

2.2.1

PUBLIC SECTOR LANDSCAPE IN SCOTLAND

The public sector in Scotland spends c£13bn a year providing a range of public services. A central aim is to ensure best value, while simultaneously driving up standards. By putting in place frameworks such as this one, efficiencies/costs savings can be realised, while providing transparency and spend analysis. It can also facilitate the promotion of fair work practices and community benefits to local areas throughout Scotland, including promotion of Real Living Wage. [Public sector procurement - gov.scot \(www.gov.scot\)](https://www.gov.scot/public-sector-procurement)

The 'Value for Money' triangle demonstrates the simplicity of this concept, in that it is not solely about cost, but rather getting the right balance of cost, quality and sustainability.

Scottish Procurement



Scottish Model of Procurement



Brightwork have been an integral supplier on these frameworks since 2011, and understand the importance of providing a consistently high standard of temporary labour provision through a range of significant shifts in the external environment including Brexit and the COVID-19 pandemic, resulting in labour shortages and a move towards greater hybrid working.

Brightwork are committed to supporting the Fair Work First policy:

“We believe that fair work is work that offers effective voice, opportunity, security, fulfilment and respect; that balances the rights and responsibilities of employers and workers and that can generate benefits for individuals, organisations and society”

REDACTED

Brightwork believe that feedback is a gift and that by offering our workers an “effective voice” we can offer them the respect that they deserve. By asking what they think about the opportunities, job security and workplace fulfilment that they experience with our framework partners, we can help shape a better society together.

Brightwork utilise regular tailored electronic surveys that are sent automatically at key points including: their registration interview; after their first day; and end of 4 weeks. This aids in the continuous improvement of our service to ensure we have the right people in the right place.

REDACTED

By engaging with our candidates in this way, we can positively impact on their level of happiness with us and with our clients, so helping us get the ‘right people in the right place’.

FRAMEWORK PUBLIC BODIES WHO USE SERVICES

Brightwork has supported a range of public sector bodies/organisations that make up the public landscape in Scotland, who are responsible for delivering essential services to the Scottish public.

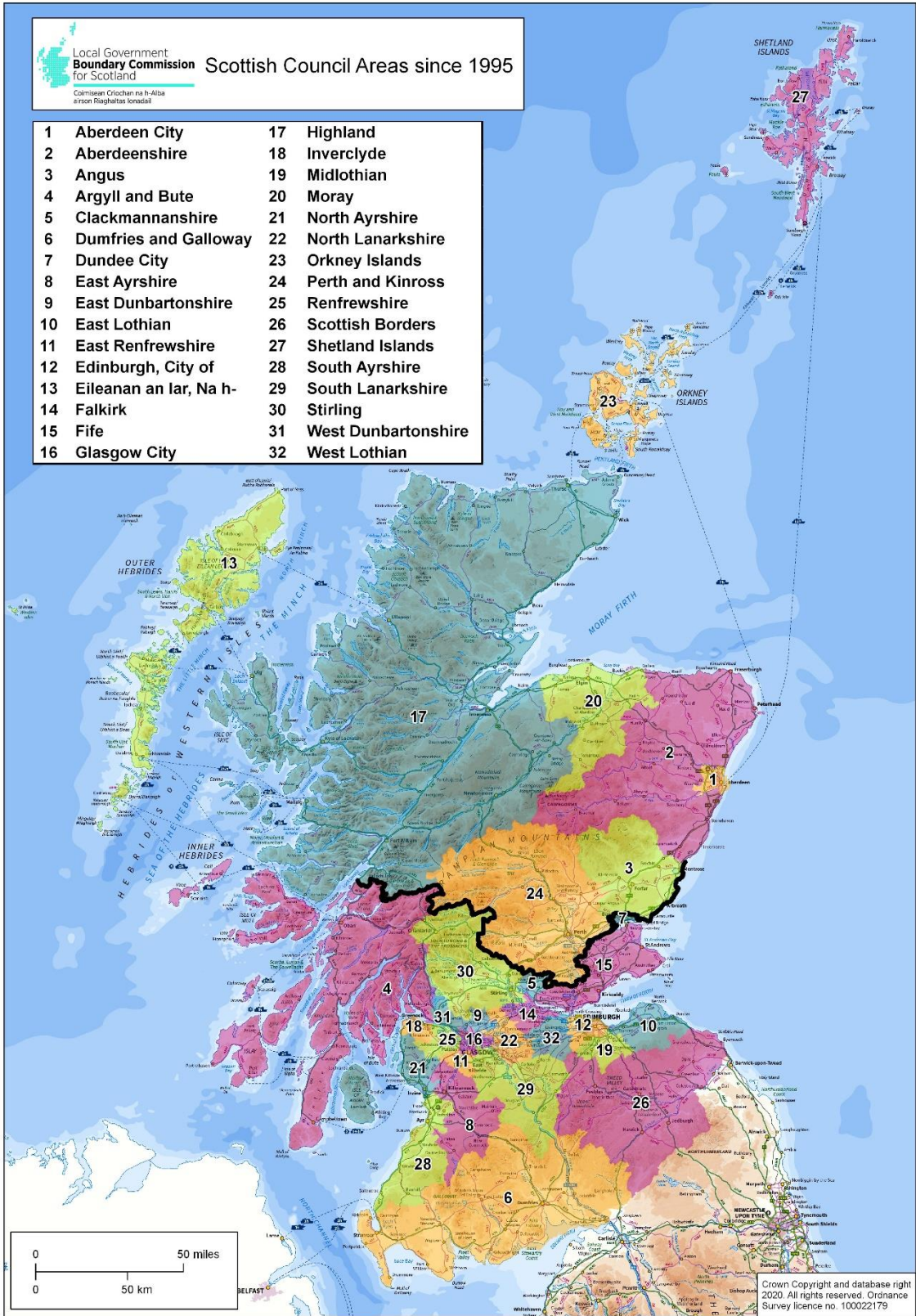
These include:

- Executive Agencies;
- Non Ministerial Departments (NMDs);
- Executive Non Departmental Public Bodies (NDPBs);
- Advisory NDPBs;
- Tribunal NDPBs;
- Public Corporations;
- Health Bodies;
- Parliamentary Bodies;
- Other Significant National Bodies.

Further examples of Public Sector contracting authorities that we have also provided recruitment services for include:

- The Scottish Parliament;
- Scottish Local Authorities;
- NHS Bodies in Scotland;
- Police and Emergency Services in Scotland;
- Educational Establishments, including Universities and Colleges, in Scotland;
- Non-Departmental Public Bodies;
- Third-sector organisations including charities on the Scottish Charity Register;
- Student Loans Company;
- Other bodies governed by public law.

The 'South Region' of the framework covers 23 Local Authorities over a significant geographical spread (below black line):



DEMAND OF FRAMEWORK PUBLIC BODIES AND HOW THEY MAY USE SERVICES

Framework Public Bodies may utilise the Framework to request staffing to meet contractual demands/service levels. This gives flexibility to scale up/down resources as required. There were 98 organisations who utilised this Framework in the last 12 months, REDACTED.

We understand historic levels are not a guarantee of future need, however, this gives some indication of key areas of potential demand.

Assignment	Total No of Assignments
Administrator/Clerical	1332
Catering Assistant/Cleaner	2127
Chef	146
Customer Service Staff	236
Driver/Forklift	160
Executive Assistant/ Officer	358
Finance/ Payroll Assistant/Officer	33
Receptionist/ Telephonist	45
Labourer/ Groundskeeper	321
Driver - HGV, LGV & Mechanic	232
HR Admin/ Assistant	63
Janitor	19
Porter	224
Store Person/ Assistant	52
Refuse Loaders/ Drivers	126
Warehouse Operative	363
Operations Assistants	396
Road Workers	21
Events/ Events Assistant	18
Housekeeper	7
Leisure Attendant	20
Total	6299

Brightwork provide an effective solution to cover critical roles through peak periods or absenteeism (sick leave, maternity cover, holidays etc). Brightwork understands the Framework's supply chain is a critical part of successful Public Service delivery over a large geographic territory. The table below shows how Brightwork supported Framework users in 2021.

REDACTED

The table demonstrates the spend for Brightwork in the current Framework to date:

REDACTED

Some public sector organisations are regular users of the framework and our services, and we have built up strong working relationships over several years, whereas some only require ad-hoc support for specific projects (such as COP 26) or for periods of increased demand due to additional pressures or demands on their services (such as was experienced during the COVID-19 pandemic). Our role has been to offer flexible staffing support mechanisms that our public sector partners can rely upon, which ensures vital public services can continue, benefitting our society.

REDACTED

In summary, the public sector landscape has been shaped dramatically by events in the last few years, and many organisations who have used this framework have benefitted from Brightwork's expertise in providing admin, manual and catering staff across the South Region.

2.3.1

Brightwork will dedicate a large account team to deliver this Framework, with additional flexibility to grow the team in line with increased usage levels. The team within Brightwork, who will service the different organisations and geographies across the South, have clearly defined roles, KPI's and an agreed communication process, ensuring service consistency across the Framework.

Brightwork comprises the following internal teams who will deliver the service:

- **Catering Cleaning and Facilities (CCF):** Catering and Cleaning staff, Hospitality, Porters, Chefs, Waiting staff, Housekeeping and Janitors.
- **Office and Business Support (OBS):** Administrative- Clerical, Reception, PA and Executive Assistant, Data Processing, Finance/Payroll, Call Handling and HR roles.
- **Manufacturing, Warehouse & Distribution (MWD):** Manual- Land/Environmental Operatives, Refuse Drivers/Loaders, Warehouse/Forklift Operatives, Labourers, and Gardeners/Grounds-keepers.

Our Central Functions are highly experienced in supporting public bodies:

- **Finance:** Accurate and timely invoicing (including separate cost centres, statement billing and PO's).
- **Compliance:** Monitor 'Right First Time' approach to worker compliance, quality control processes, GDPR obligations etc.
- **IT:** Information/Data Security.
- **HR:** Employee and worker welfare.
- **Resource Centre & Marketing:** Candidate Attraction support.

The primary contacts for each Public Body's will include:

Account Director: each Framework Body will be introduced at implementation stage to the Account Director, opening a direct line of communication. The Director will attend annual reviews and be the senior point of escalation of any issues, promote the Framework at Procurement level and hold overall responsibility for compliance regarding SLA's and Ts&Cs.

Regional Manager: each Public Body will have a Regional Manager who will attend reviews and be a point of escalation for complaints. Regional Managers will also be involved in promoting the Framework to Public Bodies.

Account Consultant: Following contract mobilisation, each Public Body will be introduced to a minimum of one sector-specialist Account Consultant for day-to-day operations.

Brightwork Organisation Structure by Team and Key Personnel:

REDACTED

Overall, this Framework would be directly delivered in the South by:

REDACTED

We recognise flexibility and speed of service are key factors. In addition to the above, we expect to make additional resources available when required including implementation stage and peak times. Brightwork has Candidate Managers available to recruit across a variety of disciplines, and they are experts in candidate attraction and selection to ensure there are adequate candidates available to meet demand.

REDACTED

We empower and train our staff to ensure Public Bodies get the best possible service delivery from knowledgeable personnel.
REDACTED.

Changes to Key Personnel

Brightwork's flexible approach to key account management, leverages key personnel across the business to cover absences and peak demand **REDACTED.**

We understand a key requirement for our Public Body clients is consistency of service and communication, so propose to manage communication of any changes to this Framework's account team, through initial contact via telecon and email, followed by face-to-face meetings with Public Bodies' key contacts.

Any new personnel working on the Framework will receive training from the Account Director and shadow the Regional Manager with Public Bodies until fully versed in the contract, KPI's, Ts&Cs, with a strong, working knowledge of the organisation(s) assigned to them.

2.3.2

When we are approached by a public sector body through the South Region Framework for a temporary admin, catering & manual staff worker (s), they will typically provide us with their Statement of Requirements, detailing essential information for the upcoming assignment:

- Framework Public Body
- Contact Information of Stakeholder
- Whether its via Direct Ranked Award/ Mini Competition
- Job Assignment Description
- Quantity required
- Site Location/ Standard Hours
- Requirements - Skills/ Knowledge/ Competencies/ Experience/ Education & Training/ Personal Qualities
- Security Clearance/ Disclosure Requirements
- Call off period
- Submission Close Date and Anticipated Interview/ Start date
- Invoice Information

The stages of our recruitment process can be summarised as below, tailored to each assignment, depending on the complexity of the requirement and local trends, to ensure we meet expectations.

Stage 1 – Initial Requirement/ Agreeing Action Plan

Stage 2 – Candidate Attraction Methodologies Employed

Stage 3 – Interviewing/ Selection Criteria/ Shortlisting & Placement

Stage 4 – Aftercare/Feedback

Stage 1 – Establishing a comprehensive brief and action plan

Brightwork has been a supplier for the South Region across 3 successive frameworks, covering a diverse range of public body needs and geographies, and are well versed in building talent pools to meet anticipated demand, and flexing our approach to meet ad-hoc/ project requirements.

At **initial requirement stage**, we discuss the position(s) with the public body to gain a thorough understanding of the Statement of Requirements, encompassing:

- The complexity of requirement
- Location (s) of requirement
- Number of assignments to be fulfilled
- Time requirements
- Budget considerations

This fosters a mutual understanding at an early stage and we can set expectation around and agree the recruitment strategy to be employed to meet desired fulfilment. We advise on local labour market conditions, along with any potential issues and our plans to mitigate these.

Following initial contact with hiring managers, we seek to meet them and gain information on current and anticipated future needs, then tailor our service-offering to the most relevant candidate marketplace(s). We assign a suitable person within the Account Team to keep in regular contact, staying abreast of anticipated changes, and ensuring we meet fluctuations in demand, by developing candidate banks for peak periods.

Brightwork has developed a consistent multi-faceted, Scotland-wide recruitment strategy, aimed at attracting a diverse range of applicants for admin, manual and catering staff. From these applicants we identify, match and retain the best possible talent pool for our clients. This strategy is delivered by our Regional Account Managers, with operational support from consultants and resourcers. Some of the widely used strategies are detailed below.

Stage 2 – Sourcing Stage - Candidate Attraction Methodologies

Brightwork employs a range of candidate attraction activities, including the following:

REDACTED

Stage 3 – Screening, Interviewing and Shortlisting

REDACTED

Any unsuccessful candidates are provided with feedback. Successful candidates are advised that their details are being forwarded to the client for review. We maintain contact/engagement with selected candidates until role commencement, again providing feedback to any unsuccessful candidates.

Stage 4 – After Care and Candidate Retention

REDACTED

To help retain candidates, Brightwork use electronic surveys at key stages: **REDACTED**

Case Study - REDACTED

Stage 1 – Brief & Action Plan

REDACTED

We set an action plan to identify key activities/deadline and set up initial weekly calls with **REDACTED** stakeholders to discuss progress (which later became daily)

Stage 2/3 – Attraction and Screening

We allocated a project team of **REDACTED**, overseen by the Account Manager and Director, to try to mitigate worker shortages and attain the highest volume of candidate screening. Primary attraction methodologies included:

REDACTED

We set up a candidate tracker to monitor applicants/KPIs as they progressed through the recruitment process, so we could offer real-time updates to **REDACTED** from initial application to final placement. **REDACTED**

Members of the project team took responsibility for their placed workers, ensuring regular communication, shift check-ins including daily with travel issues and entry into secure locations, and reallocation of workers to cover absences.

Stage 4 – After Care

Following the event, we held service reviews with the stakeholders and evaluated the response from the worker HYS surveys. **REDACTED** were delighted with the service and workers provided by Brightwork, **REDACTED**.

The worker surveys were exceptionally positive, and we managed to retain most of the candidates into other assignments across **REDACTED** and other ongoing clients. This case study demonstrates our commitment to our Framework clients, our ability to take on a volume campaign with limited information, to create and manage successful project teams, to maintain excellent communication and to exceed our client's expectation in the face of challenging timescales and project complexity.

2.3.3

Brightwork has been a Disclosure Scotland (DS) Registered Body since 2007 so does not utilise a third party for compliance with the Framework requirements. Candidate's disclosure and PVG responses received from DS are managed by one of four registered and fully trained Countersignatories at Brightwork.

Where DS vetting is a client pre-requisite to assignment, candidates complete the appropriate application dependant on the disclosure type required for the role. Application data for all disclosure types (except PVGs) are checked, countersigned and uploaded to the DS B2B Disclosure Application portal by one of Brightwork's registered Countersignatories. All PVG applications are submitted via the 2-part digital application process and, again, one of Brightwork's registered Countersignatories will attest to having verified the ID confirmation of all PVG applicants on submission of the membership application at first stage via Brightwork (as the interested party entity).

General disclosure details are recorded on a company-wide register and made available as a point of reference to Brightwork's consultants/candidate managers. The register details include the worker's name, recruitment system reference number, interviewing consultant, type of disclosure held/applied for, date applied for, date received, disclosure reference, PVG membership scheme number (if applicable). The register contains no details of any vetting information returned via disclosure, serving as a reference point only for consultants to check progress of applications and pending/current disclosures held.

Application responses are closely managed within the Countersignatory team, as per the DS Code of Practice, with digital copies saved to a controlled location and hard-copy responses retained in designated, secure storage until confidential disposal is possible, with access strictly limited to the Countersignatory team.

A worker whose PVG membership indicates they are:

- listed for consideration, will not be placed on assignment in any regulated role until a positive verification of a decision NOT to list has been provided by DS.
- barred from working with any public groups, will not be considered for work in regulated roles.

Workers with clear Disclosures have a record of their scheme membership noted on their worker profile on the recruitment system, making them searchable for appropriate roles using this as a qualifying requirement.

Disclosures presented at registration, having previously been obtained directly by the candidates themselves or via previous employers/agencies, are not accepted and new applications will be submitted by Brightwork, directly with DS. A worker whose PVG membership is not yet validated or updated by Brightwork will not be considered for work in regulated roles.

REDACTED

Once a worker has not been assigned, or accepted any assignment offers for regulated work for 6+ months, Brightwork invokes the same actions as noted in the above paragraph.

For any role which requires BPSS validation, Brightwork ensures the following checks have been carried out and positively verified prior to assigning the worker to the role:

REDACTED

Process control is safeguarded by minimising participation to a small team of experienced, and highly trained employees. Currently two members of the team have day-to-day responsibility for application submissions however the team numbers four (total at present) who are skilled to do so, with a further two members of the Compliance team in training. This supports the protection of our processes and workers' data whilst providing capacity to flex up, accommodating volume application scenarios where clients' needs dictate, **REDACTED**

During the selection and interview processes of our candidates we assess them against the security requirements determined by the Client, evaluating them against several considerations, such as employment history, reasons for leaving previous roles, investigation of gaps in work history, etc. A pre-requisite for all candidates being recruited through the Framework, is to obtain a minimum of two written references which are adequate and relevant according to the framework specification. We will not submit a DS or BPSS application until references are in place and designated as compliant by one of the Countersignatory team.

REDACTED

We appreciate candidates may have access to sensitive information or indeed be interacting with people they know outside work in a confidential/sensitive situation. Candidates are coached on appropriate behaviour by their consultant. This is generally

reinforced at induction stage with the hiring manager. Brightwork has never yet been notified of any of candidates breaching client confidentiality when working with any public bodies or indeed any of our clients.

Recruitment Process ensuring a suitable match and candidate retention across Scotland

Brightwork has a strong track record of successfully sourcing, matching and retaining candidates for public and private sector organisations and are the largest 'blue collar' recruiter in Scotland, **REDACTED**. We are dedicated to "enabling people into good work" by providing regular work with reputable employers, thereby retaining our temporary workforce and minimising turnover.

We have been suppliers to Framework Public Bodies (FWPB's) covering a diverse geographical spread for the supply of temporary administration, manual and catering staff for the last 3 successive frameworks, with two main office locations in Central Belt (Glasgow) and in the North of Scotland (Elgin). **REDACTED**. This flexibility ensures consistently in our service delivery and our large account team are cross trained to ensure our presence in specific sectors/ geographies can cover fluctuating demand to meet the needs of FWPB's across all three primary Framework areas.

REDACTED

REDACTED. This allows us to better retain workers through peaks and troughs by building candidate banks that can service multiple clients and keeping candidates in ongoing assignments. We maintain weekly communication with workers via telephone/email/SMS, alerting them of upcoming work and aiding retention. For both urban and rural locations, our ongoing communication process and scheduled 6-month client service reviews allows us to match candidates to meet ad-hoc/forecasted requirements.

REDACTED

To ensure recruitment, retention and matching of suitable candidates, we first develop a plan for gathering information from each FWPB through service meetings to adequately plan ahead to build candidate banks that will meet role specifications, anticipated peaks, geographic locations and any additional vetting requirements (Disclosures/ BPSS). We assign a suitable person within the Account Team to keep in regular contact, staying abreast of anticipated changes, and ensuring we meet fluctuations in demand **REDACTED**. For clients in more rural areas of Scotland we have strong case studies of success in recruiting for bespoke projects:

REDACTED

To aid worker retention, Brightwork send surveys at key stages to understand workers' ongoing needs; **REDACTED**

REDACTED

Brightwork has developed a multi-faceted, Scotland-wide recruitment strategy, aimed at sourcing a diverse range of applicants and then match and retain the best possible talent pool for our clients' particular needs. This strategy is delivered by our Regional Account Managers, with operational support from consultants and resourcers.

Some of our attraction methodologies play a central role when recruiting in rural areas (we have highlighted these with an asterisk*).

Candidate Attraction Methodologies

Brightwork employs a range of candidate attraction activities, including the following:

REDACTED**Candidate Interview/Assessment Process ensuring suitable match of Qualified Candidates**

All candidates then go through our robust registration and vetting process, providing consistency in service across Scotland:

REDACTED

Unsuccessful candidates will receive feedback on any development areas and if there may be other opportunities that may be available elsewhere. This is the process adopted by all Brightwork employees regardless of client location, rural or urban, ensuring consistency of quality in the service we deliver.

Utilising local job market knowledge to meet periods of high demand

Given that Brightwork have a diverse geographic spread across the whole of Scotland, we are able to utilise this local market knowledge to provide local benchmarking information and advise FWPB's on local labour market conditions and key attraction strategies to meet periods of high demand.

2.3.5

REDACTED. We are highly experienced in managing a large-scale, temporary workforce, where our employees follow strict procedures in dealing with worker absence. We have a Sickness and Absenteeism process in place with all our existing clients that we would implement with framework users.

Sickness and Absenteeism Process:

REDACTED

For authorised leave such as holidays or planned leave/appointments, a holiday request form will be completed and returned to Brightwork. We consult with the client to agree whether leave can be granted and confirm if a replacement is required to cover this leave.

The above are Brightwork's standard procedures that we believe to be suitable for this Framework however, as with many of our clients, we are flexible to adapt to nuances of individual client needs. Our robust candidate interviewing/vetting process includes establishing clear expectations to our workers, at the outset in relation to our absence management process, minimising the risk associated with repeated, unplanned absences.

Replacing a Temporary Worker Process

REDACTED

Protecting the Framework Body

We ensure the FPB is protected from employment relationship/employment law risks through our partnership working approach with each, separate organisation to identify and minimise any risks as fully as possible. We encourage open communication at all stages, ensuring potential issues are identified and dealt with an early stage and believe early and decisive intervention is key in mitigating risks. **REDACTED.**

REDACTED. We advise FPB on our areas of responsibility in managing temporary workers through "Contracts for Services" for temporary assignments and ensure that we act as the worker's primary contact at all times.

As part of our role as a service provider for temporary labour, this includes:

REDACTED

Brightwork takes ownership of these interactions, mitigating the risk of employment law risks to FPB and providing consistency for all parties. For organisations with volume temporary workforces, we have the flexibility to adopt an "on-site" model where Brightwork personnel could be based on the client site, as we do for a number of private sector clients at this time.

Other ways in which we seek to protect FPB from similar risks include:

REDACTED

As the temporary labour market continues evolving with increased concerns around worker shortages following Covid-19 and Brexit restrictions on 'free movement', Brightwork has continued to play a pivotal role in maintaining professional and ethical standards for our clients. **REDACTED.**

2.4.1

Maintaining a consistently high service level

Brightwork have a strong track record in maintaining consistently high level of service quality to Framework Public Bodies (FWBD's) through ensuring our staff have the technical skills to do their jobs well, alongside behaviours that focus on caring about how we do things.

We engage, empower and motivate our staff through:

REDACTED

Performance Monitoring & Communication

REDACTED

Our success in shaping responsible recruiters stems from our core values, which we strive to embody in our daily interactions with stakeholders:

REDACTED

This regular cycle of performance monitoring encompasses a number of key metrics that are critical in ensuring a consistently high service level:

REDACTED

We consider **feedback** to be the most powerful tool in monitoring our performance on a consistent basis. As such, Brightwork distribute electronic surveys at key stages of the worker journey: **REDACTED** .

The culmination of the quarterly performance review is the personal development plan (PDP) with agreed upcoming areas of priority and developmental learning areas that require support. This regular review cycle focusses attention on any areas for continuous improvement to aid stronger service delivery.

We encourage complaint resolution at local level, where most issues can usually be resolved through effective communication and gaining a mutual understanding. **REDACTED**. If the complaint/ request for further action is raise through a worker survey, it is electronically logged on our 'Have Your Say' system. **REDACTED**.

REDACTED

We believe that transparency is vital for building our continuous improvement culture and facilitating further business success. Review of this register is raised at the monthly senior leadership meetings, for formulation of best practice.

REDACTED

Value for Money

We understand that a central aim of this Framework is to ensure best value, while simultaneously driving up standards, demonstrated in the 'Value For Money' triangle where cost, quality and sustainability are crucial for driving value in the relationship between Agency partners and FWPB's.

Scottish Procurement



Scottish Model of Procurement



Brightwork are committed to adding value to our internal & external stakeholders through a range of activities:

COST

REDACTED

QUALITY

REDACTED

SUSTAINABILITY

REDACTED

Brightwork will adopt a multi-faceted approach to maintaining regular and effective communications with the variety of stakeholders within the Framework Public Bodies (FWPBs). **REDACTED**

There are several methods that Brightwork employ that are 'regular' but the effectiveness aspect is more bespoke, and we tailor our communications in response to specific client needs. Some of the regular communication points and standard processes are described below:

Operational & Tactical Information

- All FWPB's communications will come into a centralised email address, so that all Brightwork Account Team Members can view the incoming requests and an 'owner' can be assigned to respond. The Account Director will be included in this group to monitor response times, with a return communication back to the client initiated almost instantaneously.
- Candidate CVs/synopses will be sent via email for call-off assignments, detailing suitability, cultural fit, qualifications, required security clearance in line with the Statement of Requirements.
- Clients receive a weekly email confirming candidates placed with them and the associated pay and charge rates (including a full breakdown of all costs).
- Temporary Worker Holidays: all holidays would be authorised by the client before being authorised by Brightwork. The most likely medium for this would be via email.
- Weekly information: FWPB users would be contacted by email/telephone/video calls on a weekly basis to discuss any ongoing work.
- **Quarterly review meetings:** To review service and discuss the following agenda points:

REDACTED

It is also worth noting that during the COVID-19 pandemic, our bespoke online candidate registration portal meant there was no disruption to worker onboarding and service delivery. Similarly, Framework Account Service Reviews were conducted online via Teams/Zoom, giving us greater ability to reach multiple stakeholders simultaneously and aided the visual sharing of KPI and trend data such as this.

We would also suggest that regular Newsletters are created and distributed via email to FWPB's users detailing any other operational and tactical information that may be relevant including (but not limited to):

- Available candidates – we will send details to hiring managers of available candidates to help them with forward planning. We will target who we send, particularly candidates with difficult to find skills or those that have worked for the client previously.
- **REDACTED**
- We will circulate any legislative changes.
- We will circulate any salary benchmarking reviews.
- We will circulate any relevant payroll information, e.g. seasonal payroll deadlines for timesheets.
- Invitations to upcoming events such as topical "Roundtable discussions" and Scotland Against Modern Slavery (SAMS) Forum discussions.

Provision of Management Information

In addition to operational information, Brightwork will provide formal quarterly management information to FWPB's and Scottish Procurement. This information is vital to spotting trends and how we may better service Framework users through effective planning and resource utilisation.

We do not expect all Framework Bodies to require the same information, therefore we would agree requirements with organisations individually at implementation stage and provide as to their requirements. We typically include the following for each worker:

REDACTED

We would expect additionally to provide overall data on:

- Complaints Resolution (inc timeframes to meet SLAs)
- Continual Process Improvements
- KPI information inc. role fulfilment/ on-time delivery etc
- Compliance Information (Disclosures/PVG/BPSS)

We are accustomed to providing bespoke management information as required, and our CRM system 'Universe' is a bespoke system that allows tracking of all worker and client information/ documentation in one place, with the facility to generate several reports at the touch of a button including:

REDACTED

We can facilitate statement billing with consolidated costings, as we have done for some current FWPB users and can also provide forecast information to help plan budgets for peak demand periods, as we have done recently for Glasgow City Council's vaccination centre staff provision. Brightwork will always respond positively and timeously to any ad-hoc MI or reporting requests.

Out of hours procedure

Brightwork's office opening hours are 8.30am to 6.00pm, Monday to Friday. The only days the office will not be manned will be weekends, Christmas Day, Boxing and the 1st and 2nd of January.

Brightwork have a dedicated 'on-call' service, which is operated by the Framework Account Team members on a rota who have regular workers during evenings/weekends. This means that they have in-depth knowledge of the contract and can handle queries efficiently in real-time.

REDACTED

All Account Team Members list the dedicated 'out-of-hours' number listed on every email (on their auto-signatures) and this is also provided to all FWPB stakeholders and temporary workers at Framework award/ call-off commencement. Our staff all have company mobile phones have full system access, so consultants are able to access information from any location.

This benefits clients in several ways:

- They can access our services out-with office hours and using a dedicated number, rather than trying to reach different points of contact.
- They are speaking with Framework Account Team Member who understand the contract SLAs and specialist areas of supply.
- The team maintain a list of available candidate banks that can be easily contacted to cover unexpected absences and provide emergency cover.
- All consultants have individual phones/laptops connected to the system and mobile wi-fi plugins to facilitate service delivery wherever they are.
- The Framework Account Manager/ Account Director also form part of this on-call solution and are contactable for any issues/escalations.
- The use of a rota means that the Brightwork team's wellbeing is also maintained, and they have sufficient rest breaks, while ensuring adequate service provision to their clients.

Complaint resolution

We encourage complaint resolution at local level, where most issues can usually be resolved through effective communication and gaining a mutual understanding. **REDACTED**. If the complaint/ request for further action is raise through an out-going worker survey (sent after registration interview, end of first week and end of weeks 3/4 of assignment), it is electronically logged on our 'Have Your Say' digital platform, which send a 'ticket' to be resolved to the whole account team, and an 'owner' is assigned immediately. **REDACTED**:

At the outset of any call-off contract, the FWPB will be provided with full contact details for the Account Consultants, Regional Account Managers and Account Director. As part of the complaint resolution process the client will be advised that they may directly contact the Account Director at any stage in the complaint's resolution process should they believe that the attempted resolution of the complaint is not reaching a satisfactory conclusion.

We believe that transparency is vital for building our continuous improvement culture and facilitating further business success. Review of this register is raised at the monthly senior leadership meetings, for formulation of best practice.

REDACTED

Order cancellation

Brightwork appreciates that one of the benefits of utilising temporary workers is the flexibility this offers and therefore orders may be cancelled occasionally. We would always look for as much notice as possible when cancelling a temporary worker; this gives us the opportunity to find the worker an alternative assignment. We would hope for a minimum of two hours' notice to ensure the candidate has not already set out to travel to work.

As with all processes, we aim to offer a flexible approach to the hiring managers.

REDACTED

2.4.3

Brightwork's mobilisation plan details the key milestones, along with project team members responsible for ensuring these activities take place. While we appreciate that Framework Public Bodies (FWPBs) may require flexibility in timescales at mobilisation stage, we assign critical dates for our stakeholders to establish contact in an effort to ensure a smooth implementation process.

REDACTED

Marketing the Framework – FWPBs and Candidates

REDACTED

The purpose of these processes is to advise hiring managers of the benefits of working with Brightwork under the Framework Agreement and by building these relationships, we can get 'buy in' from stakeholders to achieve maximum efficiency.

Ensuring Sufficient Numbers of Qualified Workers

REDACTED

Ensuring the authenticity of worker qualifications

REDACTED

2.5.1

Brightwork are committed to continually improving our processes and service delivery throughout the duration of the Framework. Our five core values encompass the importance of our people in delivering excellent service, including sharing ongoing feedback with stakeholders, taking ownership of actions, anticipating needs and driving positive change:

REDACTED

Our CI processes seek to deliver improvements to the following outputs on an ongoing basis:

- Reduction in Whole Life costs
- Quality
- User Satisfaction
- Contract Service Levels
- Promotion of Best Practice

Agreed KPIs with Framework clients are used to gain feedback through six-monthly supplier review meetings. Existing/suggested measurable KPIs include:

Activity/Target

REDACTED

Our standard supplier performance review is set out below but can be tailored as required.

Grading guide:

- Excellent – always delivers and is mostly proactive in setting standards which continually exceed our expectations. Sets standards for others;
- Good - acceptable performance, always does what we ask and on time;
- Marginal – mostly acceptable performance, but inconsistent.
- Poor – sometimes delivers acceptable performance but needs continual prompting.
- Unacceptable – not fit for purpose. Recurrence results in immediate removal from supplier list.

Grading (maximum score = 20):

- >18 - Excellent/Best in Class
- 15-18 - Good
- 12-14 - Marginal
- 9-11 - Poor
- <9 - Unacceptable

REDACTED

Candidate/Worker audit results are published weekly, identifying non-conformances and right first time (RFT) performance ratings across areas such as right to work, working hours/pay, H&S considerations, etc. Client-specific audit results are provided to client account and management teams/Directors and included within the regional management review, incorporating trend analysis data and preventive action recommendations.

The Compliance and Digital Transformation teams work closely on IT developments with ongoing investment in new technologies continuing to play a key part in achieving our continuous improvement goals. Since early 2020 we have rolled out a range of improvements:

REDACTED

Deployment of these systems optimises our end-to-end recruitment process with complimentary and complex data reporting functionality as well as delivering a fully compliant, but remotely-enabled service, ensuring business continuity with negligible operational disruption despite recent COVID restrictions severely limiting in-person interactions.

Introduction of these services significantly reduced resource requirements, freeing our consultants to focus on candidate attraction and improving our workers' overall experiences.

Error reduction is facilitated through:

REDACTED

Improving Quality of Service through Managing Employee Performance and Retention

Our 'Enabling People into Good Work' philosophy extends to our clients and candidates, but also to our own employees, who are the most important, critical success factor in ensuring we deliver a high-quality service offering. Brightwork is committed to being a responsible employer and creating a working environment where employees are engaged, informed and involved. We retain our employees through constantly striving to live up to this commitment through a range of practices and our competitive and comprehensive benefits plays a part in this, but we view the development of our people as a key continuous improvement priority. We believe in providing a culture of continuous learning and an empowered working environment where:

REDACTED

Performance and development objectives for any employee working on the Scottish Procurement framework, would focus on continuous improvement of service provision to Framework clients with potential examples being:

- learning about their Scottish Procurement client(s);
- cross training on other Scottish Procurement clients, ensuring cover for holidays, etc;
- gaining a thorough understanding of the framework's "Statement of Requirements" and KPIs.

Improvements would be measured through the monitoring of performance evidence, such as:

REDACTED

Feedback gained from Supplier Relationship Meetings would be used as the basis to keep these objectives current and improve the service provided to Framework clients.

2.6.1

REDACTED who have the combined responsibility of safeguarding the Group's information security management, such as confidentiality, integrity, availability, vulnerability, threats, risks and countermeasure.

REDACTED

Risk management is deeply embedded across Staffline Group. **REDACTED**

REDACTED

Continuity to Deliver Service

Brightwork's Business Continuity Plan (BCP), including Emergency Response Plans are initiated, prepared, maintained and tested to provide critical key business services in the event of an unexpected occurrence which seriously disrupts the business.

REDACTED

REDACTED

Destruction Policies and Procedures

Brightwork adheres to the Group's Disposal Policy ensuring all confidential information is decommissioned and disposed of in a secure manner.

REDACTED

2.7.1

Brightwork's philosophy is simple. We're here to enable people into good work. Whether an employee or temporary worker, we strive to be a business of choice.

In terms of enabling our temporary workers into good work, we only partner with customers who offer work where commercials are fair, compliance is a given and culture is aligned. We provide our workers with the best pay and ensure they are always paid what they are entitled to. As Scotland's first accredited Real Living Wage Service Provider (2015) and a Scottish Business Pledge business since 2017, we are committed to ensuring payment of the Real Living Wage to our workers. We liaise closely with clients, advocating for fair pay and work environments that are safe, healthy, where our workers' well-being will be forefront in our clients' priorities and zero hours contracts and "fire to rehire" practices are not in place.

In terms of enabling our permanent employees into good work, we believe that means being part of a business with a strong purpose and an inclusive culture and values consistent throughout, offering them clear and fair terms of employment, providing opportunities to enable their continual development and progression.

Our well-established career development framework ensures that all employees have a development plan in place that is reviewed quarterly, with realistic objectives and regular performance conversations. Our leadership team hold bi-yearly talent review forums to discuss promotions, succession plans and how to nurture our own talent, promoting from within wherever possible.

Brightwork is committed to creating a workplace where employees are engaged, informed and involved. Whilst our comprehensive benefits package plays a part in retaining our people, our inclusive environment encourages participation, maximising employee engagement and lowering our staff turnover:

REDACTED

Encouraging fair pay and career progression for everyone is at the heart of our leadership team's agenda. **REDACTED**

REDACTED

We ensure experience is at the heart of our business for all and feedback is acted upon. Through effective engagement and communication, investment in and use of technology, we maintain constant dialogue with our temporary workers and permanent employees, keeping them connected, providing us with clear understanding of their personal needs and aspirations.

"Your Voice" Employee Engagement (YV) Programme for permanent employees

REDACTED

We assigned responsibilities to regional action committees, upskilled employees as forum facilitators, and intermediaries for feedback delivery and action planning.

Further mini surveys were conducted, with action learning sessions held for all employees, gauging response to action taken so far and reviewing/adjusting the plan where necessary. Progress updates are communicated at regular intervals, demonstrating progress of delivery against the action plan.

EXAMPLES:

REDACTED

“Have Your Say” Temporary Workforce’s Experience Management Platform (HYS)

HYS launched in 2018, the aim being to optimise our temporary workers’ assignment experiences. HYS delivers real-time, actionable insights from workers whilst on assignment, providing data-driven feedback about our clients’ workplaces, e.g. standard of site facilities, treatment during induction, quality of management/leadership, standard of communication, working hours, pay and benefits, as well as the support/service provided from Brightwork.

REDACTED

HYS surveys are sent to workers at each key touchpoint, i.e. following interview, first/third days of assignment, checking on their progress and enquiring about further training needs. Pulse surveys are repeated weekly then monthly thereafter. **REDACTED**

Detractors are identified in real-time and immediately notified to us via the HYS app, enabling swift action and support in addressing the worker’s issues.

We constantly seek opportunities to encourage our workforce to speak up, preventing anyone from suffering in silence. We view complaints as business opportunities because they provide information about potential issues and the opportunity to correct them.

We have a simple, accessible complaints procedure, published on our website. Our employees receive complaint management training at induction, learning how to deal with negative feedback with empathy and professionalism, turning detractors into positive outcomes.

Our complaints policy is positioned to encourage buy-in, enabling complaints to be managed promptly and properly, reducing escalation or worse, loss of workers or custom.

REDACTED

In terms of our permanent employees, Brightwork recognises that we may need to work with trade unions representing groups of our employees with regard to their pay and conditions. Where there is support from our employees to do so, we will recognise a union as representative of those employees.

We provide employees with the relevant tools and advice to support their overall wellbeing. We implemented robust response protocols to ensure our people and customers remained safe throughout the COVID pandemic and have continued to embrace hybrid working and the expansion of our Employee Health and Wellbeing programme.

REDACTED

2.7.2

Brightwork is committed to building workforces that are representative of all the people of Scotland and we recognise the link between building successful teams within inclusive/diverse environments, where everyone can participate and achieve their potential. We endeavour to treat everyone fairly in relation to job applications, training, promotion and career development. We regularly review progress against diversity and inclusion objectives, approving relevant policies annually. Our policies are easily accessible to all employees via our Internal Company Share-point and we regularly seek feedback to ensure we continuously improve their working environment through “Your Voice” employee engagement surveys and follow-up listening sessions/actions plans to address any suggested development areas.

Our Diversity, Equity and Inclusivity (DEI) policy commits to providing employment equality to all and abiding by equality laws. We promote a fair and harmonious recruitment process and will not discriminate or harass any person on the grounds of any of the nine protected characteristics. We recognise that DEI can only become fully ingrained as a core value into our business by keeping inclusivity at the forefront of every process, policy and decision.

REDACTED

All temporary workers are paid the same rate for the same work, irrespective of gender. The gap derives from the mix of roles in the higher-paid driving sector who are predominantly male. We are working with these clients to help them drive greater diversity in roles that may have traditionally been more male dominated (including driving/warehousing). We do this through targeted advertising and social media aimed at different socio-economic, gender-diverse and minority groups. We are also encouraging greater shift flexibility to suit those with a preference for part-time hours including young people and working parents.

REDACTED

We strive to reach a diverse audience by placing adverts where candidates can most easily find them and utilising multiple-media formats, posting adverts in a diverse range of places and languages helps us attract an equally diverse range of candidates. These are created with diversity and inclusion in mind, written in jargon-free, plain language, using fonts, text colours and layouts making content accessible to candidates of all levels of literacy, and for those who may have reading difficulties.

REDACTED

Social recruitment is critical to tackling generational inequality in the labour market. By combining Brightwork’s expertise with the employability expertise of our sister company **REDACTED** (also part of the **REDACTED**) we will be supporting a new campaign called #GetBritainWorking that supports the Government’s Way to Work initiative.

REDACTED

We encourage clients to think creatively about job offerings, including flexible working hours, home or part-time working, provision of transport, subsidised canteen, etc to enable applications from those with:

- physical disabilities who may have transport/access challenges;
- no immediate/adequate means of paying for their commuter costs or refreshments;
- fixed, family commitments at certain times of day;
- maximum working hours restrictions due either to benefits caps or visa requirements.

In accordance with the 2010 Equality Act, Brightwork asks applicants to complete a pre-employment occupational health questionnaire. Where any reasonable adjustments are required, we will work with client organisation to implement them. Examples of adjustments we have made include:

REDACTED

Providing fair pay and equitable benefits is critical to creating an inclusive environment and retaining successful candidates. We ensure clients are aware of the current market conditions, providing advice and guidance in respect of competitive, fair and equitable pay rates for the roles we fill.

We develop a detailed client brief for each role, seeking demographic analysis, identifying gaps in our client’s diversity goals. Once we establish those gaps, we implement recruitment strategies that address these, identifying the optimal advertising medium/format. We closely monitor the applications stage to assess results against agreed targets, working quickly to make adjustments necessary, ensuring we provide as diverse a candidate pool as possible for the next stage.

Our application process is fully accessible with clear lines of communication, making it easy for candidates to make contact, ask questions, and submit their applications. We make it known to interviewees that we will happily accommodate any specific adjustments to help them perform at their best, e.g. extended interview slots, virtual interviews rather than in-person interviews, etc.

We use technology to track diversity data and collate anonymous (optional) demographic information from candidates as part of the interview process. We track this information, which aids us in focussing efforts on targeting more diverse talent from poorly represented groups in our communities.

Overall, Brightwork has a structured approach to targeting and engaging with diverse groups and building workforces for ourselves and our clients that are truly inclusive and representative of the people of Scotland.

2.8.1

We understand the importance of integrating our business values and operations to meet stakeholder expectations, including clients, employees, temporary workers, regulators, investors, suppliers, the community and the environment. We recognise that our social, economic and environmental responsibilities to these stakeholders are integral to our business and we aim to demonstrate these responsibilities through our actions and within our corporate policies.

ESG Strategy

We believe that having an effective ESG strategy and embedding ESG principles is the right thing to do, continuing to challenge ourselves to improve ESG performance for the benefit of colleagues, stakeholders and the communities in which we operate.

We have clear, achievable and measurable ESG objectives and recognise the importance of ensuring they align with our corporate and governance strategies. Our ESG Committee representatives have a deep knowledge of the business, ensuring our ESG strategy is linked to our wider business strategy and remains industry-relevant.

ESG objectives:

REDACTED

Diversity, Equity and Inclusivity

We commit to providing a work environment free from harassment and discrimination, focusing on building an inclusive environment where everyone can participate and achieve their potential. We endeavour to treat everyone fairly in relation to job applications, training, promotion and career development. All roles have objective and transparent criteria and we regularly review progress against DEI objectives, approving relevant policies annually. Our policies are freely and easily accessible to all employees. We regularly engage with colleagues, listening to their feedback, ensuring we continue improving their working environment, strengthening our ethos, and being a great place to work.

We believe having a truly diverse and inclusive workforce representing society will underpin our long-term success, helping us grow, attract and retain talent, strengthening our customer experience.

We provide employment equality to all, abiding by equality laws, promoting a fair and harmonious recruitment process. We will not tolerate discrimination/harassment of any person on the grounds of any of the protected characteristics.

We commit to:

REDACTED

We regularly review talent/succession planning to support business agility, enable further growth and being an employer of choice, also reviewing headcount, ensuring our lean operating model remains relevant. Developing our people is key, remaining at the heart of our leadership team's agenda. We nurture talent at all levels, encouraging self-development and career progression for all employees, regardless of gender. In turn this aids our succession planning to support the strategic growth of the business.

REDACTED

Developing our responsible approach to doing business

We recognise that our social and economic responsibilities to our local communities and stakeholders are integral to our business. We aim to demonstrate these responsibilities in our corporate policies and commitments.

We are committed to making a positive difference to society by delivering real social value in our local communities, ensuring our practices are socially responsible. We aim to build and develop the most reliable, integrated workforce in the country, becoming the leading creator of job opportunities to a truly diverse workforce.

We have established strong partnerships and strategic sponsorship links to help promote better social cohesion/community integration. We regularly collaborate and contribute to community-based forums/steering groups, sharing local intelligence with stakeholders. **REDACTED**

Environment

We place great importance on how we can support the environment surrounding us, recognising that our environmental responsibilities are integral to our business.

We demonstrate these responsibilities through our actions and within our corporate policies. During 2020-21, we significantly reduced emissions and energy usage, with Covid-19 being the catalyst behind this change. Our aim is for year-on-year improvements in business efficiency, ensuring we don't return to pre-pandemic usage and emissions levels, thus helping sustain much of the short-term improvements into the medium and long-term.

UK Energy Use

Our reporting/monitoring arrangements in place for current emissions for the sources included in Scope 1 and 2 of the Greenhouse Gas Protocol (GHG) are embedded. Further work continues in 2022, facilitating regular usage reviews.

The methodology used to calculate our emissions is based on **REDACTED**.

2.9.1

Brightwork are dedicated to engaging in practices/activities that contribute to the aim that “No one is left behind” in Scotland’s economic growth. We use a variety of methods to target a diverse range of groups including ethnic minorities, lone-parents, young people, long-term unemployed, ex-offenders and refugees into “good work”.

Targeted recruitment/training for “disadvantaged” persons unemployed for 6+ months

REDACTED

We often write adverts in different languages to engage people with limited English skills. By targeting our recruitment strategy directly within community and societal groups, we reach a greater range of people who may face challenges in accessing employment.

REDACTED

Generating employment/training opportunities for priority groups

Brightwork have created employment/training opportunities within our own organisation for young people through initiatives including **REDACTED**, where many have secured permanent roles within our own business or with our client partners. **REDACTED**

We work closely within client networks to promote greater flexible and home working opportunities for people such as lone parents, students and 16-17 year olds. By encouraging greater shift flexibility for shifts between 9.30am-2pm, 5-10pm, and weekends, we have benefitted people with a preference for part-time hours to suit their circumstances. By promoting home-working roles, this generates training/employment opportunities for priority groups including people with disabilities.

REDACTED

Upskill existing workforce

We have helped to upskill workers into new sectors within the economy. **REDACTED**

Unlike many recruitment agencies, we also offered furlough payments to workers whose roles had been paused due to the pandemic. Many agencies simply ended their temporary assignments, but we continued to provide income to these workers until they could return to their assignments.

Now that hospitality has re-started, and the vaccination centres are ramping down, we are able to promote hospitality opportunities again. **REDACTED**

Equality & diversity initiatives

All Brightwork employees receive equality and diversity training as part of their induction programme, which is reinforced through annual mandatory refresher training via our online learning platform (LxP). Our Diversity & Inclusion and Equal Opportunities Policies are available to view on our internal company server and embedded in our working lives.

In our own workforce, we treat everyone fairly in relation to job applications, training, promotion and career development, and have a diverse internal employee profile. We believe having a truly diverse and inclusive workforce representing society will underpin our long-term success, helping us grow, attract and retain talent, strengthening our customer experience.

REDACTED

In accordance with the 2010 Equality Act, Brightwork asks applicants to complete a pre-employment occupational health questionnaire. Where any reasonable adjustments are required, we will work with client organisation to implement them. Examples of adjustments we have made include:

REDACTED

To ensure our robust diversity and equality policies are implemented, we adopt and follow appropriate recruitment and equality policies which are non-discriminatory and provide opportunities to a diverse range of candidates.

Opportunities across SMEs, the third sector and supported businesses

Through our close working relationship with **REDACTED**, we utilise their third-party network of other charitable/supported businesses including:

REDACTED

Building capacity in community organisations

We recognise that our social and economic responsibilities to our local communities are integral to our business and aim to demonstrate these in our corporate policies and activities. We are committed to making a positive difference by delivering real social value in our local communities, ensuring our practices are socially responsible. We aim to build and develop the most reliable, integrated workforce in the country, becoming the leading creator of job opportunities to a truly diverse workforce.

REDACTED

Our aim is to provide our clients with local labour market support and to retain money in the local economy by matching local people to local jobs wherever possible.

