

DPS Schedule 6 (Letter of Appointment Template and Order Schedules)

Letter of Appointment

This Letter of Appointment is issued in accordance with the provisions of the DPS Contract (Communications Market Place Framework RM6124) between CCS and the Agency, dated 9 August 2023.

Capitalised terms and expressions used in this letter have the same meanings as in the Order Incorporated Terms unless the context otherwise requires.

ORDER:

Order Number:	<i>Branding Strategy IfATE109</i>
From:	Institute of Apprenticeships and Technical Education Sanctuary Buildings 20 Great Smith Street London SW1P 3BT
To:	Engine Partners UK LLP (MHP Group) 60 Great Portland Street London W1W 7RT

Order Start Date:	9 August 2023
Order Expiry Date:	30 November 2023
Order Initial Period:	3 Months
Order Optional Extension Period:	Not Applicable

Goods or Services required:	<i>DEVELOPMENT - PHASE ONE (August 2023)</i> The agency will continue the development of the draft IfATE vision, purpose, values, audience understanding, and brand architecture, in Annex.
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	<p>We will support the appointed agency to run a set of workshops with IfATE to develop and turn these into simpler and clear brand criteria, utilising their expertise to help deliver something that all across IfATE can unite behind and which sits comfortably within and adds value to the overall DfE skills brand.</p> <p>We expect for the agency to add their expertise, but also to rigorously test and ensure that the vision, purpose and values will resonate with our audience.</p> <p>The creation of a set of metrics to measure brand impact, building upon what has been produced.</p> <p>The agency will report in weekly to an IfATE and DfE steering group, which will help ensure that the brand development fits with the overall DfE brand work in this skills space.</p> <p><i>DEVELOPMENT AND TESTING - PHASE TWO (September 2023)</i></p> <p>Development of a new brand identity for IfATE based upon the brand strategy above – including a clear slogan, that will allow us to quickly explain what it is we do, ideally in just 5 words or less, develop a defined brand voice, and aesthetic look and feel that helps us to connect with our audience. Anything that is created would need to align with government accessibility rules and the agency must be able to check this without prompting, being used to working with government.</p> <p>Again, this would include a set of workshops with IfATE to ensure that the brand identity developed fits with our organisational goals. We would expect the slogan and key messaging developed to be tested with employer audiences and based upon evidence. We do not anticipate that the IfATE logo would need updating, and changing IfATE's name is not an option as this is set in statute.</p> <p>The creation of an IfATE quality mark to apply to the products we create and maintain: apprenticeships, T Levels and higher technical qualifications.</p> <p>This quality mark would need to co-exist alongside current branding for these qualifications, and act as a supporting mechanism which helps to ensure that employers and learners know and understand that the qualifications developed are up-to-date and created by employers.</p> <p>The use of the quality mark will take into account our brand touchpoints, and means of reaching these audiences, and the appointed agency will advise on how best to achieve the outcome we are seeking within the parameters we have defined.</p> <p>A briefing on progress and a creative session run by the hired agency with IfATE's board on 21st September 2023, to gain board buy in and ensure that they are adequately sighted on progress and have had a chance to contribute.</p> <p>The agency will continue to report in weekly to an IfATE and DfE steering group, which will help ensure that the brand development fits with the overall DfE brand work in this skills space</p> <p>The proposed brand identity will be rigorously tested via DfE, both through the use of existing forums and through direct work with DfE teams including the higher technical qualifications team</p>
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Guarantor(s)	Not Applicable

Order Contract Charges (including any applicable discount(s), but excluding VAT):	£63,912.50
Liability	See Clause 11 of the Core Terms Estimated Year 1 Charges:
Additional Insurance Requirements	Not Applicable
Client billing address for invoicing:	<div>████████████████████</div> <div>████████████████████</div>

Special Terms	Not Applicable
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PROGRESS REPORT FREQUENCY

Weekly

PROGRESS MEETING FREQUENCY

Weekly (Monday 3-4pm)

KEY SUBCONTRACTOR(S)

Not Applicable

COMMERCIALLY SENSITIVE INFORMATION

As annotated within Schedule 4

SOCIAL VALUE COMMITMENT

The Agency agrees, in providing the Goods or Services and performing its obligations under the Order Contract, that it will comply with the social value commitments in Order Schedule 4 (Order Proposal)

SERVICE CREDIT CAP

Not Applicable

ORDER INCORPORATED TERMS

The following documents are incorporated into this Order Contract. Where numbers are missing we are not using those schedules. If the documents conflict, the following order of precedence applies:

1. This Letter of Appointment including the Order Special Terms and Order Special Schedules.
2. *Joint Schedule 1 (Definitions and Interpretation) RM6124*
3. *The following Schedules in equal order of precedence:*
 - *Joint Schedules for RM6124*
 - *Joint Schedule 2 (Variation Form)*
 - *Joint Schedule 3 (Insurance Requirements)*
 - *Joint Schedule 4 (Commercially Sensitive Information)*
 - *Joint Schedule 6 (Key Subcontractors) **Not Applicable***
 - *Joint Schedule 7 (Financial Difficulties)*
 - *[Joint Schedule 8 (Guarantee)] **Not Applicable***
 - *Joint Schedule 10 (Rectification Plan)*
 - *Joint Schedule 11 (Processing Data)*
 - *[Joint Schedule 12 (Supply Chain Visibility) **Not Applicable***
 - *Order Schedules for **IfATE Branding Strategy IfATE109***
 - *Order Schedule 1 (Transparency Reports)*
 - *Order Schedule 2 (Staff Transfer)*
 - *Order Schedule 3 (Continuous Improvement)*
 - *[Order Schedule 5 (Pricing Details)*
 - *[Order Schedule 6 (ICT Services)*]
 - *[Order Schedule 7 (Key Supplier Staff)*]
 - *[Order Schedule 8 (Business Continuity and Disaster Recovery)]*
 - *[Order Schedule 9 (Security)*]
 - *[Order Schedule 10 (Exit Management)*]

- [Order Schedule 13 (Implementation Plan and Testing)]
- Order Schedule 14 (Service Levels) **Not Applicable**
- [Order Schedule 15 (Order Contract Management)]
- Order Schedule 16 (Benchmarking) **Not Applicable**
- Order Schedule 17 (MOD Terms) **Not Applicable**
- Order Schedule 18 (Background Checks) **Not Applicable**
- Order Schedule 19 (Scottish Law) **Not Applicable**
- [Order Schedule 20 (Order Specification)
- Order Schedule 21 (Northern Ireland Law) **Not Applicable**
- Order Schedule 23 (HMRC) **Not Applicable**

4. CCS Core Terms
5. Joint Schedule 5 (Corporate Social Responsibility) RM6124
6. Order Schedule 4 (Proposal) as long as any parts of the Order Proposal that offer a better commercial position for the Client (as decided by the Client) take precedence over the documents above.

No other Agency terms are part of the Order Contract. That includes any terms written on the back of, or added to this Order Form, or presented at the time of delivery. For the avoidance of doubt, the relationship between the Parties is non-exclusive. The Client is entitled to appoint any other agency to perform services and produce goods which are the same or similar to the Goods or Services.

FORMATION OF ORDER CONTRACT

BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Agency agrees to enter into an Order Contract with the Client to provide the Goods or Services in accordance with the terms of this letter and the Order Incorporated Terms.

The Parties hereby acknowledge and agree that they have read this letter and the Order Incorporated Terms. The Parties hereby acknowledge and agree that this Order Contract shall be formed when the Client acknowledges (which may be done by electronic means) the receipt of the signed copy of this letter from the Agency within two (2) Working Days from such receipt.

For and on behalf of the Agency:		For and on behalf of the Client:	
Signature:		Signature:	
Name:		Name:	
Role:		Role:	
Date:		Date:	

ANNEX A

Agency Proposal

As an agency with a specialism in strategic brand positioning, we have a tried and tested approach to delivering for organisations. This end-to-end “4D approach” to brand strategy projects is designed to take you on a journey to a new insight-led brand which engages your audiences, navigates your market, and drives resonance with key stakeholders.

From **Discovery** and **Diagnosis**, we then **Define** and **Deliver** your updated brand. This approach will be mapped against your three delivery phases.

During **discovery** we'll undertake primary and secondary research to fully understand you and your rapidly evolving multi-market context.

We begin by agreeing key competitors, stakeholders and audiences, and reviewing existing data about your position versus your competitors. The IFF research will support other sources of data. Above, we have hopefully started to show some thinking as to the considerations for this project and further research and insights will provide wider context.

Next, we undertake a comparative analysis of owned content, assets and materials.

Then we conduct a series of interviews and workshops with stakeholders to understand knowledge, perceptions and beliefs about the IfATE's value proposition and competitors, and to garner insight into exciting and unique elements of your offer. This is done via a mix of one-to-one and group workshops. We will work with the DfE & IfATE steering group to identify the right people to attend four workshops. We manage the process, facilitating the workshops, and all preparation for them including developing the framework for the workshop and the talk tracks. We share everything with IfATE in advance.

Recognising your ambition to develop a better understanding and awareness, and a trusted kitemark, it's vital we speak with target audiences and external partners so we get all perspectives – this will involve the DfE and employer groups, both large and small. We want to have a mix of stakeholders who can talk to the different focus areas and responsibilities of IfATE as this will help us in the development of the vision, purpose, values, and brand architecture.

At the end of this first phase a discovery pack is shared that reports back on all of the insights and our conclusions as to their implications for the next phase of activity.

Conducted directly after this, the **diagnose** phase is used to identify key opportunities for your brand. We highlight areas where key stakeholders and audiences are aligned (recurring themes), and drive decisions where there are differences.

We'll undertake an “opportunity and decision analysis”, identifying chances to lead the public discussion around further education and to build IfATE's reputation. We'll prepare the output of this – to discuss with key internal stakeholders during interactive workshops, allowing them to come to a shared perspective on the direction for the brand and the kitemark.

In terms of timings, we'd expect **Delivery** to be complete and **Diagnose** to be underway during **Phase 1** of this campaign. After this **Define** and **Delivery** below would take place during **Phases 2 and 3**.

In the next **define** phase we conceptualise up to three different creative routes for the brand identity and slogan. Building from insights during discovery and agreement during diagnose, we'll align this with the opportunities identified to engage and differentiate your offer.

We will run a specific creative workshop with senior leaders and key stakeholders from across the DfE and IfATE so that we can ensure there is a preferred route.

Additionally at this stage, we will test a preferred route with employer groups, visualising it across assets. As we build out the concepts, we will maintain regular creative check-ins with the IfATE team and use shared platforms for reviewing the different stages of the design development.

At the end of this phase we will provide a summary of the proposed redesign to share with stakeholders and present to the ifATE Board.

Finally, the **delivery** phase ensures the new brand positioning and the kitemark is fully understood and effectively used. Final refinement leads to conversion into a final brand strategy and guidance pack as to how the brand works across different touchpoints – both existing and potential new channels.

We support you in:

- 1) developing an overarching guide as to how the kitemark is to be applied
- 2) rolling it out internally and developing appropriate content (presenting if desired) to secure buy in
- 3) creating templates for utilisation by the wider organisation.

We supply finished open artwork as well as print production ready files that are shared via a secure platform as required.

Timeline for delivery

Please refer to our indicative project plan supplied as a separate document. This is an example of how we put together a timings plan and is based on the Phases described in your tender. This would be refined in collaboration with IfATE once we better understand your processes for approvals and any additional timings that will inform the plan.

Mitigating challenges

As outlined in question 6.1 we have tried and tested processes for delivering projects such as this but recognise, where there are multiple stakeholders and prescribed deadlines, sometimes challenges can arise. To mitigate issues as much as possible in advance, we apply the following:

- Clear Scope of Work – we'll work with the steering group to set up a RACI matrix. Establishing this from the start means we can be more efficient with the groups' time and establish the appropriate cadence of check ins and meetings, and means the roles (and deliverables) are clear from the outset
- Shared systems – a designated project folder will be set up via a compatible system so files can be shared securely and versions controlled
- Clear delivery plan – part of onboarding, we'll work with the working group to understand approvals / turnaround times to factor their time – and the wider team – into our delivery plan without making their input & time burdensome

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- Regular contact – regular check-ins will be scheduled throughout the project with the steering group which means any issues can be identified and managed in a timely manner
- Feedback – with multiple stakeholders, feedback will be collated within set and clear deadlines so there are not any delays

Annex B

Statement of Work-

This Statement of Work is issued under and in accordance with the Order Contract entered into between the parties dated *[insert date of signature of Order Contract.]*

Any schedule attached to this Statement of Work will describe in detail the different types of Services to be provided under that Statement of Work. A schedule attached to this Statement of Work only applies to the relevant project to be delivered under that Statement of Work, and not to any other Statement of Work, or to the provision of the Services as a whole.

1.1 Where a Statement of Work would result in:

- a variation of the Services procured under this Order Contract;
- an increase in the Charges agreed under this Order Contract; or
- a change in the economic balance between the Parties to the detriment of the Client that is not provided for in this Order Contract, the relevant term(s) will be dealt with as a proposed Variation to this Order Contract in accordance with the Variation procedure set out in Clause 24.

Project:	We want to strengthen IfATE's ability to perform its legislative role effectively, by increasing employer awareness, trust and advocacy.
Project start Date	9 August 2023
Notice period for cancellation	Not Applicable
[Project Notice Period]:	
Overarching Brand/Campaign	We are undertaking this work in the context of wider brand strategy activity being undertaken at DfE in relation to careers and skills services. The IFATE brand which is developed will act a test case, helping to shape and inform the crafting of the wider brand family created by DfE in the skills space. What we produce will need to link with the policy and communication goals of DfE. We will include DfE in the steering group and ensure the timing works to feed insights into the DfE work.
Goods or Services	DEVELOPMENT - PHASE ONE (August 2023) The agency will continue the development of the draft IfATE vision, purpose, values, audience understanding, and brand architecture, in Annex. We will support the appointed agency to run a set of workshops with IfATE to develop and turn these into simpler and clear brand criteria,

utilising their expertise to help deliver something that all across IfATE can unite behind and which sits comfortably within and adds value to the overall DfE skills brand.

We expect for the agency to add their expertise, but also to rigorously test and ensure that the vision, purpose and values will resonate with our audience.

The creation of a set of metrics to measure brand impact, building upon what has been produced.

The agency will report in **weekly** to an IfATE and DfE steering group, which will help ensure that the brand development fits with the overall DfE brand work in this skills space.

DEVELOPMENT AND TESTING - PHASE TWO (September 2023)

Development of a new brand identity for IfATE based upon the brand strategy above – including a clear slogan, that will allow us to quickly explain what it is we do, ideally in just 5 words or less, develop a defined brand voice, and aesthetic look and feel that helps us to connect with our audience. Anything that is created would need to align with government accessibility rules and the agency must be able to check this without prompting, being used to working with government.

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DELIVERY PHASE – Phase Three (October 2023)

An implementation approach, setting out what actions must be taken to continue to develop IfATE's brand into the future – including detailed guidance on effectively utilising the quality mark and brand touchpoints developed.

The agency will advise on how we can best utilise:

- IfATE website (1.9m unique users per year)
- IfATE relationships with current trailblazer employers (we estimate approximately 7,800 are engaged at any one time)
- IfATE LinkedIn (25,647)
- Media (IfATE currently generates around 50 national media hits per year and 800 regional and trade press hits)
- Employer conferences and speaking opportunities (we estimate IfATE has 175+ speaking slots and visits per year)
- And both new and existing brand touchpoints, to improve the impact of our work on building awareness, trust and advocacy.

The agency will continue report in to a **weekly** IfATE and DfE steering group, which will help ensure that the brand development fits with the overall DfE brand work in this skills space.

A final brand strategy, encompassing all of the above and reflecting feedback from IfATE's board, which has been signed off by IfATE and the DfE by the end of October 2023.

Project Plan:

[illegible]**Contract Charges:**

As Above

Total	£76,695.00 inc VAT
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Client Assets:

A draft Brand Strategy, Research report from IFF with employer perception data, Provide administration of workshops, IfATE digital branding assets related to the current brand.

International locations:	<i>Not Applicable</i>
Client Affiliates:	<i>Not Applicable</i>
Special Terms:	<i>Not Applicable</i>
Key Individuals:	
Authorised Agency Approver:	
Authorised Client Approver:	<i>Set out details of the person(s) who have the authority to agree day to day decisions on behalf of Client for this Project. Agency to advise.</i>

Signed by:.... [Redacted]
by (print name):... [Redacted]
As Agency Authorised Approver for and on behalf of
[Agency]
Date..... [Redacted]

Signed by:.... [Redacted]
by (print name):..... [Redacted]
As Client Authorised Approver for and on behalf of
[Client]
Date.. [Redacted]