**SCHEDULE 2**

**Letter of Appointment and Order Form**



Dear Supplier,

**Letter of Appointment**

This Letter of Appointment is issued in accordance with the provisions of the Framework Agreement between The Department for Business and Trade and the Supplier dated 11th November 2024.

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

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| Order Number: | CR\_4677 |
| From: | The Secretary of State for the Department for Business and Trade ("Customer") |
| To: | ForgeFront Ltd ("Supplier") |

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| Effective Date:  | 22nd November 2024 |
| Expiry Date:   | End date 30th April 2025 |

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| Services required:   | Set out in Section 2 (Services offered) and refined by:The Customer’s Project Specification attached at Framework Annex A and the Supplier’s Proposal attached at Annex B; |

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| Key Individuals: | For the SupplierREDACTEDFor the CustomerREDACTED |
| Guarantor(s) | Not Applicable |

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| Call Off Contract Charges (including any applicable discount(s), but excluding VAT): | As per Annex C Costs  |
| Insurance Requirements | None in addition to those specified in the core terms of Futures Framework Reference Number: PS22410 |
| Customer billing address for invoicing: | Department for Business and Trade    |

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| Additional Clauses: | NONE |

**FORMATION OF CALL OFF CONTRACT**

**BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Supplier agrees to enter a Contract with the Customer to provide the Services in accordance with the terms of this letter and the Terms.**

**The Parties hereby acknowledge and agree that they have read this letter and the Terms.**

**The Parties hereby acknowledge and agree that this Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of this letter from the Supplier within two (2) Working Days from such receipt.**

**For and on behalf of the Supplier: For and on behalf of the Customer:**

Name and Title: Name and Title:

Signature: Signature:

Date: Date:

Annex D: Order Form

**ORDER FORM**

**Framework Agreement – Futures Framework**

This should include;

Annex A – Customer Project Specification

Annex B – Supplier Proposal

Annex C – Costs

Part 2 – The Terms as set out in this Framework Schedule 2 (Letter of Appointment and Order Form) shall apply to this Contract.

**FROM**

|  |  |
| --- | --- |
| **Customer** | The Secretary of State for the Department for Business and Trade |
| **Service Address** | Old Admiralty BuildingLondonSW1 2BL |
| **Invoice Address** | Department for Business and Trade   REDACTEDUndisputed invoices containing a valid Purchase Order Number shall be paid within 30 days of receipt. |
| **Contact Ref:** | REDACTED |
| **Order Number** | To be quoted on all correspondence relating to this Order: CR\_4677 |
| **Order Date** | 22nd November 2024 |

**TO**

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| **Supplier:** | ForgeFront Ltd |
| **For the attention of:** | REDACTED |
| **Address** | Mansion HouseManchester RoadAltrinchamCheshireWA14 4RW |

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| **1. SERVICES REQUIREMENTS** |
| * 1. **Services and Deliverables Required: As per Annex A Customer Specification**
 |
| **(1.2) Commencement Date:22nd November 2024** |
| **(1.3) Price Payable by Customer £127,280.00 – Full costs and breakdown of milestones are in Annex C** |
| **(1.4) Completion Date: 30th April 2025** |

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| **2 ADDITIONAL REQUIREMENTS** |
| **(2.1) Supplemental Requirements in addition to Call-Off Terms and Conditions: None** |
| **(2.2) Variations to Call-Off Terms and Conditions: None** |

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| **3. PERFORMANCE OF THE SERVICES AND DELIVERABLES** |
| **(3.1) Key Personnel of the Supplier to be involved in the Services and deliverables:** REDACTED |
| **(3.2) Performance Standards:** The Supplier shall work with the Customer to ensure all deliverables are on time and to agreed standards. The Supplier shall have a robust quality assurance and should assume that any reports will go through a maximum of three versions, with two rounds of comments from the Customer before a final version for sign off. |
| **(3.3) Location(s) at which the Services are to be provided: At Supplier’s premises**  |
| **(3.4) Quality Standards:** The Supplier shall set out their organization's arrangements and security procedures for receiving, storing, and handling data, including securely destroying data when appropriate. The Supplier must provide evidence of a current valid: * Cyber Essentials certificate

If the Supplier cannot provide one of the above, they must provide evidence demonstrating how they will achieve such certification prior to Contract commencement. Regarding accessibility requirements, the Supplier must comply with Public Sector Bodies (Websites and Mobile Applications) (No.2) Accessibility Regulations 2018.Research and analysis to meet standards set out in [the Magenta Book](https://www.gov.uk/government/publications/the-magenta-book) the [Government Social Research code](https://www.gov.uk/government/publications/the-goverment-social-research-code-people-and-products), the [Market Research Society Code of Conduct](https://www.mrs.org.uk/standards/code-of-conduct) and the [HM Treasury Green book](https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-governent).  |
| **(3.5) Contract Monitoring Arrangements:** Provision of an initial project plan at the initial scoping meeting to be consulted on and signed off on by the Customer. Plan shall detail the Suppliers expected research, actions or methodologies to address each of the questions listed in the projects research aims. Fortnightly/monthly progress meetings shall be organised and attended with the Supplier responsible for setting the agenda (with the agreement of the Customer) and distributing minutes in a timely manner (within 2 working days).  In tandem with these meetings the Supplier shall provide written progress reports explaining actions to date and future plans alongside an updated Gantt chart.Final and draft final reporting will be quality assured and assessed for accessibility/formatting upon receipt by the Customer. Documents which do not meet these criteria shall be returned for re-working at the Suppliers cost. Reporting shall be in the Customer’s standard branded template. The latest reporting template shall be provided ahead of the reporting period.

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| **Meeting/report** | **Content** | **Frequency** | **Format** |
| Inception meeting | Confirmation of methods and plans for upcoming research  | Once at project initiation | Virtual/hybrid |
| Progress meetings | Contract performance ideas discussion.  | Fortnightly/monthly as required at different project stages with more frequency towards the end of the project.  | Virtual/hybrid |
| Wider steering group meetings  | Likely project inceptionMid way progress report Interim draft of final report(s) | Up to 3 over the course of the project. | Virtual/hybrid |

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| **4. CONFIDENTIAL INFORMATION** |
| **(4.1) The following information shall be deemed Commercially Sensitive Information or Confidential Information:** The Supplier’s tender including pricing. |
| **(4.2) Duration that the information shall be deemed Commercially Sensitive Information or Confidential Information:** Three years. |

**By signing and returning this Order Form the Provider agrees** to enter a legally binding contract with the Customer to provide the Service specified in this Order Form together with, where completed and applicable, the mini-competition order (additional requirements) set out in section 2 of this Order Form. Incorporating the rights and obligations in the Terms and Conditions set out in the Framework Agreement entered into by the Provider and The Department for Science, Innovation and Technology and any subsequent signed variations to the terms and conditions.

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| For and on behalf of the Supplier- |
| Name and Title |  |
| Signature |  |
| Date |  |

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| For and on behalf of the Customer- |
| Name and Title |  |
| Signature |  |
| Date |  |
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**ANNEX A CUSTOMER SPECIFCIATON**

**Department for Business and Trade**

The Customer is the department for economic growth. We support businesses to invest, grow and export, creating jobs and opportunities across the country and internationally. We help to open-up new markets for UK businesses by removing barriers, striking trade deals and championing free trade, economic security, and resilient supply chains.

**Healthcare UK**

Healthcare UK (HCUK) was founded in 2013 as a joint initiative between the Department for Business and Trade (DBT), NHS England (NHSE) and the Department for Health and Social Care (DHSC). It is hosted in the Department for Business and Trade (DBT) and serves as a single international-facing brand for the UK healthcare industry (both public and private). Revenue generated by NHS organisations is reinvested back into the NHS.

In recent years, the healthcare sector has changed considerably due to the pandemic. As a result, an up-to-date report on what the sector now looks like globally and where the commercial opportunities now exist is required.

The purpose of this specification is to set out the scope of the services that the Supplier shall provide.

The Supplier shall provide a comprehensive main report in PDF format, consisting of approximately 100 slides, which will encompass the following:

1. Global Healthcare Market Post-COVID-19: This section will provide an overview of the global healthcare market after the COVID-19 pandemic, including information similar to that in Deliverable 1.
2. UK Healthcare Exports Summary: This will include data on export values, top markets (e.g., the US is worth £X, with £Y attributed to clinical services, and £Z is for Education & Training, etc.), and identification of current and upcoming priority markets.
3. Case Studies for the 10 Priority Markets: Each case study will present detailed statistics and graphs for an individual market, gathered from data, interviews, press articles, and desk research conducted throughout the methodology. Each case study will cover the following aspects:
* The market's potential for UK exports and major healthcare export opportunities.
* A brief view of the economic, social, and political status of the country's healthcare system. Growth of the healthcare sector including trends in healthcare spending from 2020 onwards, including sources and availability of funding.
* Government healthcare strategies and priorities.
* Key healthcare challenges in each country (e.g., diabetes, mental health).
* Challenges within the healthcare system e.g. lack of infrastructure or funding
* The strength of the NHS brand in the market.
* An assessment of ease of doing business in these markets, including potential trade barriers and mitigation strategies.
1. Export Sub-Sectors Analysis:This section will provide a breakdown of each sub sector, highlighting the markets with the greatest opportunities for each. The research sub sector areas include Clinical Services, Education and Training, Digital Health, and Health Systems Strengthening/Sustainability (net zero).

The Supplier shall provide a high-level recommendation and summary report will consolidate the findings from the previous deliverables and is intended for the audience of HCUK, DHSC, and NHSE. The report will support HCUK's engagement with healthcare organizations post-COVID and will aid in identifying new markets and strategies to support global healthcare exports. It's important to note that this report will not be published externally.

**Deliverable 1** An interim report.

**Deliverable 2** - Final Report: PDF format

• The Customer requires to receive a presentation with in-depth stats and graphs displaying the information stated above This presentation would be shared internally.

• An interim report, approximately 25 pages ahead of delivery date (approximately March 2025).

• An in-depth report with graphics and case studies (approximately 70 pages)

• A summary report, that will be a shorter version of the main document produced. (approximately 20 pages)

The report will provide Healthcare UK with information about key and developing export markets across the world by identifying overseas opportunities as well as barriers for trade for the UK Healthcare Services Sector. This information will enable Healthcare UK to develop our strategy for the foreseeable future, indicating where best to invest time and resource.

The research will be used to:

• Inform Healthcare UK’s strategy to promote the UK healthcare sector for the next 3 years.

• Provide valuable business intel to support industry in these sectors to make export decisions on markets to prioritise based on healthcare requirements.

Provide information to commercial officers based in UK Embassies and high commissions to help them identify develop relevant strategies to promote the healthcare sector to local audiences.

**Phase One (Scoping Phase, including Literature Review and Data Analysis):** This initial research phase aims to establish high priority markets for the UK Healthcare Sector, and we anticipate identifying 10 key markets for UK Healthcare services export by its conclusion.

**Literature Review:** A comprehensive scoping review will be conducted to offer insights into the global Healthcare Sector, particularly regarding the interest in UK Healthcare services exports according to the subsectors identified above. The objective of the literature review is to complete preliminary, broad-scale research on 25 (including the 10 priority) markets and to address inquiries regarding which markets hold the greatest potential for export opportunities in the healthcare sector. We request that the literature review encompasses research on the following markets:

· Bahrain

· Saudi Arabia

· Philippines

· Tanzania

· Colombia

· Jordan

· Peru

· Egypt

· South Africa

· Kenya

· Brazil

· Turkey

· UAE

· Qatar

· China

· India

The Supplier is responsible for identifying the remaining 9 markets to be included in the literature review. The evidence review will draw upon information from various sources, including government, academia, business, and industry, encompassing electronic and print formats. The supplier is expected to locate and provide the sources for the literature review. It is important to note that all sources contributing to the literature review concerning the current healthcare landscape should not exceed 3 years in age. This time frame is chosen to account for the global impacts and evolving perspectives on healthcare needs following the COVID-19 pandemic.

Examples of Sources that could be used:

· ONS Pink book

· LaingBuisson

· HESA

· Healthcare UK

· National Audit Office

· Individual hospital trusts

· UNCTAD

· WHO

· Institute for Health Metrics and Evaluation

· The Economist

· FCDO

· Publicly available literature

Please note that the Customer has previously commissioned two research reports to inform our strategy to promote the UK healthcare services sector. The Supplier for this project will have access to both reports to inform their exploration of specific markets. While the sources in both reports can be used as references, the Customer expect the Supplier to review more up-to-date documents.

For the Data Analysis element, the Supplier shall utilise secondary data sets (e.g., econometric and economic analysis). The Customer expects the Supplier to employ econometric and descriptive analysis techniques to assess the current and future landscape of the Global Healthcare Market.

This analysis shall encompass:

• Examination of national healthcare spending.

• Identification of healthcare projects commissioned by countries, both current and anticipated in the future.

• If available, an understanding of the value of contracts, sourced from company press releases, government tender publications, and annual healthcare reports from government and private sector entities.

Please note that the Customer anticipate a combination of quantitative and qualitative research. The Supplier should already have the capability to conduct research on the identified markets. The Customer expect the Supplier to make use of a variety of sources, including:

• Country reports - Produced by the delivery partner or other consultancies/organisations.

• International agency reports on healthcare.

• Healthcare expenditure statistics, if available and categorised by the key areas listed above.

• Literature reviews, such as ONS Pink Book, competitor's annual reports (e.g., BUPA, AVIVA, HCA), etc.

• Reports from UNCTAD and other international agencies.

• DBT Trade Officers based in High Commissions/Embassies.

• Reports by start-ups and healthcare companies engaged in international exports.

• National reports released by external markets.

After completing phase one, the Supplier shall collaborate with the Buyer to agree on the prioritisation of the top 10 potential export markets, which will be the focus of the phase two research. Additionally, the Customer require in-depth case studies to be conducted for these 10 markets. To note, the Customer does not expect China, Brazil or India to be included as an in-depth case study, the Customer requires these markets to be included in the phase one, high level research only.

**PHASE TWO**

**Qualitative Interviews -**

A series of interviews shall take place to explore the healthcare landscape and understand the needs and opportunities in the countries we have jointly identified as priorities. These interviews will focus on assessing the willingness of stakeholders and countries to collaborate with international partners, and they will touch upon key aspects like budgets and ease of access for UK businesses to the markets.

The Customer anticipate conducting a minimum of 15 one-hour virtual interviews. The actual number of interviews required may vary depending on the size of each market. The individuals interviewed will primarily include government officials, buyers, market specialists and UK companies with a minimum turnover of £250,000. All interviewees will hold senior positions in their respective organisations.

The Customer shall be consulted on potential interviewees. The purpose of these interviews is to gain insights into global healthcare trends and, more specifically, those in our prioritised markets. For instance, the Customer aim to gather information about each market's healthcare systems, healthcare needs, and emerging trends. The Supplier shall be responsible for crafting interview questions, identifying relevant stakeholders, and coordinating the interviews. These questions shall require final sign off by the Customer. The Customer shall assist by providing a list of commercial officers and UK stakeholders for potential contact.

It's important to note that different stakeholders will be asked different sets of questions based on their roles. The Supplier will have the discretion to determine which questions are most appropriate for each stakeholder

**Key Dates and Milestones**

The Customer expect all deliverables to be met within four months of the Contract with the Supplier being signed. When signing the Contract, the Customer shall agree what the key project milestones are, for example when the interim report should be shared by.

**Dependencies**

The day-to-day support provided by Healthcare UK to NHS organisations exporting abroad is dependent on an accurate knowledge of Opportunities.

Healthcare UK strategy for FY 25/26 will be influenced through this research.

The Supplier shall have the capability to conduct research on the identified markets. The Supplier shall make use of a variety of sources, including:

• Country reports - Produced by the delivery partner or other consultancies/organisations.

• International agency reports on healthcare.

• Healthcare expenditure statistics, if available and categorised by the key areas listed above.

• Literature reviews, such as ONS Pink Book, competitor's annual reports (e.g., BUPA, AVIVA, HCA), etc.

• Reports from UNCTAD and other international agencies.

• DBT Trade Officers based in High Commissions/Embassies.

• Reports by start-ups and healthcare companies engaged in international exports.

National reports released by external markets.

For the Data Analysis element, the Supplier shall utilise secondary data sets (e.g., econometric and economic analysis). The Supplier shall employ econometric and descriptive analysis techniques to assess the current and future landscape of the Global Healthcare Market.

This analysis should encompass:

• Examination of national healthcare spending.

• Identification of healthcare projects commissioned by countries, both current and anticipated in the future.

If available, an understanding of the value of contracts, sourced from company press releases, government tender publications, and annual healthcare reports from government and private sector entities.

**Contract Performance**

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| --- | --- | --- | --- | --- | --- | --- | --- |
| Metric | KPI | What information is required to measure this KPI? | How will the KPI be measured? | Inadequate | Requires Improve-ment | Approaching Target | Good |
| Contract management  | Governance deadlines met   | Governance meetings and reports delivered as stated   |  | Project updates not shared Contract Performance meetings not held (unless mutually agreed) | Project updates delayed Contract Performance meetings delayed (unless mutually agreed) | Project updates received but require some improvement which delays the contract performance meeting. | Project updates received fortnightlyContract Performance meetings held monthly |
| Delivery  | Interim report and final report deadline met | Deliverables met |  | Reports not delivered/ do not meet specification | Reports delivered broadly meet the specification but not met deadline | Reports delivered to specification but not met deadline  | All reports delivered to specification and on time |
| Quality  | Research output following market analysis and opportunity identification | Interim report to contain clear opportunities (low hanging fruits) for NHS Organisations across 10 priority markets |  | Less than 3 out of 10 potential opportunities identified fail due diligence | 5 - 7 potential opportunities are identified successfully qualified within 2 months. | 8 - 9 potential opportunities are identified successfully qualified within 2 months  | 10 potential opportunities identified recorded on the Opportunity Pipeline within 2 months |

**Contract Management**

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| Meeting/report | Content | Frequency | Format |
| **Example**Meeting | Contract performance | Quarterly | Face to face |
| Kick-off meeting | Project planning | 1 meeting at project initiation, may require further meetings to fully define skeleton outline of report | Virtual, preferably via Teams |
| Meeting | Contract performance | Monthly | Virtual, preferably via Teams |
| Project updates | Project progress | As needed, expected fortnightly | Via email |

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| --- | --- | --- | --- |
| Interim Report | Draft report provided | Once | Interim report via email |
| Meeting | Review draft report | Once | Virtual, preferably via Teams |
| Report | Final Report submitted | Once | Via email |

**Annex B – Supplier’s Response**

**REDACTED**

**Annex C- Costs**

**REDACTED**

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| --- | --- | --- | --- |
|  |  |  |  |
| **TOTAL CONTRACT COST:** | **£127,280** |  |