

Because NHS Digital:

- operates in fast paced an environment, we must be flexible in our delivery, reprioritising to meet the needs of a range of internal clients, commissioners and pivoting to respond to external factors; and
- has seen the impact of the COVID-19 pandemic has accelerated delivery and we expect a period and repositioning as we support the health system respond to the lessons; and
- manages some of the most complex technical delivery programmes across government, some of which will need to continue to adapt to reflect the shifts in expectations that need strategic communications input and creative outputs to meet demand;

Examples of the types of activity to be called off throughout this contract term can be found at Appendix A.

The Supplier will augment and work alongside our communications teams supporting activities from small tactical projects to the development and iteration of larger communications strategies and plans and the creation/ delivery across the full range of communications channels and materials. This contract aims to procure partners able to support communications needs in a timely and cost-effective way. It is important that we develop relationships with supplier(s) with an ability to create on-brand, aligned and complementary outputs. All produced must take into account communications best practice, and meet inclusion and accessibility standards and criteria.

To provide communications strategic advice and editorial and creative delivery across complex work areas; the Supplier(s) will have expert communications, brand and marketing knowledge, skills and credentials. It is also desirable that the Supplier(s) have experience and knowledge of the health and social care and digital/ technology sectors. This should include an understanding of the challenges the organisation faces and its audiences.

The Customer will commission work through this Agreement in line with the process set out in Appendix D.

Overview of Requirements

This document details the capabilities and expected high level requirements to support the organisation. By its nature, the future statements of work will be developed over the term of this Call-Off Contract typically within a defined and short (generally small numbers of weeks) time frame.

Example Projects / Elements Required (all theoretical - provided for tendering approach only)

This provides examples of three specific/detailed theoretical project briefs for which we are looking to gain costed plans- all inclusive of appropriate project management/ reporting.

Project Brief 1 – tactical production [REDACTED] **– one month max**

Specific tactical delivery of a small package of feature written piece for health tech journal (2000 words and related infographic) and associated animation (2 minutes)/ for new data offering- covering:

- Desk research and interview with subject matter expert(s)
- Feature development and writing
- Infographic development / creation
- Animation concept development, script writing, story board creation, animation and editing.

Project Brief 2 – strategy, approach development and production [REDACTED] **two months max**

Mid-level integrated internal comms ‘safe to speak up’ approach development and delivery, covering:

- Desk audit review of existing materials information

- Comparator benchmarking
- Discussions with key EMT members [REDACTED]
- Develop messaging framework
- Key messaging reflecting our updated tone of voice, corporate narrative and internal campaign messages
- Visual concepts for suggested assets new for approach in line with new look and feel delivery and approach (including): digital handbook/ approach and online training module
- Intranet content suggested approach/ storyboard and final copy to include case story
- Updated website copy for employer brand / recruitment microsite
- Supporting PPT deck for 'all hands' internal communications

Project Brief 3 – tactical production [REDACTED]

Significant multi-channel integrated cyber-related NHS staff-facing communications plan covering:

- Strategic work- research and develop comms strategy using information and audience information provided by team -including focus groups for naming approach for new cyber security service
- Development and creation of web-based / microsite toolkit/ collateral for use by NHS front line comms
- 1 x film (5mins) and 1 x animation (2 mins) for use on web/ social
- Website – original copy and content including infographics and relevant photography to support
- Social media- plan and designed resources for month-long approach of supporting activity
- PPT slide deck to support senior leader leaders at Healthtech industry event

Technical Envelope Tender Response (see ITT document for full details)

Bidders should submit a written response to this Tender Brief that will include the following elements. The responses should be attached to the relevant question in Atamis:

TE.1 Background information about your organisation (including the number of permanent staff – should be a minimum of ten - and the account team (including CVs) who will be directly involved with this Contract should the work be awarded. (Your response should be no more than two A4 pages, excluding CVs. A page is defined throughout this document as one side of A4, font size Arial 11pt, single line spacing and minimum margin width of 2cm. Anything in excess of the page limit will not be evaluated).

TE.2 Three current or recent case studies relevant to this brief (i.e. health/ tech/ NHS-related projects) from your organisation's work history. (No more than three A4 pages. Please keep this as succinct and relevant as possible).

TE.3 Details of established relationships with specialist sub-contractors/freelancers. (No more than two A4 pages).

TE.4 Technical response to the three example project briefs above (each no more than two sides of A4 per project brief), including:

- a) An outline approach (including timeline) to how your organisation would work with NHS Digital to develop the approach and content and source the skills necessary to deliver it (including the ability to source and engage specialist freelancers)

- b) An outline of what your organisation will require from NHS Digital and at what stages of the project
- c) A summary of any considerations that the brief doesn't address that would need further development for the project to be successful and of assumptions made in this brief and its schedule that may be obstacles to delivery.

Further Information

NHS Digital current Identity Guidelines: <https://digital.nhs.uk/about-nhs-digital/corporate-information-and-documents/nhs-digital-style-guidelines>


NHS Identity Guidelines: <https://www.england.nhs.uk/nhsidentity/>

Appendices

Appendix A

Example projects possible under the call-off contract. This is an indication only and does not constitute a firm commitment of spend.

Activity Headline Description	Expertise	Duration	Value
<u>Update NHSD Visual Look and Feel and Tone of Voice</u> Development of an updated look and feel across all touch points that sits within the wider NHS brand guidelines.	Strategic brand experts, researchers, visual designers, and copywriters. Worked closely with internal stakeholders to develop and roll out new assets and guidelines across multiple areas (web, ppt, social, display)	6 Months	
<u>Development of interactive training materials in communications</u> Development of a suite of training materials on bespoke platforms to be web and intranet integrated. On brand and developed to upskill in core communications skills to non-experts	Training materials design, web design, research, copywriting, animation, (offering a platform that could be integrated in our website)	3 months	
<u>Development of corporate video</u> Development of the script and producing final video of corporate video.	Complex project management, concept development, script writing, story board creation, film production and editing.	3 months	
<u>Development of corporate animation</u>	Complex project management, concept development, script writing, story board creation, animation and editing.	4-6 weeks	
<u>Supplementary filming and post-production</u> Unlike the example above, this is where we produce a film, but need to outsource elements of it rather than the whole project.	Direction, lighting, sound engineering, camera operation, post-production edit in Adobe Premier Pro/After Effects/Audition where appropriate	Day rate	

<u>Voiceovers</u>	Professional voiceover artist, plus sound engineering and editing	Per voiceover
<u>Annual report copywriting</u> Interviewing and copywriting for annual report	Journalistic research skills (inc. interviewing), copywriting, content design for the web	3 months
<u>Feature writing</u> Researching and writing feature articles	Technology/science journalism, feature writing, Journalistic research skills (inc. interviewing), web content design, multimedia journalism	1 month
<u>Policy writing</u> Rewriting corporate policies for html format	Content design, policy writing, web content design, internal communications	2 months
<u>Design and production of major corporate report</u> For example, Annual Report.	Complex project management, design, print production, strong version control	6 months
<u>Report writing and production</u> Write corporate documents and produce them in printed/ electronic pdf form: e.g. work on the strategy documents)	Copywriting / copy editing, Design (in either electronic or printed formats)	1 month
 Icon creation	Graphic design – expertise in creating vector graphics in Adobe Illustrator	18.5 hrs
Individual “process” illustration – for PowerPoint presentation	Graphic design – expertise in creating an illustration in Adobe illustrator for use in PowerPoint	6hrs

Formatting and rendering of 3-D illustrations	3-D graphic design – expertise in creating 3-D graphics in Adobe Dimensions	
Internal comms campaign development and delivery	Project management, graphic design for web, social media and print using Adobe Photoshop, Illustrator and InDesign.	2 months

Appendix B

Org Book (descriptions of each directorate work areas)



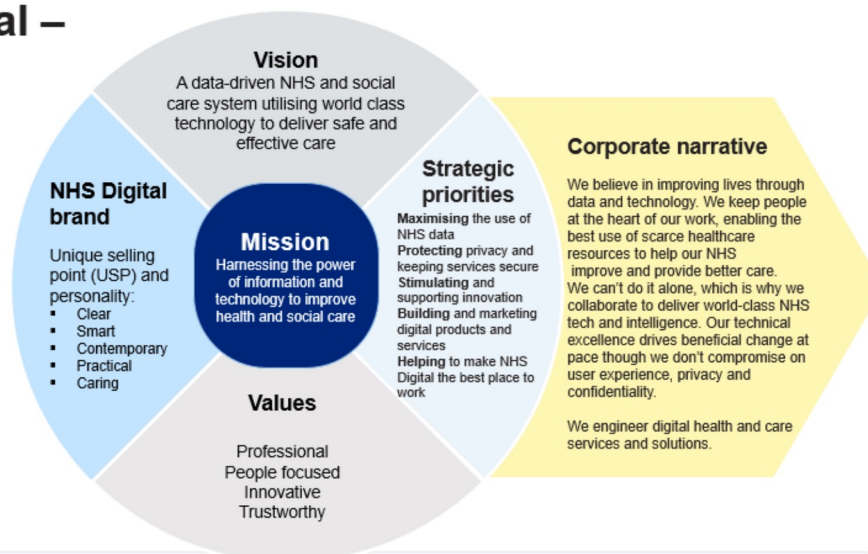
NHSDigital-OrgBook
-FEB2021.pdf

Appendix C

NHS Digital brand compass and style guidelines

see below

NHS Digital – brand compass



NHS Digital style guidelines

<https://digital.nhs.uk/about-nhs-digital/corporate-information-and-documents/nhs-digital-style-guidelines>

NHS Digital – brand identity document – available on contract award

NB- new corporate NHS Digital film is in production.

Appendix D

Call off contract operation and ways of working

The Supplier's primary client for the Future Requirements shall be the Customer's Director of Communications (and delegates).

Subject always to the Commissioning Process outlined below, Future Requirements shall not be progressed until the Director of Communications has confirmed agreement in writing.

The Customer's Director of Communications may require the Supplier to work with other officers and teams within the organisation in order to progress and direct work undertaken as part of this

Call-Off Contract.

Commissioning process

Where the Customer wishes to commission work under this Call Off Contract, it shall:
Detail the requirements for each individual project including milestones and acceptance criteria ("Project Requirements") substantially in the format set out in response to the specific brief/project requirements provided

The Customer will communicate Project Requirements via a Statement of Work to the Supplier whereupon the Supplier shall have five (5) working days (or an alternative time period as set out by the Customer upon communicating the Project Requirements) to respond.

The Supplier shall respond to the Project Requirements (the "Supplier's Solution") in the format specified by the Customer at the point of communicating the project requirements.

The Supplier's Solution shall include details of how the work will be undertaken, a timeline/activity plan along with CV's and a brief summary of the expertise in the proposed resourcing model. It shall also include a detailed price for the delivery of the Project Requirements in the format provided by the Customer. Where no format is specified the method used to calculate the price shall be set out in sufficient detail for the Customer to understand how the price was determined and, as a minimum, the Supplier's pricing will be broken down by the day rates of resources operating on each project and will be no more expensive than those set out in its Tender.

In all instances, fixed fee or output-based pricing will be used.

The final decision will lie with the Customer.

- Within five (5) working days of receipt of the Supplier's Solution, or in any other time period the Customer deems appropriate, it shall review and feedback comments on the Supplier's Solution;
- Within two (2) working days of the Customer providing this feedback (or an alternative time period as set out by the Customer upon communicating its feedback) the Supplier shall provide a final Supplier's Solution to the Customer.
- Where the Customer agrees with the Supplier's Solution the Customer shall sign and return the Supplier's Solution to the Supplier for counter-signing whereupon the Supplier shall commence delivery of the Services detailed in the Project Requirements and Supplier's Solution at the time agreed in the Project Requirements.
- Amendments to Project Requirements (and associated pricing) after the execution of the associated Project Requirements shall follow the Variation process set out at Schedule 21 of the Call-Off Contract and actioned through the Commercial Team.

Close-off of projects

At any point during or before the Commissioning Process, the Customer may seek alternative means of delivering the requirement including potentially re-competing the requirement. The Call-Off Contract is non-exclusive, and the Customer does not commit to awarding any work as part of this Call-Off Contract.

Reporting and governance

Project Team weekly call – prior to the call, the Supplier shall provide to the Customer the following reporting:

- Progress reports against Milestones set out in each Project Requirement detailing Milestone's due for completion that are achieved, not achieved (with accompanying explanations) and any proposed changes to future Milestone dates (with accompanying explanations and impact assessment);
- Risks and issues associated with future Milestones and details of actions being taken by the Supplier to remedy those risks and issues;
- Burn rates of resources and any variance against the resource profile set out in the Supplier's Response to each project and communicating to the Customer when discounts will be applicable (in line with the pricing matrix);
- Any additional reporting requirements as set out in individual Project Requirements being delivered at that time.

On the third week of every calendar month, the Supplier shall provide the Customer with financial updates against each project to help facilitate forecasted accruals.

Security considerations

Some projects may require consultants to be cleared to the Authority security clearance level of Security Check (SC). Some projects may require a higher or lower level of clearance. The level of security clearance required will be communicated in the SOR and prior to the engagement commencing. The Authority will make best endeavours in providing as much prior notice as is possible in such an event.

Payment

Managing Public Money – Principles

NHS Digital have the responsibility to exercise proper stewardship of public funds, including compliance with the principles laid out in Managing Public Money. The standards ensure we are responsible for establishing and maintaining internal audit arrangements in accordance with the Public Sector Internal Audit Standards and have effective quality internal governance and sound financial management that demonstrates value for money.

All Project Requirements will be Fixed Priced where payment will be made upon either: achievement of individual Milestones as detailed in each Project Requirements and / or Project Plans; or achievement of all Milestones detailed in the Project Requirements.

Pricing will be determined based on the rate card submitted during the Call Off Procedure and utilising the incorporated discount mechanism submitted during that same procedure;

Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs completed against either an individual milestone or for the entire SOR;

Appropriate reference, subject title of the SOR and NHS Digital relevant and current purchase order number.

A copy of the deliverables/sign-off criteria from the Programme in the template provided, including a VFM statement, dated and signed by the individual nominated Programme Lead(s) Payments cannot be verified without the supporting evidence.
Expenses shall be subject to NHS Digital expense policy.

Base locations

The base locations of where the Services will be carried out at will be at our Leeds and London offices.

Schedule 3 (Charges)

1. How Charges are calculated

1.1 The Charges:

1.1.1 shall be calculated in accordance with the terms of this Schedule;

1.1.2 cannot be increased except as specifically permitted by this Schedule and in particular shall only be subject to Indexation where specifically stated in the Award Form; and

1.2 Any variation to the Charges payable under a Contract must be agreed between the Supplier and the Buyer and implemented using the procedure set out in this Schedule.

2. The pricing mechanisms

2.1 The pricing mechanisms and prices set out in Annex 1 shall be available for use in calculation of Charges in the Contract.

3. Are costs and expenses included in the Charges

3.1 Except as expressly set out in Paragraph 4 below, or otherwise stated in the Award Form, the Charges shall include all costs and expenses relating to the provision of Deliverables. No further amounts shall be payable in respect of matters such as:

3.1.1 incidental expenses such as travel, subsistence and lodging, document or report reproduction, shipping, desktop or office equipment costs, network or data interchange costs or other telecommunications charges; or

3.1.2 costs incurred prior to the commencement of the Contract.

4. When the Supplier can ask to change the Charges

4.1 The Charges will be fixed for the first 2 (two) years following the Contract Commencement Date (the date of expiry of such period is a "**Review Date**"). After this Charges can only be adjusted on each following yearly anniversary (the date of each such anniversary is also a "**Review Date**").

4.2 The Supplier shall give the Buyer at least three (3) Months' notice in writing prior to a Review Date where it wants to request an increase. If the Supplier does not give notice in time then it will only be able to request an increase prior to the next Review Date.

4.3 Any notice requesting an increase shall include:

4.3.1 a list of the Charges to be reviewed;

4.3.2 for each of the Charges under review, written evidence of the justification for the requested increase including:

- (a) a breakdown of the profit and cost components that comprise the relevant part of the Charges;
- (b) details of the movement in the different identified cost components of the relevant Charge;
- (c) reasons for the movement in the different identified cost components of the relevant Charge;]
- (d) evidence that the Supplier has attempted to mitigate against the increase in the relevant cost components; and]
- (e) evidence that the Supplier's profit component of the relevant Charge is no greater than that applying to Charges using the same pricing mechanism as at the Contract Commencement Date.

4.4 The Buyer shall consider each request for a price increase. The Buyer may grant Approval to an increase at its sole discretion.

4.5 Where the Buyer approves an increase then it will be implemented from the first (1st) Working Day following the relevant Review Date or such later date as the Buyer may determine at its sole discretion and Annex 1 shall be updated accordingly.

5. Other events that allow the Supplier to change the Charges

5.1 The Charges can also be varied (and Annex 1 will be updated accordingly) due to:

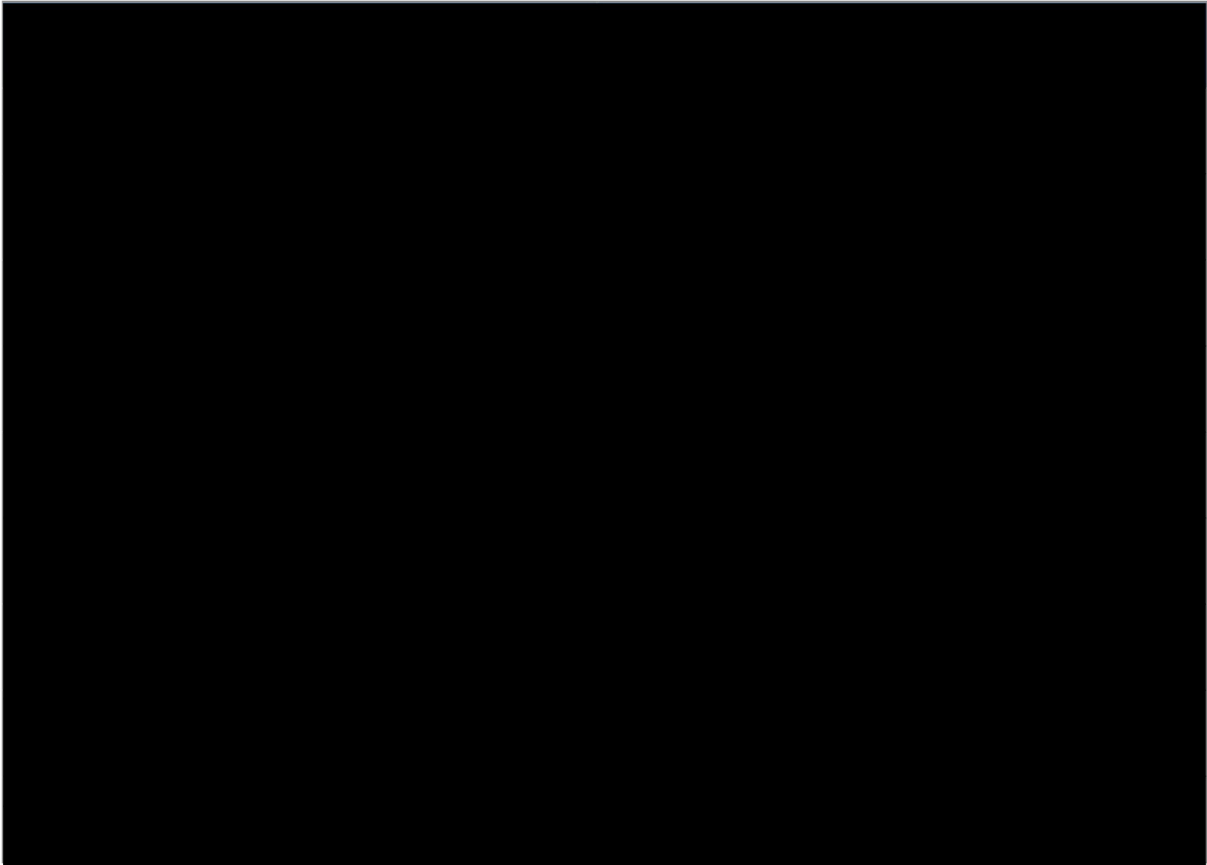
- 5.1.1 a Specific Change in Law in accordance with Clause 24;
- 5.1.2 a review in accordance with insurance requirements in Clause 13;
- 5.1.3 a benchmarking review in accordance with Schedule 12 (Benchmarking)]
- 5.1.4 a request from the Supplier, which it can make at any time, to decrease the Charges.

Annex 1: Rates and Prices

Table 1: Time and Materials

The Supplier (and its Sub-Contractor) shall not be entitled to include any uplift for risks or contingencies within its day rates

The rates below shall not be subject to variation by way of Indexation



Schedule 4 (Tender)

See Schedule 3 (Charges)