

FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CALL-OFF TERMS

Part 1: Letter of Appointment

[Letterhead of Client]

Dear Sirs

Letter of Appointment

This letter of Appointment is issued in accordance with the provisions of the Framework Agreement (RM3774) between CCS and the Agency, dated 19/05/2020.

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

Order Number:	TBC
From:	The Cabinet Office ("Client")
To:	MullenLowe London LTD ("Agency")

Effective Date:	21/05/2020
Expiry Date:	End date of Initial Period: 20/05/2021 End date of Maximum Extension Period: 20/05/2022 Minimum written notice to Agency in respect of extension: 1 month

Services required:	Set out in Section 2 (Services offered) and refined by: · the Client's Brief attached at Annex A and the Agency's Proposal attached at Annex B
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Key Individuals:	Refer to Annex B - Agency Proposal (4.2)
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Call Off Contract Charges (including any applicable discount(s), but excluding VAT):	Maximum contract value of £4,500,000.00
Liability	Agency Liability: see clause 18.2 of Call Off Contract Client Liability: see clause 18.4 of Call Off Contract
Insurance Requirements	In line with the Terms & Conditions.
Client billing address for invoicing:	Cabinet Office REDACTED Email: REDACTED

GDPR	Call-Off Schedule 8 (Authorised Processing Template)
Alternative and/or additional provisions:	N/A

FORMATION OF CALL OFF CONTRACT

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

The Parties hereby acknowledge and agree that they have read this letter and the Call-Off Terms.

The Parties hereby acknowledge and agree that this Call-Off 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:

Name and Title: REDACTED

Signature: REDACTED

Date:

For and on behalf of the Client:

Name and Title: REDACTED

Signature: REDACTED

Date:

ANNEX A

Client Brief

Brief for the Public Information Transition 2020-21 Campaign

Document updated: 24 March, 2020

<u>Title of communications activity</u>	Transition Campaign
<u>Department (parent department if ALB)</u>	Cabinet Office
<u>Name of Head of Campaign approving</u>	REDACTED

Purpose	<p>The UK has now left the European Union (EU) and the first phase of a public information campaign will be implemented between July 2020 through to December 2020 (known as the transition period), while crucial negotiations with the EU are taking place.</p> <p>The primary focus of this phase of campaign activity is to ensure that businesses and citizens are aware of the changes that may impact them and the actions that they need to take, before the end of the transition period.</p> <p>We plan to launch the campaign in July 2020 - with the aim of introducing a new and tested creative solution. There will potentially be four bursts of paid for campaign activity through the year.</p>
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	<p>From January 2021 the campaign will enter its second phase, as we focus on the UK as a sovereign nation and on the opportunities ahead, for businesses and citizens.</p> <p>Background and context:</p> <p>Polling at the end of January 2020 shows that 74% of UK adults said they haven't done anything in preparation for the UK leaving the EU as they don't think they need to or expect any changes. Only 8% have taken action and a further 9% plan to do so.</p>
Policy context	<p>The priority for the end of the Transition Period (by 31 December 2020) is for the UK to recover its political and economic independence and to seize the new opportunities as we move forward as a sovereign nation. Whether our relationship with the EU is like Canada's or Australia's, we will be leaving the single market and the customs union at the end of the year. This will bring some disruption. It will also bring great opportunities.</p> <p>The success of the readiness programme will be measured against achieving five strategic goals, which communications plays a significant role in achieving. These goals are:</p> <p>1/ the Government is fully prepared to implement the changes necessary for the end of the transition;</p> <p>2/ business and citizens are ready for the end of the transition;</p> <p>3/ the opportunities arising from the transition are identified and pursued, and action taken for the transition aligns with the wider domestic agenda;</p>

	<p>4/ the end of the transition period has been de-dramatised by minimising potential short-term disruption and managing the adjustment to a new relationship with the EU; and</p> <p>5/ the EU is clear that the UK has made the necessary preparations to leave the transition without a further negotiated outcome.</p>
Communications objectives	<p>A key learning from the NAO and Ebiquity reports on the Get Ready for Brexit campaign was: <i>For the future, Cabinet Office's analysis of campaign options should, from the start, focus much more on what impact is needed and how the behaviour change required by the government will be delivered.</i></p> <p>We have developed a theory of change based on behavioural science that uses three communication levers to deliver our campaign effectively:</p> <ol style="list-style-type: none"> Drives motivation to act Demonstrates that our audience are capable of taking action Communicates about resources or activities (e.g. grants, support, upskilling) that make taking action easier to those without the opportunity to act <p>The overarching Campaign objective is to encourage key audiences to take action.</p> <p>We will do this by:</p> <ul style="list-style-type: none"> Raising awareness that they may need to act by a certain date Raising understanding of what they need to do by a certain date Motivating audiences to act by a certain time

	<p>KPIs will be measured by target audience awareness, understanding and action taken - broken down by audience and specific action.</p>
Target audience(s)	<p>We will take an audience-led approach. This follows the lessons learned from the Get Ready For Brexit campaign as the most effective means to communicate cross-government messaging to the same audiences.</p> <p>Target audiences are:</p> <ol style="list-style-type: none"> 1. Businesses - in the border-specific sector that trade exclusively or support trade between the UK and EU. 2. UK businesses - focused on changes that do not relate to EU-trading specifically 3. Citizens: <ol style="list-style-type: none"> a. EU citizens living in the UK b. UK citizens living in the EU c. UK citizens travelling to the EU 2. Recipients of EU funding 3. Northern Ireland - citizens and businesses, specifically focussed on the Northern Ireland Protocol implementation <p>It is possible that a further audience - e.g. EU Businesses - may be added to the Brief.</p>
Audience insights(s)	<p>Businesses are reluctant to take action without certainty.</p> <p>Leave voters are less likely to prepare as they don't believe in any potential negative consequences of leaving.</p> <p>Businesses, Hauliers and Traders are more likely to have voted remain and have a higher propensity to prepare than average, partly due to being concerned about the impact of EU Exit. As</p>

such, this audience will not respond well to overly positive messaging. Instead communications should look to reassure audiences by giving them the understanding of how they should operate within the transition period.

We know that people have a higher level of trust in third parties and peers than they do in government, and so where possible HMG will work closely with third parties and trusted message carriers, particularly with regards to business readiness activity.

73% of individuals say that now the UK has left the EU they want to see less media coverage of EU Exit, but this doesn't mean they are not interested in the underlying issues or implications of leaving the EU.

UK Citizens in UK (52m adults, 26m/50% estimated to be thinking about travelling abroad in next 12 months)

- 74% say they have not taken any action to prepare for the UK leaving the EU and don't plan to do so *YouGov, 20-22 January 2020.*
- 9% say they have not taken any action but plan to do so
- 8% say they don't know if they have taken action (5%) or have done something else (3%)
- 8% say they have taken action

UK Businesses (5.9m)

- 55% of SME decision-makers feel their business is prepared for 'Brexit' *YouGov, 20-22 January 2020.*
- Our own figures from the end of October showed that 61% of businesses had not even looked for information on how to prepare for a no-deal scenario, showing that there must still be a large degree of complacency amongst businesses.

UK nationals living in the EU (785k, not including Ireland). *Polling Oct 2019, next results due end of Mar 2020.*

- 88% have completed or are in the process of completing at least one (out of the four) actions they

	<p>need to take (e.g. register for healthcare; exchange driving licence; check passport; check access to healthcare)</p> <ul style="list-style-type: none"> • 74% completed two actions, 55% three actions, 25% all four. • 54% have registered or applied for residency. 68% have registered for healthcare / purchased travel insurance. 65% checked the validity of their passport. 57% exchanged driving licenses. • 51% say they know where to find information about the actions they need to take. <p>We want audiences to:</p> <p>THINK: I must check whether I need to take action or my business/future travel plans could be at risk</p> <p>FEEL: motivated to take action (OR informed about the consequences of not taking action) in order to maintain business/travel plans.</p> <p>DO: Go to GOV.UK/transition to check for information and/or sign up for alerts.</p>
Communications strategy, ideas and implementation	<p><i>Strategy</i></p> <p>With nine months to go, now is the time to ensure that clarity and certainty is communicated wherever possible about what will happen at the end of the year. Therefore we need to front-load preparation wherever possible, and ensure that any early misunderstanding is ironed out and appropriate actions are taken.</p> <p>In June, we will want to take stock of how the negotiations are progressing. There may then need to be a more intense phase of preparation in the Autumn.</p>

To support the overall campaign we need to leverage Partnership Marketing, Digital Marketing, PR and Editorial and other no cost/low cost opportunities to support and amplify messaging. Some consideration needs to be given to using key moments in our calendar/grid to speak to our target audience in a timely and informative manner, whilst raising awareness and nudging them to take the appropriate action.

We will:

i) Develop a flexible multi channel paid and no/low cost campaign to communicate the different actions businesses/individuals can take.

- Among broader communications activity, there are approximately 14 actions that can be taken now, and there will be others in the future that may fall out of negotiated outcomes or the delivery of non-negotiated outcomes.

Examples of actions that can be taken now are:

1. UK nationals living in the EU can apply for residency in their host country and sign up for alerts for the Foreign & Commonwealth's "Living In" guides on GOV.UK.

2. UK businesses that export can visit a new platform on GOV.UK with tools for exporters to access key market information.

ii) Use behaviour-change best practice to unlock inertia, drive motivation to act and demonstrate to audiences that they are capable of acting

	<p>iii) Implement four bursts of campaign activity in four distinct stages:</p> <p>From July to August 2020 (inform, nudge/shove, consequence and opportunity – take action now)</p> <p>From September to November 2020 (Shock and awe - consequences of not taking action)</p> <p>From December to January (loss avoidance)</p> <p>Jan - Onwards (new opportunities)</p> <p>Implementation</p> <p>Direct communications campaign activity will launch in July and will include events/roadshows, a business influencer strategy, the creation of peer to peer content.</p> <p>Low/no cost activity across owned and earned channels, along with search will commence from July. Heavier weight paid communications will be implemented from July across multiple channels including print, radio, VoD, social and search.</p> <p>Activity should touch all 4 nations to ensure that they have an even spread of activity.</p>
Evidence effectiveness evaluation	<p>of and</p> <p>The campaign will be measured using tracking research focusing on awareness and understanding of the need to take action and of action taken. We will also measure effectiveness</p>

	using broader measures including reach, click through rates, and hits to the website.
Other campaign activity	We will also work alongside other government departments to support and align with their paid and low/no cost campaign activities such as advertorials, organic social media, webinars, roadshows, events/pop-ups, leaflets/booklets, promotional or educational videos, and broader engagement activity.
The task	<p>The Transition Campaign is the most important government campaign this year. We therefore want to work with a great agency which is dynamic, creative and innovative.</p> <p>You will need to evidence how you excel in your field and how you can bring fantastic and fresh ideas to our campaign strategy and plan.</p> <p>We are looking for a brand new creative campaign vehicle which will:</p> <p>Motivate UK businesses and citizens who are currently disengaged and unsure of what they need to do</p> <p>To take action</p> <p>By showing them what's changing and offering updates and support on GOV.UK.</p> <p>The campaign will need to be able to flex from the first phase which will provide information, nudges and consequences through to the second phase when the tone and timescales will be more urgent, and to work across both mass (e.g. travellers</p>

to the EU) and niche (e.g. Fish/Seafood businesses) audiences.

We're looking for a clear and engaging creative route which is distinct from the recent "Get Ready for Brexit" campaign. We will be looking to implement the new creative approach from July.

Covid-19

We know that Covid-19 will pass and when it does we will be expected to be ready to deliver our policy priorities. The transition period is one of those priorities and so we need to advise Ministers on how best to deliver a communication campaign that drives actions so that businesses and citizens are aware, engaged and prepared to take the necessary actions.

What this will all look like is unknown - the bandwidth for action will depend on the impact and severity of Coronavirus on individuals and the economy. The priorities of government will adapt and there will, no doubt, be a need to kickstart and drive economic growth. This will affect the timing, positioning and tone of our campaign. And given our campaign is complex with multiple audiences, we need to work through the environmental factors for each as part of the Com-B approach for behaviour change. Coronavirus potentially affects all three of Capability, Opportunity and Motivation, to different degrees.

For the written response, we would expect an explanation as to how you see the campaign working across multiple channels and evidence that it can flex across phases, including taking into the account the environment we need to launch in,

For the pitch process, we'll expect to see creative executions across multiple channels. Please note, there is no definitive

	plan to run linear TV advertising in the initial stages though VOD is under consideration. There may be a need to advertise on linear TV in the autumn when more urgent action is required.
SCOPE OF SERVICES REQUIRED	
Creative concept	The creative concept for the activity needs to reflect the strategic priorities highlighted in the brief.
Project management	Project management will include producing a project plan, delivering weekly status updates, account managing any associated suppliers and related parties - that you subject contract to, engaging with our partners, stakeholders, sponsors and other agencies, and acting as facilitator for meetings including agendas and minutes - where the creative agency is taking the lead. You will also have oversight of the budget and provide quality control across the different work streams, monitoring progress on a weekly basis to mitigate programme risks.
Content development	To support your creative concept and proposed programme of activity you will lead on the creation of master assets to support this. You will ensure that the overall creative design and delivery matches the target audience profile to encourage interaction that can drive the attitudinal shift we want to see
Marketing & production	You will have overall responsibility for the creative approach, with sign-off of assets from our team in line with guidelines. Note: you will produce the Master Assets and brand guidelines and an external production agency will be responsible for adaptation and fulfilment work.

Reporting evaluation	and	You will report regularly on activity, linking communications outputs to wider outcomes that evidence how the communications campaign is effectively shifting attitudes.
Budget		The development and production budget for this entirety brief is £4,500,000 exclusive of VAT. £2.5M has been allocated for the first year of this project and additional £2M for the second year.

ANNEX B
Agency Proposal

REDACTED

Part 2: Call-Off Terms

Provided as a Separate Document