Question 2.11.2

Please upload a single document with all of your Technical responses collated in Microsoft Word format. As per Schedule 7, please highlight any sensitive information in yellow and insert a comment explaining why this information is sensitive.

<u>ASA Response</u>

Please see all Technical responses collated below with highlighted sensitive information.

Question 2.2.1

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%)

<u>ASA Response</u>

The aim of The Scottish Government's purpose it to:

"Create a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainability and inclusive growth".

Form the above purpose the public sector procurement aim is to ensure that the £billions spent on buying goods, services and works is spent in the best way to deliver benefit to society, using their collective spending power to deliver sustainable and inclusive economic growth aligned to the National Outcomes:

- Good for businesses and their employees – economy, education, fair work practice
- Good for society – human rights, children & young people, tackling poverty and health
- Open and connected – international,
- Good for places and communities – communities, environment, culture

ASA understand that Scottish Procurement is an organisation which has been set up to act in an "overarching capacity" across the public and third sector bodies to deliver best value for the spend across those bodies. Scottish Procurement is also realising the Scottish Government initiative to ensure that where public money is being spent, it should create opportunities and actions for the greater good, improving culture and communities as we go. The Scottish Procurement frameworks will focus on the delivery of the National Outcomes Framework to improve on the health and well-being of Scottish society and in sustainable, inclusive economic growth.

As part of this, the Fair Work Framework will be utilised to offer all individuals an effective voice, opportunity, security, fulfilment and respect. This will balance the rights and responsibilities of both employers and workers and realises the opportunity to deliver better labour market involvement which in turn assists in stronger economic growth. Implementing the Fair Work Plan in particular, for groups of people facing barriers to entering the jobs market, will go some way to ensuring that the

future of these groups is enhanced by ensuring they are encouraged to fully engage in economic activity. The payment of a living wage and secure employment are key bedrocks for this initiative.

Scottish Procurement and the Public Bodies all have a vested interest in the above points at a local level but also at central Government level to ensure value for money (cost, quality and sustainability) is achieved from the agreements awarded throughout the Country. By applying innovative and ambitious policy and processes, Scottish Procurement will;

- *Strengthen the role of procurement as an enabler of economic recovery*
- *Drive maximum savings, benefits and efficiencies of approach for the taxpayer and provide excellent stewardship of Scotland's resources*
- *Create a more joined up approach to procurement and property across the Scottish public sector*
- *Improve the capability of staff, systems and processes across the public sector*

Performance Management and Reporting is key to achieving the desired results and this is an approach ASA welcomes. Our company structure has been set up to enable us to deliver, manage and report on this agreement at both local and central level for the overarching agreement. The local level management is carried out via Account Teams based in our 4 offices throughout Scotland and the central team based in our head office producing reports on spend and performance of the agreements overall.

We anticipate that the demand for this framework will vary greatly between each public body. The framework will operate with a maximum of 4 suppliers on a tiered/mini competition basis.

Demand will be determined by factors such as sickness, maternity/paternity, holidays, permanent staff shortage, new initiatives or additional projects, service from other agency suppliers on the framework and public policy at the time. It is ASA's responsibility to review demand on an ongoing basis with the public bodies and develop our candidate pools accordingly in order that we provide value for money and sustainable service to each public body. Even within each public body the demand will vary for example, a Business Analyst may be required for 9 months or more whereas a Test Analyst may only be required for 3 months. It is our responsibility to understand the demands and build resources around those to meet customer requirements.

Having worked on the **REDACTED**, we already have an understanding of the sector requirements, budget constraints and ways of working. The knowledge gained has developed our processes and Account Teams to ensure we can provide service to this framework across Scotland.

As **REDACTED** we already have a strong understanding of the sector and demands within public bodies.

REDACTED

Please see below examples of roles we have placed within Public Bodies.

- Business Analysts
- Java Developers
- Solutions Architect
- IT Service Desk
- Programme Managers
- IT Project Managers
- Test Analysts/Managers/Engineer

- Chief Information Officer
- Clinical GP IT Consultants
- Support Engineers
- Front End Developers
- Developer
- Data Migration Lead
- Data Analytics/Developer
- Desktop Technicians/ Support
- Systems Analysts
- Site Reliability Engineer
- Senior .Net Developer
- Agile Tester
- Machine Learning Engineer
- Software Engineers
- BI Developer
- Cyber Security
- Security and Information Risk Adviser
- Agile Delivery Manager
- Wifi Deployment Engineer
- Oracle Development Manager

Having offices based in Aberdeen, Edinburgh, Glasgow and Kirkcaldy means we can easily attract, interview and carry out employer's checks locally, having an established pool of candidates to meet demands. The Account Teams responsible for this Framework are based locally in each office and are **REDACTED** have a strong understanding of public sector needs and processes.

Depending on where the candidates work there may be extra compliance required such as PVG/Disclosure Scotland, BPSS, and other security checks. This is discussed with the public body at the time and agency workers have all the necessary checks in place prior to being assigned any work with the organisation. **REDACTED**

 ASA is a Scottish SME, operated by owners who are all active in the business and involved in local communities. We have made it our business to know the Scottish regions intimately, as excellent service delivery relies on strong local knowledge. Decisions are made locally and quickly for the benefit of those organisations with which we trade. ASA operate a professional, ethical and efficient business in order to maintain our reputation and add value both to the economy generally, and the local communities which serve.

Question 2.3.1

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%)

<u>**ASA Response**</u>

Having **REDACTED.** ASA have built processes and controls easily adaptable to changing market conditions. This strategy is deployed throughout our service, from initial recruitment stage to invoicing, purchase orders and management information providing public bodies cost savings.

Below is a copy of our **REDACTED**.

REDACTED

Our established Corporate Accounts division will be responsible for service delivery of the framework, supported by our Finance/Payroll, HR, IT and Compliance departments.

Account Management

REDACTED

- ❑ A balance of previous relevant skills & experience; personal attributes; along with a range of educational backgrounds are required for this position.
    - ❑ Good leadership skills
    - ❑ Excellent communication skills
    - ❑ Good administration skills
    - ❑ Good customer service skills
    - ❑ Background knowledge in a specific market sector

- ❑ Personal attributes include:
    - ❑ Management/leadership experience
    - ❑ Adaptable
    - ❑ IT literate

Account Team

The Managers are supported by **REDACTED.** The team has a thorough understanding of the market conditions, candidate availability for particular skills and know the geographical areas. They understand the importance of being able to fulfil our customer requirements and provide continuous improvements throughout the lifetime of the framework.

REDACTED

Question 2.3.2

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

• **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 interim IT 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%)

ASA Response

ASA has recruited multiple **REDACTED** therefore has developed a good understanding of the processes and compliance requirements.

REDACTED

Stage 1 - Request

REDACTED

Stage 2 – Candidate Sourcing

REDACTED

Compliance Checks:

- Eligibility to work in UK as per UK Borders Agency guidance
- Proof of Identification
- NI number
- Qualifications verified
- Two relevant references
- Signed ASA contract, including confidentiality clauses
- Relevant Disclosure/ BPSS
- Overseas criminal records check, where required
- Skills Tests passed relevant to job

Stage 3 - Short-listing Contractors for Assignment

REDACTED

Stage 4 - Offer/Placement

REDACTED

Challenges/Barriers

REDACTED

Question 2.3.3

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%)

<u>**ASA Response**</u>

Disclosure Scotland

Disclosure Scotland checks are carried out for agency worker who comes into contact with vulnerable people, such as children, elderly or the handicapped and also for posts involving particular risk, such as national security, administration of justice or financial services.

REDACTED

We request a Disclosure **REDACTED.**

Where a Disclosure forms part of the recruitment process, **REDACTED.**

REDACTED

(e.g. the Rehabilitation of Offenders Act 1974).

BPSS

REDACTED we are aware of the BPSS process and the importance of candidates having this prior to commencing work. **REDACTED.**

REDACTED.

Matching Security Cleared Candidates

REDACTED

Induction

All agency workers **REDACTED**

REDACTED

Question 2.3.4

Tenderers must provide details of their approach to ensure the sourcing, retention and matching of suitable temporary/interim workers Nationally (the whole of Scotland). Your response must relate to both rural and urban areas Nationally (to the whole of Scotland) and demonstrate your proposed presence to meet the requirement and how you will gain and take advantage of knowledge regarding local job markets to meet Framework demand. (Note - "presence" does not necessarily mean a physical full-time office). Your response must also detail how you will ensure consistency of service and delivery across Framework Public Bodies and your procedures for delivery during periods of high demand.

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%)

<u>**ASA Response**</u>

Presence in region

ASA's offices supply to **REDACTED** and many other organisations across Scotland. Having offices based in Glasgow, Edinburgh, Aberdeen and Kirkcaldy we easily attract, interview and carry out employer's checks locally and already have an established pool of candidates to meet demands. We access other offices for outlying areas should this be required to attract and interview candidates who cannot come into our offices to provide original compliance documents such as right to work or proof of ID.

The Account Teams and Managers **REDACTED** are based locally having a strong understanding of the public bodies, the market conditions and geographical areas. This knowledge allows provision of strong advice and assistance to public bodies.

Below are a list of roles the Team have recruited for public bodies across Scotland;

- Business Analysts
- Java Developers
- Solutions Architect
- IT Service Desk
- Programme Managers
- IT Project Managers
- Test Analysts/Managers/Engineer
- Chief Information Officer
- Clinical GP IT Consultants
- Support Engineers
- Front End Developers

- Developer
- Data Migration Lead
- Data Analytics/Developer
- Desktop Technicians/ Support
- Systems Analysts
- Site Reliability Engineer
- Senior .Net Developer
- Agile Tester
- Machine Learning Engineer
- Software Engineers
- BI Developer
- Cyber Security
- Security and Information Risk Adviser
- Agile Delivery Manager
- Wifi Deployment Engineer
- Oracle Development Manager

Each of our offices have recruited in cities such as Edinburgh, Glasgow, Dundee, Stirling, Aberdeen and rural/smaller towns such as Ayr, Stornoway, Aberdeenshire, Borders and across Fife, for public and private organisations within the local authority areas:

Aberdeen Office coverage

- Aberdeen City
- Aberdeenshire
- Angus
- Highland
- Western Isles

Kirkcaldy Office coverage

- Fife
- Perth & Kinross
- Dundee City

Edinburgh Office coverage

- East Lothian
- City of Edinburgh
- Midlothian
- Falkirk
- Scottish Borders
- West Lothian

<u>Glasgow Office coverage</u>

- Argyll & Bute
- Clackmannanshire
- East Ayrshire
- East Dunbartonshire
- East Renfrewshire
- Glasgow
- Inverclyde
- Ayrshire
- Lanarkshire
  Renfrewshire
- Stirling
- West Dunbartonshire

Consistency of Service

Consistency of service is vital. **REDACTED**

REDACTED

To ensure consistency **REDACTED:**

REDACTED

<u>Quarterly or Bi-annual contract review meetings</u>

Quarterly review meetings review management information and key performance indicators identifying areas for development. **REDACTED**.

REDACTED

Recruitment Process

<u>Shortlisting</u>

REDACTED

The following is discussed with the candidate:

REDACTED

Retention of Agency Workers

REDACTED

ASA has operated across Scotland for **REDACTED.**

Question 2.3.5

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%)

<u>**ASA Response**</u>

REDACTED

Employment Relationship

REDACTED

All workers will be made aware that under no circumstances will they be deemed as employees of the public body.

REDACTED

Question 2.4.1

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%)

ASA Response

ASA Account **REDACTED**

Performance Monitoring

REDACTED

The dedicated ASA Account Team performance is measure using:

REDACTED

The value ASA's Accounts Team add to service delivery **REDACTED**

Legislation surrounding temporary/interim work has moved substantially in recent years. **REDACTED**

Managing Communications

REDACTED

To deliver high quality communication we recommend;

REDACTED

Management Processes

Having worked on frameworks ASA recognises the need for efficient and cost effective transaction processes. **REDACTED**

REDACTED

Management Information

A suite of MI reports are available through eCruit. **REDACTED.**

Reports available:

REDACTED

Invoicing

Our systems are flexible offering bespoke invoice processes. **REDACTED.**

Problem Solving

REDACTED

Benefits of using non-compliance forms

Question 2.4.2

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%)

ASA Response

In managing customer relationships, communication is carried out on 2 levels. Our Operations team work with Hiring Managers/HR and at strategic levels our **REDACTED** work with Procurement, Contract Managers and HR to ensure we provide a quality service and assist public bodies to achieve their overall goals.

To deliver high quality communication we recommend;

REDACTED

Management Reporting

REDACTED

Reports currently available are:

REDACTED

Planned v's Unplanned Fill Rate

REDACTED

Ad-hoc reports - prepared as and when required

Out of Hours

REDACTED

Escalation Process

Complaints are logged and managed according to **REDACTED.**

Non Compliance

An example of a non-compliance **REDACTED**.

Escalation Process

If further escalation is required, **REDACTED.**

Any complaint is taken seriously. **REDACTED.**

<u>Benefits of using non-compliance forms</u>

REDACTED

Order cancellation process

We understand that very occasionally circumstances change which causes an order to be cancelled before the worker starts. Unfortunately this is a difficult situation which can affect the reputations of both the public body and the agency, particularly if the worker has turned down work elsewhere and faces being out of work for a period of time. Actions that will need to be undertaken include:-

REDACTED

Question 2.4.3

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%)

ASA Response

ASA will work with Scottish Procurement and Public Bodies putting in place the mobilisation plan and a confirmed commencement date.

REDACTED

Week 1 - REDACTED

REDACTED

ASA will;

REDACTED

Week 2 – REDACTED

REDACTED

ASA will cover;

REDACTED

Week 3/4 – REDACTED

REDACTED

Appendix 1 shows timetable chart.

Key Staff – REDACTED

Responsibilities include:
REDACTED

Key Staff - Account Managers, - REDACTED

Responsibilities include:
REDACTED

This framework will be serviced by our Edinburgh, Glasgow, Kirkcaldy and Aberdeen offices.

Marketing the Framework
The following marketing process is put in place to assist with the uptake of the framework and to realise cost savings to public bodies.

REDACTED

Candidate Provision

Having offices across Scotland and being established **REDACTED** hold an established database of candidates and are in a position to supply immediately. This is important when considering how long it takes to build a pool of security cleared candidates.

Below is a list of roles we have supplied to the public bodies across Scotland.

- Business Analysts
- Java Developers
- Solutions Architect
- IT Service Desk
- Programme Managers
- IT Project Managers
- Test Analysts/Managers/Engineer
- Chief Information Officer
- Clinical GP IT Consultants
- Support Engineers
- Front End Developers
- Developer
- Data Migration Lead
- Data Analytics/Developer
- Desktop Technicians/ Support
- Systems Analysts
- Site Reliability Engineer
- Senior .Net Developer
- Agile Tester
- Machine Learning Engineer
- Software Engineers
- BI Developer
- Cyber Security
- Security and Information Risk Adviser
- Agile Delivery Manager
- Wifi Deployment Engineer
- Oracle Development Manager

REDACTED

Please see below the numbers of candidates we currently have available for this framework:

Interim IT - **REDACTED**

Authenticity of Qualifications

During the interview process **REDACTED**

Workers must provide **REDACTED**

APPENDIX 1 – Timetable Chart

TIMETABLE	Week 1	Week 2	Week 3	Week 4
Tasks				
REDACTED	■			
REDACTED	▓			
REDACTED	▓	▓	▓	
REDACTED		▓	▓	
REDACTED	▓			
REDACTED	▓	▓		
REDACTED		▓		
REDACTED		▓		
REDACTED			▓	▓
REDACTED			▓	▓
REDACTED				▓
REDACTED			▓	
REDACTED			▓	▓
REDACTED			▓	▓
REDACTED	▓	▓		

Question 2.5.1

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%)

<u>**ASA Response**</u>

Continuous improvement of Service is key to the success of the framework. It is important to review our service as the framework develops, highlighting improvements and ensuring they are implemented.

ASA uses the following improvement cycle process in our regular review of operations.

REDACTED

Performance Management

Performance management is key to the success of any agreement. Delivering a high quality service promotes Client satisfaction. We further enhance performance management via the implementation of the following.

REDACTED

Continuous Improvement Suggestions

Set out below are some suggestions we would be happy to discuss further should we be fortunate enough to be appointed to the new Framework;

REDACTED

We understand good service delivery is not just about placing staff, it's an overall consultancy service from supplying staff, identifying efficiencies, advising on trends and legislation, assisting with analysing usage, providing valuable MI, assisting communities with our CSR projects and assisting organisations to meeting goals and strategies.

Question 2.6.1

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%)

Question No.	Question	Question Weighting
2.6.1	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;	100%

	- 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 <u>not be</u> 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.**	

ASA Response

ASA is accredited **REDACTED**

REDACTED

Question No.	Question	Question Weighting
	"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**	
2.7.1	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.	65%

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 <u>not be</u> considered for evaluation purposes.

<u>ASA Response</u>

Effective voice

REDACTED a platform for all employees to provide the employee voice, is available. We also encourage feedback during **REDACTED**

ASA's values are **REDACTED**

We are committed to advancing everyone in our business and gaining the best work outcomes for our agency workers/contractors.
REDACTED

The Management team work in unison to achieve this and are passionate about delivering opportunity throughout the organisation. This team has progressed their career **REDACTED** represent great examples of our workforce development policies in operation.

Support available includes

REDACTED

These measurements can be assessed throughout the duration of the framework.

Security

ASA is an accredited Living Wage Service Provider. The Living Wage Foundation understands that service providers cannot stipulate paying the Living Wage for all contracts they operate. As part of our accreditation we communicate to all clients that the Living Wage is our preferred option. The link below confirms ASA's accreditation.

https://www.livingwage.org.uk/recognised-service-providers

REDACTED

Diversity

Our diversity policy plays an important role in our core business of recruiting workers and internal staff. **REDACTED**

Current workforce diversity stats are:

REDACTED

ASA can report on the movements of these diversity stats for the duration of the framework.

ASA is part of the Disability Confident Scheme.

REDACTED

Below are examples of what we do within ASA;

REDACTED

<u>Fire and Rehire</u>

ASA does not condone the use of fire and rehire practices. Our HR Manager is involved in all internal recruitment hires and conducts exit interviews with anyone leaving the business. **REDACTED**

<u>Flexible Working</u>

ASA has developed our systems and protocols to allow for remote working as and when this is required.

Employees have full flexibility to attend appointments during their working week.

People have a right to have a differing view. We are happy to hear it and for the individual to table solutions to any issue as part of this view.

Pre Covid, ASA completed a "Great Places to Work". An Executive summary of results are set out below.

REDACTED

Question 2.7.2

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%)

<u>**ASA Response**</u>

ASA operates in an environment where we must have our own internal Diversity policy practices and also work with each organisation we trade with to understand their Diversity policy and align attraction methods and processes to assist that organisation in achieving their goals.

Pre Covid, we instructed a "Great Place to Work" survey to gain insight and qualitative feedback on how our organisation is perceived by our internal staff.

The executive summary from this survey, measuring against National averages is set out below.

REDACTED

The project to progress this work was put on hold because of the pandemic. ASA were pleased with the results shown back then but know we have work to do. We intend to start this afresh later this year and can report on progress throughout the framework duration.

Please see below how ASA carries out its commitment to diversity and inclusion:

- ASA is part of the Disability Confident Scheme

REDACTED

- ASA is an accredited Living Wage Service Provider

ASA select and verify by thinking about the touch points in the recruitment process to ensure we encourage a response from the broadest spectrum possible of applicants, i.e.:

REDACTED

Pre-employment checks Occupational Health Checks

REDACTED

For our own internal purposes, we would carry through this process to completion.

In the case where we are supplying someone to a Client Premises, we would be driven by their workplace assessment process as each organisation and place of work (offices or work from home) are different situations and we must align with the procedure they have in place.

Question 2.8.1

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/route-3-develop-strategy-profiling-commodity-sustainable-procurement

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

(Weighting 0%)

ASA Response

ASA is aware the Scottish Government has set itself a clear purpose. "To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth."

ASA support this purpose and the requirement to deliver services in a way which aligns our business and the services we provide with this purpose. We must deliver this in an environmentally friendly way.

Our organisation exists by operating in markets experiencing skills shortages. We provide people work in roles where skills are hard to find and add to the productivity of the country. Providing opportunities, training and support to introduce people to these markets, allows the person who has perhaps been inactive or never considered such career options, an opportunity to better their lives and those of their families.

ASA's activities add value to the procurement spend of the local authorities. We create the opportunity for candidates to become or continue to be economically active. In so doing, we are delivering on Scotland's Economic Strategy. ASA feel our core activity, the supply of labour to contracts throughout the nation, aligns with the sustainable procurement model of the Scottish Ministers.

ASA are an office based provider of services and do not manufacture products resulting in increased carbon deposits or hazardous materials. Nor do we require scarce or innovative materials in the delivery of our activities. We must ensure though that at all times we have a focus on how we pass the sustainability test in the delivery of our services.

Carbon/Energy consumption

We minimise consumption by:

REDACTED

Vehicle emissions

ASA has **REDACTED**.

Waste Production and Prevention

Where it is efficient to do so we **REDACTED.**

Metered water usage is assessed in the same way.

Property maintenance/improvement

During the year 2021, **REDACTED.**

Employment – skills and training

Where it is possible for us to do so we will **REDACTED.**

Fair work – workforce matters

We are a Living Wage Service Provider and do not operate any unfair working practices, evidenced by our registration with the Gangmasters & Labour Abuse Authority (registration number ASAI0003) and Care Inspectorate (registration number CS2006118363) and recent a project commencing work with the organisation, Great Places to Work.

Fairly and ethically traded

ASA does not exploit our worker's rights and conditions. This is evidenced by our Gangmasters & Labour Abuse Authority registration and Modern Slavery Policy available on our website. We ensure our supply chain mirrors this stance. **REDACTED.**

Physical/mental health and wellbeing

ASA's service provides the individual worker with a means of earning income which enhances their position in life and that of those around them. We feel this provides purpose and pride for the individual and it has a positive impact. **REDACTED**.

Security and crime impacts

Our industry is known for and is open to risk from gangmaster exploitation. ASA became a member of the Gangmaster licencing organisation as soon as it was formed and will remain a member.

Security and crime improvement

REDACTED.

Reducing underemployment.

REDACTED.

**Our training and efforts to get them work helps self-confidence and REDACTED.
Reducing the proportion of employees earning less than the Living Wage. Through our accreditation as a Living Wage Service Provider we push the current living wage as the minimum to be paid. REDACTED.**

Reducing the pay gap.
ASA's gender pay gaps are – REDACTED.   We search for the right person with the right skills/talent and attitude. These are the key qualities we look for.

Increase the proportion of young people in learning, training or work.
We continually assess our workforce diversity to ensure we are balanced in our approach. REDACTED.

Improving Scotland's Reputation.
By providing the individuals with a means of earning income, this enhances their position in life and that of those around them, improving the economy. Scotland's image will be improved and come to be known as a progressive and fair country to live. This is a long term strategy and will be achieved by providing fair pay, equality, good working conditions and career enhancement to the population of Scotland.

Improve the skill profile of the population.
Training provision by ASA allows candidates to enter the world of work with an enhanced suite of skills. This is relevant for those coming to the workplace for the first time having a long career ahead of them. It could be that they are either returning to work or wishing a change of occupation. Whatever the situation, ASA welcome them, provide training and supply work for them to continue their development.

Improve support for people with care needs.
REDACTED.

Question 2.9.1

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%)

ASA Response

ASA is aware of and has read the draft Culture Strategy for Scotland document. Where public money is being spent, it ought to create opportunities and actions for the greater good, improving culture and communities as we go.

ASA has a small part to play in this ambitious plan. Our activities create income and careers, freeing families from a history of economic inactivity. Improvements are made in their present lives and that of their future generations. We assist in the improvement of a positive culture, improving health & wellbeing, economic activity, education (via training) and reducing inequality as a living wage service provider.

Improve the skills profile of the population.
ASA assists candidates to enter the world of work with an enhanced suite of skills. Candidates could be a first time worker, returning to work or wishing a change of occupation.

Targeted Recruitment & Training for unemployed persons.
REDACTED.
Our training and efforts to get them work helps their self-confidence. REDACTED.

ASA's **REDACTED** the Government strategy in improving support for people with care needs. This is done in order that we have people working in this market who are going to represent us and

themselves well but ultimately so that the service provider the candidate is working with has the best possible experience during their later years. **REDACTED.**

REDACTED.

Reduce the proportion of employees earning less than the Living Wage.
Through our accreditation as a Living Wage Service Provider we push the current living wage as the minimum to be paid. REDACTED.

Increase the proportion of young people in learning, training or work.
We continually assess our workforce diversity ensuring we are balanced in our approach. REDACTED.

This is where we feel we could add most value to Institutions using this framework. **ASA REDACTED.**

Apprenticeship Programmes and Kickstart Scheme.
REDACTED.

Local Employment
The main benefit ASA has provided is assisting with local employment in the geographical areas within which we operate. This generates local employment in the area, increases skills in the area and individuals' self-confidence and also assist the local economy. Studies have found that local employment promotes a greater sense of pride in the community. **ASA REDACTED.**

In addition we have offered assistance with **REDACTED.**

Charity
ASA contributes to charities **REDACTED.**

Equality and Diversity Initiatives
ASA is part of the Disability Confident Scheme.

During every recruitment process we ensure we encourage a response from the broadest spectrum possible of applicants by implementing the tools below;

REDACTED.

Along with the above factors ASA's aim is to create an environment that encourages and values diversity within its workforce and builds on the differences individuals bring, enabling ASA's continued success. We aim to draw upon the widest possible range of views and experiences in order to meet the changing needs of our staff, clients and partners.

Question 2.10.1

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%)

ASA Response

ASA's tender has been submitted on the basis of TUPE regulations not applying or relevant to this Framework.

ASA do not envisage TUPE will apply to the framework because;

REDACTED