitoring

Communication

Issue resolution

Delivering value for money

Performance Monitoring

REDACTED

Account Managers will be in regular contact with FPBs, to REDACTED.

Our REDACTED.

The Account Managers will REDACTED.

Our Account Managers hold REDACTED.

REDACTED will monitor REDACTED.

Managing Communications

We will manage communications with the Scottish Government and FPBs in the following ways.

Our Account Teams will be REDACTED.

REDACTED will be responsible for communicating REDACTED.

Problem Solving & Dispute Resolution

We have formal procedures to record and track problems/disputes, REDACTED. We analyse REDACTED.

Our Account Managers/Recruiters REDACTED.

We address issues of unsatisfactory performance by a member of our team as a matter of urgency. **REDACTED.**

They will also agree next steps with the FPB. **REDACTED.**

Achieving Value for Money

We will offer FPBs **REDACTED.**

We have a number of mechanisms in place to ensure FPBs achieve value for money.

Retention – REDACTED.

Pay rate benchmarking – REDACTED.

Redeployment – REDACTED.

Creating future talent pools – REDACTED.

Technology –REDACTED

Market analysis reports – REDACTED.

Promoting FPBs as employers of choice – REDACTED.

2.4.2 Communication 40%

“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.

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(Weighting 40%)

Communication

Experience has shown us effective communication is key to the success of any contract. On a Framework like this, we recognise both stakeholder groups that require regular and effective communication:

Scottish Government as owners and sponsors of the Framework agreement

FPBs as call-off users of recruitment services

The need for high quality communication will deliver the following:

REDACTED

Implementation

Regular communication is especially critical at the beginning of a contract. **REDACTED**

Reporting Management Information

FPBs at Call-off Level

Communication is vital to develop a strategic working relationship and strong mutually beneficial partnership. **REDACTED**

Internal Reporting

REDACTED will have weekly meetings with **REDACTED**

This will be reported to **REDACTED**

At Framework Level

Our internal reporting will facilitate our reporting to your senior Framework stakeholders, on a quarterly/annual basis in line with contractual requirements. We have extensive **REDACTED**.

We understand our role as a supplier is to support and assist the Framework members by showing them the value of using the Framework for their temporary recruitment needs. We will use this engagement to frame **REDACTED**.

Simple Access to Our Services at all Times

All FPBs will need to know how to access our services at all times, and how to communicate with us in every scenario, particularly when:

REDACTED

Out of Hours Procedures

We understand that the requirement for temporary labour within the public sector is not just 9am to 5pm. All FPBs will have **REDACTED**.

We know from experience that some FPBs may want to have out of hours access to their designated Account Manager. **REDACTED**

Complaints Management (Including Escalation)

We aim to provide a seamless service. However, issues may sometimes arise that require escalation. We acknowledge all complaints or issues within 24 hours of receipt as part of our best practice policy.

In most cases, our operational staff can satisfactorily resolve issues/concerns that arise from our clients and candidates during their normal working day. **REDACTED**

Order Cancellation Processes

FPB Hiring Managers will inform our Account Manager or our Out of Hours Team as soon as they become aware of a change in staffing requirements. We request at least 24 hours' notice of the cancellation of an order. Our Account Manager will then contact the temporary worker/s to let them know and start the process for finding them an alternative assignment.

REDACTED

Off-boarding

A rigorous, uniform off-boarding process increases the likelihood of temporary workers leaving on the best terms possible. **REDACTED**

2.4.3 Mobilisation

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.

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(Weighting 20%)"

Mobilisation Team Members and Responsibilities

REDACTED

REDACTED and will have strategic responsibility for the successful mobilisation and implementation of the Framework and any FPBs. REDACTED to ensure project timescales are met and that key stakeholders from the Account Team, Scottish Government and FPBs are aware of their responsibilities and project timescales. REDACTED team will be responsible for:

REDACTED

Mobilisation Project Manager (MPM)

Our MPM REDACTED and has responsibility for mobilisation of the Framework and individual FPBs. The MPM will be responsible for conducting due diligence to fully understand the scale and scope of the Framework and identify any risks of non-performance. The MPM will liaise REDACTED

REDACTED

Framework Mobilisation Plan

Our approach will commence with REDACTED

Please see Appendix A for a detailed example REDACTED

The project will be managed in four main phases, with the following actions and indicative timescales:

Phase One – Kick Off. WC 17 April 2023 – 2 Weeks Duration

REDACTED

Phase Two – Analysis and Planning – 4 Weeks Duration

Led by the **REDACTED**

Phase Three - Marketing the New Framework Nationally - Ongoing

Upon award, **REDACTED**

Phase Four – Execution, FPB Mobilisation & Roll out – 8-12 Weeks Duration

This comprises all **REDACTED**

Meeting Order Fulfilment Rates

The Regional Framework Manager working with the FPB Account Managers will **REDACTED**

Where FPBs have a requirement for large numbers of candidates for events, the local Account Teams will **REDACTED**.

We currently have a **REDACTED**.

Ensuring Authenticity of Temporary Worker Qualifications

All our temporary workers must prove their identity and right to work in the UK. We follow Government guidance and check original copies of documentation. **REDACTED**.

Our Recruiters **REDACTED**.

Our Recruiters also require **REDACTED**.

We also take up **REDACTED**.

2.5.1 Continuous Improvement

"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.

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(Weighting 100%)

Our Account Team remains in place from the existing Framework. They understand the Framework, FPBs requirements, and market challenges. They are committed to making the Framework a success and positively contributing to Scotland's labour market.

Delivering Continuous Improvement

Our first step to continuous improvement is to define and implement our continuous improvement strategies for both:

REDACTED.

At Framework Level

Continuous improvement will be an agenda item at reviews. **REDACTED** will have visibility of our Framework activity and will provide insights and recommendations at Framework level on:

REDACTED.

REDACTED will ensure continuous investment **REDACTED.**

We recommend **REDACTED.** This is our opportunity to gather **REDACTED**

At Call-off Level

Account Managers will have visibility of our activity with FPBs and be able to provide insights and recommendations on:

REDACTED

Like at Framework level, we recommend **REDACTED**

Our Account Managers continually review **REDACTED.**

Internal Continuous Improvement Review

REDACTED

Feedback

Feedback is a mechanism we use for continuous improvement. We request feedback from all parties and includes:

REDACTED

We request feedback **REDACTED.**

Leveraging Technology

We are in a candidate short market and the way candidates access jobs has changed, the need for faster engagement, 24hr access to job information, the speed and simplicity of registering for a role are driving innovation in the recruitment industry. Our **REDACTED**.

Introducing Greater Efficiencies

REDACTED

Simplifying Processes & Minimising Errors

The use of technology has helped to simplify processes and reduced errors. Examples include:

REDACTED

Improving Quality of Service

As referenced, through greater efficiencies, simplified processes and reduced errors, users have a better experience and higher quality service.

Streamlining our processes, **REDACTED**

Increased levels of communication complement the functionality of our tools **REDACTED**.

Continuous Service Excellence As Part of the UKs Largest Staffing Business

Blue Arrow is part of Impellam and has access to the best tools and thought leadership in the industry. This ensures we always stay ahead of the market and continuously bring new initiatives to the Scottish Government/FPBs.

2.6.1 Data Protection and Information Security

Please see attachment for data protection and information security question. Please upload an attachment in response to this question.

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(Weighting 100%)

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):

- 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);

If the Tenderer does not currently hold certifications they should advise of any plans they have for achieving any relevant certifications.

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

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

<http://www.gov.scot/Resource/0048/00489206.pdf>

Please note your response to this question is restricted to a maximum word limit of 2000 words. Tenderers should note that any words exceeding the 2000 limit will not be considered for evaluation purposes.

Tenderers must achieve a “50%” or more against this question. Tenderers who fail to achieve a score of “50%” or more against this question will not have their Tender considered further and will not proceed to the Price/Quality ratio calculation.

Overview

Blue Arrow is part of the Impellam Group - a PLC that takes its our responsibilities for safely and securely storing, retaining, and transmitting data extremely seriously. Data Protection and Information Security is managed **REDACTED**.

The nature of our business means information is shared internally and with external customers and legitimate third parties. **REDACTED**

Management of ISMS Strategy:

The Chief Information Officer, on behalf of the Board of Directors, is committed to:

REDACTED

Where Data Will Be Stored and How It Will Be Secured

All data is **REDACTED**

How Data Will Be Securely Transmitted

We have robust measures in place to ensure data is transmitted securely including using firewall and encryption technologies to protect the gateways and pipelines through which the data travels.

REDACTED

Any system integration **REDACTED**

How the Data Will Be Secured at Rest

REDACTED

Processes for Assessing Future Risks

To assess future risks, we maintain a robust risk management process with associated corrective and preventative actions.

Testing of Disaster Recovery Policies & Procedures

A risk assessment and a business impact review **REDACTED**

Back-up and Service Continuity

REDACTED

The information asset owner performs **REDACTED**

Preventing Cyber Attacks

Network security controls **REDACTED**

Destruction Policies and Processes

When it is determined the record is no longer required, **REDACTED**

Standards Applicable

We hold **REDACTED**

Responsible Individual

REDACTED

Fair Work Question

2.7.1 Fair Work Question

Please see attachment for Fair Work Question. Please upload an attachment in response to this question.

Please note your response to this question is restricted to a maximum word limit of 1500 words. Tenderers should note that any words exceeding the 1500 limit will not be considered for evaluation purposes.

(Weighting 65%)

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 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
- investment in workforce development
- no inappropriate use of zero hours contracts
- action to tackle the gender pay gap and create a more diverse and inclusive workplace
- 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
- oppose the use of fire and rehire practices

In order to ensure the highest standards of service quality we expect contractors to commit to adopting Fair Work First in the delivery of this Framework 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.”

Fair Work First Question

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.

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.

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.

Please note your response to this question is restricted to a maximum word limit of 1500 words. Tenderers should note that any words exceeding the 1500 limit will not be considered for evaluation purposes.

We are committed to providing a working culture that offers the highest standard of fair working practices for our permanent and temporary workers. We communicate **REDACTED**

Fair Work First

We have adopted Fair Work First. We always promote fairness, equality, and opportunity, helping to create economic success and sustainable, inclusive growth. Our fair working practices are available for all our temporary and permanent staff.

Fair Wage

We believe that everyone deserves to receive a fair wage for the work they do. We use a **REDACTED**
We do not discriminate when paying our staff, either permanent or temporary. We pay our **REDACTED**

Employee Voice

We oppose **REDACTED**

Workforce Development

We offer all our permanent and temporary workers the opportunity to learn a new skill or to upskill. We have **REDACTED**

The courses offered to **REDACTED**

During the lifetime of the Framework we will **REDACTED**

We are also increasing employability through **REDACTED**

Blue Arrow is proud to be a **REDACTED**

We work with a number of organisations to help **REDACTED**

Employment Contracts

All our **REDACTED**

Working Practices

We offer our permanent staff flexible working options. These include:

REDACTED

Mental Health & Wellbeing

The mental health and wellbeing of our permanent and temporary workforces is a priority for Blue Arrow. We are committed to promoting **REDACTED**

2.7.2 Diversity

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.

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.

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:

- 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?

Answers need not be constrained to, or be reflective of, any examples given alongside this question.

Please note your response to this question is restricted to a maximum word limit of 1500 words. Tenderers should note that any words exceeding the 1500 limit will not be considered for evaluation purposes.

(Weighting 35%)

Like the Public Sector in Scotland, Blue Arrow is committed to creating an inclusive working environment where all staff can come to work and make best use of their skills, free from discrimination or harassment, and in which all decisions are based on merit. A diverse workforce helps to stimulate creativity and innovation through the introduction of fresh thinking and approaches.

Our Diversity & Inclusion Policy & Practices

We are an **REDACTED**

We have an established Equality, Diversity & Inclusion (EDI) Policy and Procedures which **REDACTED**

A member of our Senior Executive Team champions **REDACTED**

Diversity Accreditations

Disability Confident



REDACTED

FT Leaders in Diversity

Blue Arrow has been named as a **REDACTED**

Armed Forces Covenant

Circa 15,000 people leave the UK Armed Forces every year and it is estimated that 40% of military veterans in the UK are of working age. **REDACTED**



Attracting & Retaining a Diverse Workforce

We attract talent from the broadest demographic through a variety of advertising and networking activities. We will ensure FPB vacancies reach a diverse audience through:

REDACTED

Our Selection Methods

We make decisions about recruitment and selection, promotion, training, and benefits objectively and without unlawful discrimination against any of the characteristics protected under the Equality Act 2010.

We have a number of proactive measures to promote diversity, **REDACTED**

In agreement with FPBs we will commit to **REDACTED**

Pre-employment Occupational Health Checks

Our Account Managers will conduct a health and safety visit to each FPB site to identify:

REDACTED

We pass all this information onto temporary workers when discussing the assignment with them so they can make an informed decision.

We require all candidates to complete a medical questionnaire once they have successfully completed the recruitment process. Our Account Manager/Recruiter will review the form to ensure any assignments we offer them pose no threat to the health and safety of themselves, colleagues, or the public, or so that we can consider what reasonable adjustments may be necessary in a particular assignment.

We use **REDACTED** to carry out medical screening for roles requiring an occupational health check. Our Account Manager/Recruiter sends the temporary worker the details and instructions on how to complete the screening form which the temporary worker completes and uploads to their file in Jobscience.

REDACTED then complete the check and issue the certificate to the temporary worker and Account Manager/Recruiter. Jobscience records the date of the check and has set competencies to flag when the certificate is due to expire.

Reasonable Adjustments

We ask applicants if they require any reasonable adjustments so they can complete our recruitment process and for assignments i.e., large print, audio applications, specialist equipment etc.

Our Account Manager/Recruiter will discuss reasonable adjustments required with the FPB prior to the start of the assignment. Where the FPB finances the equipment needed, we will make it clear to the temporary worker the equipment will remain the property of the FPB.

Engaging with External Organisations

We are working with the following organisations to increase the diversity of talent pools and to offer disadvantaged and underrepresented groups the opportunity to find employment.

REDACTED

Kickstart Scheme

Blue Arrow are proud to be a Kickstart Employer. **REDACTED**

2.8.1 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.

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/develop-strategy/profiling-commodityservice/sustainable-procurement>

Please note your response to this question is restricted to a maximum word limit of 1500 words.

(Weighting 0%)

We confirm we will support the Scottish Government policies on sustainability and corporate social responsibility when delivering our services to you and FPBs.

As a member of Impellam Group we actively contribute to the UK Strategy for Sustainable Development, which has five main aims:

Social progress which recognises the needs of everyone

Effective protection of the environment

Prudent use of natural resources

Maintenance of high and stable levels of economic growth and employment

Promoting good governance

Our Sustainable Development Policy is based on the following:

To comply with and exceed where practicable all applicable legislation, regulations, and codes of practice

To integrate sustainability considerations into all our business decisions

To ensure all staff are fully aware of our Sustainable Development Policy and are committed to implementing and improving it

To minimise the impact of all office and transportation activities

To make clients and suppliers aware of our Sustainable Development Policy, and encourage them to adopt sound sustainable management practices

To review and continually strive to improve our sustainability performance

We promote and monitor continual improvement by:

REDACTED

We aim to address and improve our environmental performance (taking account of value for money through whole life costs) by:

REDACTED

We are aware of our contribution to society and that every business activity we undertake will have an impact on the community and environment. We are committed to conducting our business with integrity in an ethical and responsible manner.

REDACTED

Support Throughout the Framework

Our Account Managers and Scottish branch network will work **REDACTED**

The Account Manager will review **REDACTED**

Pay & Salaries

We do not discriminate when paying our staff, either permanent or temporary. We pay our workforce the same rate for the job regardless of gender, age, and ethnicity.

Workforce Development

We offer our temporary, permanent, and interim workforce the opportunity to **REDACTED**

Diversity & Inclusion

We are an **REDACTED**, focused on creating an inclusive and diverse culture within Blue Arrow. Those who join us reflect our own values and our promise-based culture and will be instrumental in supporting you in several different ways.

REDACTED

Gender Equality

We do not discriminate on the grounds of gender. We place candidates into work because they have the skills and are best suited for the role. We actively encourage a diverse workforce for all our clients especially those considered more favourable for a particular gender.

All our advertising is non-discriminatory with gender neutral language to ensure our adverts appeal to all members of society who have the necessary skills and qualifications for the role.

REDACTED

Transport & Logistics

We are committed to recruiting local residents for our clients' work opportunities. We actively **REDACTED**

We are also increasing and promoting **REDACTED**

Mental Health & Wellbeing

The mental health and well being of our permanent, temporary, and interim workforces is a priority for Blue Arrow. We are committed to promoting **REDACTED**

Environment

REDACTED

We are working with our clients to develop sustainable travel plans and opportunities to minimise waste.

2.9.1 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.

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:

- 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.

Please note your response to this question is restricted to a maximum word limit of 1500 words.

(Weighting 0%)

During the implementation phase we will discuss with Scottish Government and FPBs their community benefit goals and targets. Our Account Managers will look at the community benefits we can offer their local communities and how many of these initiatives we will deliver during the life of the contract.

Internally we monitor our progress by tracking the sourcing methods we have used to onboard candidates and how many people we have placed into work within a 10-mile radius of our client. We share this information with customers during review meetings.

We update our customers during quarterly review meetings on our progress, i.e., how many local candidates we have placed into work with them. We also discuss activities we will be undertaking during the next quarter. We are particularly keen to work with our clients to offer local workers opportunities within their organisation.

Targeted recruitment and training for “disadvantaged” persons unemployed for over 6 months

We will work with FPBs to identify disadvantaged persons or groups that could be targeted for recruitment and training.

Kickstart Scheme

Blue Arrow are proud to be a Kickstart Employer. REDACTED

Generate employment and training opportunities for priority groups

We will work with FPBs to identify REDACTED

As a provider of recruitment services, REDACTED

Upskilling the Existing Workforce

REDACTED for both our permanent and temporary workers. REDACTED

We have also partnered - **REDACTED** an area of significant skills shortages across Scotland.

This partnership allows us to **REDACTED**

Equality & Diversity Initiatives

We are also a disability confident employer, meaning we:

REDACTED

Employer Recognition Scheme

Blue Arrow has **REDACTED**. As part of this commitment, we will be committing to give **REDACTED**
We also work with a **REDACTED**.

Volunteering

All our Account Team are entitled **REDACTED**

Christmas Foodbanks

REDACTED

Jobs for Ukraine

REDACTED

Supply Chain

Where required, we engage with **REDACTED**

Environmental & Green Initiatives

REDACTED

Community Organisations

REDACTED

2.10.1 TUPE Not Scored

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.

Please note your response to this question is restricted to a maximum word limit of 1500 words.

(Weighting 0%)

Our tender has been submitted on the basis that TUPE does not apply, and we have not included any provisions for it in our commercial submission.

Should TUPE apply in future direct awards or call-offs, we will deploy our Business Change & Implementation Team who have managed multiple TUPE processes and the transfer of several hundred temporary workers in the last 12 months.

2.2.1 Demonstrate Understanding

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.

Please note your response to this question is restricted to a maximum word limit of 1500 words. Tenderers should note that any words exceeding the 1500 limit will not be considered for evaluation purposes.

(Weighting 100%)

Understanding the Public Sector Landscape in Scotland

The Public Sector is Scotland's largest employer – 579,400 people work in the sector which makes up approximately 22% of total employment. This is an increase of 3% on last year.

In addition to being a major employer, the Scottish Government is committed to contributing to the social, economic and environmental well-being of the people of Scotland through five objectives that underpin its core purpose:

- **Create a more successful country**
- **Give opportunities to all people living in Scotland**
- **Increase the well-being of people living in Scotland**
- **Create sustainable and inclusive growth**
- **Reduce inequalities and give equal importance to economic, environmental and social progress.**

Blue Arrow confirms full understanding of this and how we, as an effective recruitment partner under this framework can help to support the Scottish Governments and Framework Public Bodies (FPBs) in achieving these objectives, by successfully engaging and onboarding workers into FPB roles that provide meaningful and fulfilling work. Understanding the socio-economic impact that employment has in meeting these objectives for the people of Scotland will also inform our recruitment plans for FPBs.

Public Bodies Using the Framework

Public Bodies in Scotland will have access to this framework which includes but is not limited to:

- **Scottish Ministers (including Agencies)**
- **Scottish Non-Departmental Public Bodies**
- **Offices in the Scottish Administration which are not ministerial offices**
- **Cross-border Public Authorities**
- **The Office for the Secretary of State for Scotland**
- **The Scottish Parliamentary Corporate Body**
- **Councils constituted under section 2 of the Local Government etc. (Scotland) Act 1994**
- **Bodies registered as Social Landlords under the Housing (Scotland) Act 2001**
- **Scottish Health Boards or Special Health Boards**
- **Student Loans Company Limited**

- **The Commissioner of Northern Lighthouse operating as the Northern Lighthouse Board**
- **Scottish Futures Trust**
- **Equality and Human Rights Commission**
- **Business Stream Ltd**
- **Business Gateway National Unit at the Convention of Scottish Local Authorities**
- **Further or Higher Education Institutions**
- **Any public body established by or under the Scotland Act 1998 or any Act of the Scottish Parliament**
- **Scottish Charity Register and voluntary organisations entered on the Membership Database of the Scottish Council for Voluntary Organisations.**

Nearly 100 public bodies have used the current Framework including government departments, local councils, the NHS, and higher education establishments; creating the need for an efficient and wide-reaching recruitment programme to meet the varied needs of these customers.

Our Understanding of the Demand for the Framework

Following our review of the tender documents supplied we understand that this Framework is for the provision of temporary Admin, Catering & Manual staff services across the Southern and Central Regions of Scotland and will last for four years. The framework will focus on providing the FPBs situated in Southern and Central Scotland including urban, suburban and rural areas with the temporary staff needed to provide the level of service required by FPBs.

FPBs will have the option to make either a direct award or to run a mini-competition for the provision of temporary Admin, Catering & Manual staff services they require.

The Scottish Government will award a maximum of four suppliers a place on the framework (ranked 1st – 4th). FPBs can engage with the most advantageous agencies. However, we understand it is up to each FPB as to how they fulfil their recruitment needs.

We understand the implications to FPBs of not having enough staff and the effects it can have on public services. We understand that FPBs have varying needs in terms of the number of staff they require, and this will include temporary workers needed within short timescales due to sickness or unforeseen absence. To ensure the absence does not affect public services, they need a temporary worker onsite within 30 to 60 minutes. We especially see this in waste management departments when a driver is absent, and the waste collection cannot begin until a temporary driver arrives. FPBs need a recruitment partner with access to candidate pools of skilled and vetted workers who can fill a shift at short notice. From experience, this is something that has enabled our public sector clients to stay compliant with staffing numbers, as they have the ability to request cover at short notice.

We also have valuable experience of supplying high volumes of Admin, Catering & Manual staff through a number of Public Sector frameworks.

We understand the importance of compliance for FPBs when recruiting staff. We also understand the need to be fair and transparent in all our dealings within the Public Sector.

This Framework will allow FPBs the opportunity to monitor and make cost savings and spend compliantly through an approved and governed route. This route will in turn enable FPBs the opportunity to work with suppliers like Blue Arrow to plan short, medium and long-term needs and further assist in cost savings as well as holding high standards on inclusion and equality.

Resourcing Demand

We understand that both the skills set requirements of staff and the geographical spread is vast, due to the various responsibilities of FPBs and the large rural areas within Scotland. Based on analysis of the information provided in the Pricing Schedule relating to the number of assignments and indicative hours against each assignment type, we can see there is a total of circa 2 million hours worked across 6299 assignments in a 12 month period. This is against 21 different assignment types covering a broad range of roles. This equates to approx. 1200 temporary workers provided per week throughout the course of a year, across all four appointed suppliers under this framework. Clearly the appointed supplier(s) will need to build a candidate pipeline and attraction programme to meet the needs of the c100 FPBs, with the supplier ranked first with the majority share of assignments to fill, so they need to plan to resource and manage the full contingent of 1200 weekly temporary workers and plan to fill the vast majority of assignments. It is on this basis that we submit a proposal and have based our resourcing plans to fill all available roles as the highest positioned supplier. **REDACTED**

Adding Value to FPBs

Our **REDACTED**. The FPBs need to work with a partner who can develop an in-depth understanding of their peaks and troughs in demand which can then be used to develop more accurate workforce planning. This delivers cost savings to FPBs as they can plan ahead due to having more accurate data and better reliance on their recruitment partner to meet demand as required.

The FPBs want their recruitment partners to maintain a pool of candidates already matched to FPBs specific roles, which ensures quick, efficient time to hire with pre-vetted candidates. Trust is key to successful delivery, and the FPBs want to feel assured that their recruitment partner can demonstrate proven experience in attracting and retaining Admin, Catering & Manual candidates throughout Southern & Central Scotland. As the workers quickly become part of the FPB workforce, they want to know that candidate care is at the centre of their recruitment partner's strategy, to ensure that the worker is supported throughout their temporary assignment with the FPB and is therefore more likely to deliver productive and quality work while completing the assignment until its natural end date.

Providing detailed and accurate historic data is very useful to FPBs, so they can understand trends in demand but also take a view on those longer-term temporary workers that might convert to a permanent employee or even utilise a worker with proven experience in another department or project.

Increasingly, our FPB customers have expressed a desire to use technology to increase efficiencies in the delivery of services and give them visibility of the candidate pipeline relating to their roles, and hence confidence that current roles are likely to be filled quickly. Some of our FPB customers require temporary workers outside of normal office hours and want to be able to request emergency cover and book a temporary worker for an immediate start before 9 am and after 5.30 pm on the same day. **REDACTED**

2.3 Delivery of Service

2.3.1 Delivery of Service

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.

Please note your response to this question is restricted to a maximum word limit of 1500 words. Tenderers should note that any words exceeding the 1500 limit will not be considered for evaluation purposes.

Tenderers must achieve a moderated average score of “50%” or more against this question. Tenderers who fail to achieve a moderated average score of “50%” or more against this question will not have their Tender considered further and will not proceed to the Price/Quality ratio calculation.

(Weighting 25%)

We will deliver the Statement of Requirement through a scalable national infrastructure molded
REDACTED

Organisational Structure

REDACTED

Account Team – Bios & Job Specs

Regional Framework Manager

REDACTED She will ensure recruitment demands, and expectation levels are met through:

REDACTED

Account Managers

Assigned by the Regional Framework Manager, our Account Managers have responsibility for the day-to-day management of each FPB call-off. **REDACTED**

Recruiters

We will scale our recruitment delivery teams to suit FPB requirements. In some cases, the Account Manager may act as Lead Recruiter. In others we will build a local service on a national scale through 100+ recruitment professionals across Scotland, all with a sector focus (Admin/Catering/Manual).

Our Recruiters manage the end-to-end recruitment process from initial requirement through to the successful provision and management of suitably qualified temporary workers including:

REDACTED

Governance – Bios & Job Specs

REDACTED

He will manage the Account Team and ensure requisite levels of recruitment and support staff to deliver consistently against service levels. Key operational duties are:

REDACTED

REDACTED

REDACTED will work with FPBs to improve processes and continuously develop partnerships.

REDACTED

Support Services

We employ dedicated expert support teams who are specialists in their field. This assures the highest standards across all elements of our service offering, guarantees efficiencies, and ensures we remain at the forefront of the recruitment industry:

REDACTED

Number of Key Staff & Calculations

REDACTED

Managing Account Team Changes

Our Regional Framework Manager **REDACTED**

2.3.2 Experience and Process

Taking into consideration the Statement of Requirements and Call-Off procedures, please outline how you would fulfil a specific request for a temporary worker. Your response should consider all aspects of providing a temporary admin, catering & manual staff worker (s), including but not restricted to:

- The complexity of requirement
- Location (s) of requirement
- Number of assignments to be fulfilled
- Time constraints
- Budget considerations
- Meeting customer expectations

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 temporary admin, catering & manual worker (s). Please include details of any challenges/barriers and how you would deal with these.

Please note your response to this question is restricted to a maximum word limit of 1500 words. Tenderers should note that any words exceeding the 1500 limit will not be considered for evaluation purposes.

(Weighting 20%)

Blue Arrow employ one of the largest temporary workforces in Scotland. We **REDACTED** to source and recruit the most suitably skilled and experienced candidates for our customers. Our end-to-end recruitment process is dependable yet adaptable to the specific requirements of every customer.

New Call-offs / Mini-tenders

Our Regional Framework Manager will review **REDACTED**

Our End-to-End Recruitment Process

Our end-to-end process will **REDACTED**

REDACTED

Placing a Booking

FPB Contract Manager or nominated individuals **REDACTED**

Fulfilling a Booking

We will contact **REDACTED**

We will always **REDACTED**

REDACTED

Pre-Screening & Onboarding

We undertake **REDACTED**

REDACTED

Our Recruiter will **REDACTED**

Challenges/Barriers

There are a number of challenges and barriers we anticipate facing. We will work **REDACTED**

Case Study – REDACTED

REDACTED.

2.3.3 Disclosure & BPSS

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.

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.

Please note your response to this question is restricted to a maximum word limit of 1500 words. Tenderers should note that any words exceeding the 1500 limit will not be considered for evaluation purposes.

(Weighting 20%)

Pre-employment screening is a time critical exercise in all of our recruitment activities. **REDACTED**

Procedures for Disclosure Scotland Checks

Our dedicated Vetting & Compliance Team will conclude all Basic Disclosure Scotland (DS) screening. Responsible for **REDACTED** they work in partnership with **REDACTED** to provide online completion. The process goes through the following steps which **REDACTED**

Candidate Rejection

REDACTED

Candidate Profile Maintenance

We undertake checks annually, with the date for renewal recorded in **REDACTED** which will flag prior to expiry. We advise **REDACTED**

Workers who **REDACTED**

Candidate Confidentiality

We maintain confidentiality of the disclosure at all times. We do not share the results of the disclosure with anyone unless the temporary worker has given written permission.

Procedures for BPSS Checks

Our Account Manager will inform temporary workers if their assignments require BPSS screening. Our dedicated Vetting & Compliance Team will conclude all BPSS screening which incorporates four checks as follows:

REDACTED

REDACTED will flag as an expiring competency when they are due to expire.

All our employees must attend mandatory annual training on carrying out the above checks.

All vetting, screening and storage is in line with GDPR regulations and governed by our Legal & Compliance Team.

Management of 3rd Party

REDACTED

Matching Security Pre-cleared Temporary Workers to Framework Public Body Requirements

REDACTED

Dependent on the requirements of the role our Account Team will set certain booking fields as mandatory as advised in the statement of requirements when placing the booking, as a key competency so unless candidates have the competency i.e., **REDACTED**

Helping Workers Understand Confidentiality Requirements

We will re-iterate to all temporary workers the importance of confidentiality when working on assignment with an FPB. This will take place each time they accept an assignment with an FPB.

REDACTED

2.3.4 Geographical Constraints

Tenderers must provide details of their approach to ensure the sourcing, retention and matching of suitable temporary/interim workers in the South region. Your response must relate to both rural and urban areas in the South 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.

Please note your response to this question is restricted to a maximum word limit of 2000 words. Tenderers should note that any words exceeding the 2000 limit will not be considered for evaluation purposes.

Tenderers must achieve a moderated average score of “50%” or more against this question. Tenderers who fail to achieve a moderated average score of “50%” or more against this question will not have their Tender considered further and will not proceed to the Price/Quality ratio calculation.

(Weighting 25%)

We will combine proven delivery from our established branch network and candidate database, with innovative techniques to engage candidates and FPBs across all rural and urban areas. We will manage geographical constraints using:

REDACTED

Office Locations & Coverage

Operating in Scotland for over 50 years, **REDACTED** with four of our offices (Glasgow, Bellshill, Livingston & Dundee) focussing specifically for fulfilment of temporary workers in rural and urban areas in the South & Central region. **REDACTED**

Visiting Account Management Team

FPBs will have urban and rural locations that are not in the immediate vicinity of our nearest branch, therefore our **REDACTED**

Changes in regulation and advances in technology mean we no longer need to visit all locations to carry out candidate registrations. Likewise, candidates no longer need to travel as they can register and speak to us remotely using **REDACTED**

Should a FPB have requirements either side of the North/South divide, **REDACTED**

Workforce Planning

During the FPB mobilisation stage, **REDACTED**

Sourcing, Matching and Retention Strategies

Sourcing

REDACTED

Collaboration across our branch network will be key to successful fulfilment, especially when developing strategies for candidate attraction to meet fluctuations in demand. Teams work together and reach out to their candidates promoting FPB roles in other geographical regions where referrals and recommendations create a wider pool of potential applicants. **REDACTED**

REDACTED

Matching

Our Recruiters are **REDACTED**

REDACTED

Using the knowledge of the FPB and the role requirements, our **REDACTED**

They will **REDACTED**

Retention

Engaging workers from **REDACTED**

Other initiatives for candidate retention include:

REDACTED

Leveraging Technology

Technology helps **REDACTED**.

Our investment and development in technology has dramatically enhanced candidate engagement across a number of different areas:

REDACTED

Using Knowledge Regarding Local Job Markets

We will provide local market data to help the Scottish Government and FPBs understand the local recruitment landscape and the challenges they may face in recruiting suitable qualified and experienced staff.

REDACTED

Consistency of Service & Delivery

To ensure consistency in our service and delivery, **REDACTED**

REDACTED

Supply During Period of High Demand

Our Account Managers will work **REDACTED**

Technology is particularly valuable for meeting increased demand, **REDACTED**

2.3.5 Managing Absence or Unsuitability

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 assignment, and how they will ensure that the Framework Public Body is protected from employment relationship claims/employment law risks.

Please note your response to this question is restricted to a maximum word limit of 1500 words. Tenderers should note that any words exceeding the 1500 limit will not be considered for evaluation purposes.

(Weighting 10%)

Understanding and Addressing the Issue

We have a clear responsibility to each FPB in providing suitable workers that are productive in their work, and a great deal of effort goes into the recruitment and matching of temporary workers to suitable FPB roles. The FPB will invariably invest time in the induction of a new temporary worker into their organisation, therefore any form of absenteeism is costly to both parties. There are **REDACTED**

REDACTED

Managing Sickness Absence and Absenteeism

Managing absenteeism

We expect temporary workers **REDACTED**

REDACTED

Our Recruiters **REDACTED**

Proactive Intervention

We can proactively deal with absenteeism. Our **REDACTED**. The Recruiter can **REDACTED**

Monitoring Absenteeism

Our Recruiters **REDACTED**

Our HR team are also available at **REDACTED**

Replacement of Unsuitable Workers

Our Recruiter will **REDACTED**

Our Recruiter will **REDACTED**

Temporary Worker Feedback

Our Recruiter will **REDACTED**. Our Recruiter will **REDACTED**.

If the issues is disciplinary, our Recruiter **REDACTED**

Returning Assets

Our Recruiter will **REDACTED**.

Protection from Employment Relationship Claims/Employment Law Risks

REDACTED

We cover our **REDACTED**

Whilst Blue Arrow is responsible **REDACTED**

We request **REDACTED**

Contract & Account Management

2.4.1 Management Process

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.

Please note your response to this question is restricted to a maximum word limit of 1500 words. Tenderers should note that any words exceeding the 1500 limit will not be considered for evaluation purposes.

Tenderers must achieve a moderated average score of “50%” or more against this question. Tenderers who fail to achieve a moderated average score of “50%” or more against this question will not have their Tender considered further and will not proceed to the Price/Quality ratio calculation.

(Weighting 40%)”

We will ensure our service delivery meets all customer needs through:

- Performance monitoring
- Communication
- Issue resolution
- Delivering value for money

Performance Monitoring

REDACTED

Account Managers will be in regular contact with FPBs, to **REDACTED**

Our **REDACTED**

The Account Managers will **REDACTED**

Our Account Managers hold **REDACTED**

REDACTED will monitor **REDACTED**

Managing Communications

We will manage communications with the Scottish Government and FPBs in the following ways.

Our Account Teams will be **REDACTED**

REDACTED

REDACTED will be responsible for communicating **REDACTED**

Problem Solving & Dispute Resolution

We have formal procedures to record and track problems/disputes, **REDACTED**. We analyse **REDACTED**.

Our Account Managers/Recruiters **REDACTED**

We address issues of unsatisfactory performance by a member of our team as a matter of urgency. **REDACTED**. They will also agree next steps with the FPB **REDACTED**

Achieving Value for Money

We will offer FPBs **REDACTED**

We have a number of mechanisms in place to ensure FPBs achieve value for money.

Retention - **REDACTED**

Pay rate benchmarking – **REDACTED**

Redeployment – **REDACTED**

Creating future talent pools – **REDACTED**

Technology – **REDACTED**

Market analysis reports – **REDACTED**

Promoting FPBs as employers of choice – **REDACTED**

2.4.2 Communication 40%

“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.

Please note your response to this question is restricted to a maximum word limit of 2000 words. Tenderers should note that any words exceeding the 2000 limit will not be considered for evaluation purposes.

Tenderers must achieve a moderated average score of “50%” or more against this question. Tenderers who fail to achieve a moderated average score of “50%” or more against this question will not have their Tender considered further and will not proceed to the Price/Quality ratio calculation.

(Weighting 40%)

Communication

Experience has shown us effective communication is key to the success of any contract. On a Framework like this, we recognise both stakeholder groups that require regular and effective communication:

- **Scottish Government as owners and sponsors of the Framework agreement**
- **FPBs as call-off users of recruitment services**

The need for high quality communication will deliver the following:

REDACTED

Implementation

Regular communication is especially critical at the beginning of a contract. **REDACTED**

Reporting Management Information

FPBs at Call-off Level

Communication is vital to develop a strategic working relationship and strong mutually beneficial partnership. **REDACTED**

Internal Reporting

REDACTED will have weekly meetings with **REDACTED**

This will be reported to **REDACTED**

At Framework Level

Our internal reporting will facilitate our reporting to your senior Framework stakeholders, on a quarterly/annual basis in line with contractual requirements. We have extensive **REDACTED**

We understand our role as a supplier is to support and assist the Framework members by showing them the value of using the Framework for their temporary recruitment needs. We will use this engagement to frame **REDACTED**

Simple Access to Our Services at all Times

All FPBs will need to know how to access our services at all times, and how to communicate with us in every scenario, particularly when:

REDACTED

Out of Hours Procedures

We understand that the requirement for temporary labour within the public sector is not just 9am to 5pm. All FPBs will have **REDACTED**

We know from experience that some FPBs may want to have out of hours access to their designated Account Manager. **REDACTED**

Complaints Management (Including Escalation)

We aim to provide a seamless service. However, issues may sometimes arise that require escalation. We acknowledge all complaints or issues within 24 hours of receipt as part of our best practice policy.

In most cases, our operational staff can satisfactorily resolve issues/concerns that arise from our clients and candidates during their normal working day. **REDACTED**

REDACTED

REDACTED

Order Cancellation Processes

FPB Hiring Managers will inform our Account Manager or our Out of Hours Team as soon as they become aware of a change in staffing requirements. We request at least 24 hours' notice of the cancellation of an order. Our Account Manager will then contact the temporary worker/s to let them know and start the process for finding them an alternative assignment.

REDACTED

REDACTED

Off-boarding

A rigorous, uniform off-boarding process increases the likelihood of temporary workers leaving on the best terms possible.

REDACTED

2.4.3 Mobilisation

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.

Please note your response to this question is restricted to a maximum word limit of 1500 words. Tenderers should note that any words exceeding the 1500 limit will not be considered for evaluation purposes.

(Weighting 20%)"

Mobilisation Team Members and Responsibilities

REDACTED

REDACTED and will have strategic responsibility for the successful mobilisation and implementation of the Framework and any FPBs. REDACTED to ensure project timescales are met and that key stakeholders from the Account Team, Scottish Government and FPBs are aware of their responsibilities and project timescales. REDACTED team will be responsible for:

REDACTED

Mobilisation Project Manager (MPM)

Our MPM REDACTED and has responsibility for mobilisation of the Framework and individual FPBs. The MPM will be responsible for conducting due diligence to fully understand the scale and scope of the Framework and identify any risks of non-performance. The MPM will liaise REDACTED

REDACTED

Framework Mobilisation Plan

Our approach will commence with REDACTED

Please see Appendix A for a detailed example REDACTED

REDACTED

The project will be managed in four main phases, with the following actions and indicative timescales:

Phase One – Kick Off. WC 17 April 2023 – 2 Weeks Duration

REDACTED

Phase Two – Analysis and Planning – 4 Weeks Duration

Led by the REDACTED

Phase Three - Marketing the New Framework Nationally - Ongoing

Upon award, **REDACTED**

Phase Four – Execution, FPB Mobilisation & Roll out – 8-12 Weeks Duration

This comprises all **REDACTED**

Meeting Order Fulfilment Rates

The Regional Framework Manager working with the FPB Account Managers will **REDACTED**

Where FPBs have a requirement for large numbers of candidates for events, the local Account Teams will **REDACTED**

We currently have a **REDACTED**

Ensuring Authenticity of Temporary Worker Qualifications

All our temporary workers must prove their identity and right to work in the UK. We follow Government guidance and check original copies of documentation. **REDACTED**

Our Recruiters **REDACTED**.

Our Recruiters also require **REDACTED**

We also take up **REDACTED**

2.5.1 Continuous Improvement

"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.

Please note your response to this question is restricted to a maximum word limit of 1500 words. Tenderers should note that any words exceeding the 1500 limit will not be considered for evaluation purposes.

(Weighting 100%)

Our Account Team remains in place from the existing Framework. They understand the Framework, FPBs requirements, and market challenges. They are committed to making the Framework a success and positively contributing to Scotland's labour market.

Delivering Continuous Improvement

Our first step to continuous improvement is to define and implement our continuous improvement strategies for both:

REDACTED

At Framework Level

Continuous improvement will be an agenda item at reviews. **REDACTED**, will have visibility of our Framework activity and will provide insights and recommendations at Framework level on:

REDACTED

REDACTED, will ensure continuous investment **REDACTED**

We recommend **REDACTED**. This is our opportunity to gather **REDACTED**

At Call-off Level

Account Managers will have visibility of our activity with FPBs and be able to provide insights and recommendations on:

REDACTED

Like at Framework level, we recommend **REDACTED**

REDACTED

Our Account Managers continually review **REDACTED**

Internal Continuous Improvement Review

REDACTED

Feedback

Feedback is a mechanism we use for continuous improvement. We request feedback from all parties and includes:

REDACTED

REDACTED

We request feedback **REDACTED**

Leveraging Technology

We are in a candidate short market and the way candidates access jobs has changed, the need for faster engagement, 24hr access to job information, the speed and simplicity of registering for a role are driving innovation in the recruitment industry. **REDACTED**

REDACTED

Introducing Greater Efficiencies

REDACTED

Simplifying Processes & Minimising Errors

The use of technology has helped to simplify processes and reduced errors. Examples include:

REDACTED

Improving Quality of Service

As referenced, through greater efficiencies, simplified processes and reduced errors, users have a better experience and higher quality service.

Streamlining our processes, **REDACTED**

Increased levels of communication complement the functionality of our tools, **REDACTED**

Continuous Service Excellence As Part of the UKs Largest Staffing Business

Blue Arrow is part of Impellam and has access to the best tools and thought leadership in the industry. This ensures we always stay ahead of the market and continuously bring new initiatives to the Scottish Government/FPBs.

2.6.1 Data Protection and Information Security

Please see attachment for data protection and information security question. Please upload an attachment in response to this question.

Please note your response to this question is restricted to a maximum word limit of 2000 words. Tenderers should note that any words exceeding the 2000 limit will not be considered for evaluation purposes.

Tenderers must achieve a “50%” or more against this question. Tenderers who fail to achieve a score of “50%” or more against this question will not have their Tender considered further and will not proceed to the Price/Quality ratio calculation.

(Weighting 100%)

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):

- 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);

If the Tenderer does not currently hold certifications they should advise of any plans they have for achieving any relevant certifications.

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

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

<http://www.gov.scot/Resource/0048/00489206.pdf>

Please note your response to this question is restricted to a maximum word limit of 2000 words. Tenderers should note that any words exceeding the 2000 limit will not be considered for evaluation purposes.

Tenderers must achieve a “50%” or more against this question. Tenderers who fail to achieve a score of “50%” or more against this question will not have their Tender considered further and will not proceed to the Price/Quality ratio calculation.

Overview

Blue Arrow is part of the Impellam Group - a PLC that takes its our responsibilities for safely and securely storing, retaining, and transmitting data extremely seriously. Data Protection and Information Security is managed **REDACTED**

The nature of our business means information is shared internally and with external customers and legitimate third parties. **REDACTED**

REDACTED

Management of ISMS Strategy:

The Chief Information Officer, on behalf of the Board of Directors, is committed to:

REDACTED

Where Data Will Be Stored and How It Will Be Secured

All data is **REDACTED**

How Data Will Be Securely Transmitted

We have robust measures in place to ensure data is transmitted securely including using firewall and encryption technologies to protect the gateways and pipelines through which the data travels.

REDACTED

Any system integration **REDACTED**

How the Data Will Be Secured at Rest

REDACTED

Processes for Assessing Future Risks

To assess future risks, we maintain a robust risk management process with associated corrective and preventative actions.

Testing of Disaster Recovery Policies & Procedures

A risk assessment and a business impact review **REDACTED**.

REDACTED

Back-up and Service Continuity

REDACTED

The information asset owner performs **REDACTED**

Preventing Cyber Attacks

Network security controls **REDACTED**

REDACTED

Destruction Policies and Processes

When it is determined the record is no longer required, **REDACTED**

Standards Applicable

We hold **REDACTED**

Responsible Individual

REDACTED

Fair Work Question

2.7.1 Fair Work Question

Please see attachment for Fair Work Question. Please upload an attachment in response to this question.

Please note your response to this question is restricted to a maximum word limit of 1500 words. Tenderers should note that any words exceeding the 1500 limit will not be considered for evaluation purposes.

(Weighting 65%)

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 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
- investment in workforce development
- no inappropriate use of zero hours contracts
- action to tackle the gender pay gap and create a more diverse and inclusive workplace
- 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
- oppose the use of fire and rehire practices

In order to ensure the highest standards of service quality we expect contractors to commit to adopting Fair Work First in the delivery of this Framework 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.”

Fair Work First Question

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.

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.

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.

Please note your response to this question is restricted to a maximum word limit of 1500 words. Tenderers should note that any words exceeding the 1500 limit will not be considered for evaluation purposes.

We are committed to providing a working culture that offers the highest standard of fair working practices for our permanent and temporary workers. We communicate **REDACTED**

Fair Work First

We have adopted Fair Work First. We always promote fairness, equality, and opportunity, helping to create economic success and sustainable, inclusive growth. Our fair working practices are available for all our temporary and permanent staff.

Fair Wage

We believe that everyone deserves to receive a fair wage for the work they do. We use a **REDACTED**
We do not discriminate when paying our staff, either permanent or temporary. We pay our **REDACTED**

Employee Voice

We oppose **REDACTED**

Workforce Development

We offer all our permanent and temporary workers the opportunity to learn a new skill or to upskill. We have **REDACTED**

REDACTED

The courses offered to **REDACTED**

During the lifetime of the Framework we will **REDACTED**

We are also increasing employability through **REDACTED**

Blue Arrow is proud to be a **REDACTED**

We work with a number of organisations to help **REDACTED**

Employment Contracts

All our **REDACTED**

Working Practices

We offer our permanent staff flexible working options. These include:

REDACTED

Mental Health & Wellbeing

The mental health and wellbeing of our permanent and temporary workforces is a priority for Blue Arrow. We are committed to promoting **REDACTED**:

REDACTED

2.7.2 Diversity

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.

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.

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:

- 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?

Answers need not be constrained to, or be reflective of, any examples given alongside this question.

Please note your response to this question is restricted to a maximum word limit of 1500 words. Tenderers should note that any words exceeding the 1500 limit will not be considered for evaluation purposes.

(Weighting 35%)

Like the Public Sector in Scotland, Blue Arrow is committed to creating an inclusive working environment where all staff can come to work and make best use of their skills, free from discrimination or harassment, and in which all decisions are based on merit. A diverse workforce helps to stimulate creativity and innovation through the introduction of fresh thinking and approaches.

Our Diversity & Inclusion Policy & Practices

We are an **REDACTED**

We have an established Equality, Diversity & Inclusion (EDI) Policy and Procedures which **REDACTED**
REDACTED

A member of our Senior Executive Team champions **REDACTED**.

Diversity Accreditations

Disability Confident

REDACTED

FT Leaders in Diversity

REDACTED

Armed Forces Covenant

Circa 15,000 people leave the UK Armed Forces every year and it is estimated that 40% of military veterans in the UK are of working age.

REDACTED



Attracting & Retaining a Diverse Workforce

We attract talent from the broadest demographic through a variety of advertising and networking activities. We will ensure FPB vacancies reach a diverse audience through:

REDACTED

Our Selection Methods

We make decisions about recruitment and selection, promotion, training, and benefits objectively and without unlawful discrimination against any of the characteristics protected under the Equality Act 2010.

We have a number of proactive measures to promote diversity, **REDACTED**

In agreement with FPBs we will commit to **REDACTED**

Pre-employment Occupational Health Checks

Our Account Managers will conduct a health and safety visit to each FPB site to identify:

REDACTED

We pass all this information onto temporary workers when discussing the assignment with them so they can make an informed decision.

We require all candidates to complete a medical questionnaire once they have successfully completed the recruitment process. Our Account Manager/Recruiter will review the form to ensure any assignments we offer them pose no threat to the health and safety of themselves, colleagues, or the public, or so that we can consider what reasonable adjustments may be necessary in a particular assignment.

REDACTED

Reasonable Adjustments

We ask applicants if they require any reasonable adjustments so they can complete our recruitment process and for assignments i.e., large print, audio applications, specialist equipment etc.

Our Account Manager/Recruiter will discuss reasonable adjustments required with the FPB prior to the start of the assignment. Where the FPB finances the equipment needed, we will make it clear to the temporary worker the equipment will remain the property of the FPB.

Engaging with External Organisations

We are working with the following organisations to increase the diversity of talent pools and to offer disadvantaged and underrepresented groups the opportunity to find employment.

REDACTED

Kickstart Scheme

Blue Arrow are proud to be a Kickstart Employer. **REDACTED**

2.8.1 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.

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/develop-strategy/profiling-commodityservice/sustainable-procurement>

Please note your response to this question is restricted to a maximum word limit of 1500 words.

(Weighting 0%)

We confirm we will support the Scottish Government policies on sustainability and corporate social responsibility when delivering our services to you and FPBs.

As a member of Impellam Group we actively contribute to the UK Strategy for Sustainable Development, which has five main aims:

Social progress which recognises the needs of everyone

- **Effective protection of the environment**
- **Prudent use of natural resources**
- **Maintenance of high and stable levels of economic growth and employment**
- **Promoting good governance**

Our Sustainable Development Policy is based on the following:

- **To comply with and exceed where practicable all applicable legislation, regulations, and codes of practice**
- **To integrate sustainability considerations into all our business decisions**
- **To ensure all staff are fully aware of our Sustainable Development Policy and are committed to implementing and improving it**
- **To minimise the impact of all office and transportation activities**

- To make clients and suppliers aware of our Sustainable Development Policy, and encourage them to adopt sound sustainable management practices
- To review and continually strive to improve our sustainability performance

We promote and monitor continual improvement by:

REDACTED

We aim to address and improve our environmental performance (taking account of value for money through whole life costs) by:

REDACTED

We are aware of our contribution to society and that every business activity we undertake will have an impact on the community and environment. We are committed to conducting our business with integrity in an ethical and responsible manner.

REDACTED

Support Throughout the Framework

Our Account Managers and Scottish branch network will work **REDACTED**

The Account Manager will review the **REDACTED**

REDACTED

Pay & Salaries

We do not discriminate when paying our staff, either permanent or temporary. We pay our workforce the same rate for the job regardless of gender, age, and ethnicity.

Workforce Development

REDACTED

Diversity & Inclusion

We are an **REDACTED**, focused on creating an inclusive and diverse culture within Blue Arrow. Those who join us reflect our own values and our promise-based culture and will be instrumental in supporting you in several different ways.

REDACTED

Gender Equality

We do not discriminate on the grounds of gender. We place candidates into work because they have the skills and are best suited for the role. We actively encourage a diverse workforce for all our clients especially those considered more favourable for a particular gender.

All our advertising is non-discriminatory with gender neutral language to ensure our adverts appeal to all members of society who have the necessary skills and qualifications for the role.

REDACTED

Transport & Logistics

We are committed to recruiting local residents for our clients' work opportunities. We actively **REDACTED**

REDACTED

We are also increasing and promoting **REDACTED**

Mental Health & Wellbeing

The mental health and wellbeing of our permanent, temporary, and interim workforces is a priority for Blue Arrow. We are committed to promoting **REDACTED**

Environment

REDACTED

We are working with our clients to develop sustainable travel plans and opportunities to minimise waste.

2.9.1 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.

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:

- 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.

Please note your response to this question is restricted to a maximum word limit of 1500 words.

(Weighting 0%)

During the implementation phase we will discuss with Scottish Government and FPBs their community benefit goals and targets. Our Account Managers will look at the community benefits we can offer their local communities and how many of these initiatives we will deliver during the life of the contract.

Internally we monitor our progress by tracking the sourcing methods we have used to onboard candidates and how many people we have placed into work within a 10-mile radius of our client. We share this information with customers during review meetings.

We update our customers during quarterly review meetings on our progress, i.e., how many local candidates we have placed into work with them. We also discuss activities we will be undertaking during the next quarter. We are particularly keen to work with our clients to offer local workers opportunities within their organisation.

Targeted recruitment and training for “disadvantaged” persons unemployed for over 6 months

We will work with FPBs to identify disadvantaged persons or groups that could be targeted for recruitment and training.

Kickstart Scheme

Blue Arrow are proud to be a Kickstart Employer. **REDACTED**

Generate employment and training opportunities for priority groups

We will work with FPBs to identify **REDACTED**

As a provider of recruitment services, **REDACTED**

REDACTED

Upskilling the Existing Workforce

REDACTED for both our permanent and temporary workers. **REDACTED**.

We have also partnered with **REDACTED** – an area of significant skills shortages across Scotland.

This partnership allows us to **REDACTED**

REDACTED

Equality & Diversity Initiatives

We are also a disability confident employer, meaning we:

REDACTED

REDACTED

Employer Recognition Scheme

Blue Arrow has **REDACTED**. As part of this commitment, we will be committing to give **REDACTED**.

We also work with a **REDACTED**

Volunteering

All our Account Team are entitled **REDACTED**

Christmas Foodbanks

REDACTED

Jobs for Ukraine

REDACTED

Supply Chain

Where required, we engage with **REDACTED**

Environmental & Green Initiatives

REDACTED

Community Organisations

REDACTED

2.10.1 TUPE

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.

Please note your response to this question is restricted to a maximum word limit of 1500 words.

(Weighting 0%)

Our tender has been submitted on the basis that TUPE does not apply, and we have not included any provisions for it in our commercial submission.

Should TUPE apply in future direct awards or call-offs, we will deploy our Business Change & Implementation Team who have managed multiple TUPE processes and the transfer of several hundred temporary workers in the last 12 months.