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1. PURPOSE

- 1.1 The Ministry of Housing, Communities and Local Government (MHCLG) requires up to two agencies to act as standby communication agencies to work on any number of unforeseen and/or urgent campaigns that may arise during the period of the contract. The arrangements would be non-exclusive, would not guarantee any work and payment would be made only for any campaign work undertaken. The aim of the contract is to provide sufficient capacity and resilience in terms of responding to unforeseen and/or urgent, and short-notice campaign requirements. One agency has already been appointed as a standby agency following a procurement run in December 2018, under the same framework and lot as this procurement.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 MHCLG is a ministerial department made up of three groups who focus on housing, devolution, local growth and communities. It is supported by 12 agencies and public bodies, the biggest of which are Homes England and the Planning Inspectorate.
- 2.2 MHCLG has around 1,400 employees in and outside London, working on a range of activities, including planning, research, analysis, advisory and policy making.
- 2.3 MHCLG aims to help create great places to live and work right across the country and to come together and thrive. Striving to:
- Ensure people throughout the country have access to affordable and high-quality housing;
 - Provide opportunities for all parts of the country to thrive economically;
 - Build strong, integrated communities;
 - Support effective local government.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 MHCLG requires agencies to work on any unforeseen and/or urgent campaigns which could be across a number of policy areas, and agencies will be expected to deliver an 'audience first' approach to meeting communications objectives. Campaigns could be across various subjects including, but not limited to the below:
- Delivering the homes the country needs;
 - Making the vision of a place you call home a reality;
 - Delivering a sustainable future for local government, strengthening its connection with the communities it serves;
 - Create socially and economically stronger and more confident communities;
 - Securing effective support for those affected by the Grenfell Tower disaster, delivering the changes this tragedy demands and ensuring people are safe and feel safe within their homes.
 - Supporting the exit from the European Union.
 - Supporting MHCLG's Resilience and Emergency Division (RED) during national emergencies, such as flooding.



- 3.2 MHCLG’s campaigns target a range of audiences defined by age, location, socio-economic factors, interests and behaviour. It therefore requires agencies that can develop communications to effectively engage a wide range of mass audiences.
- 3.3 MHCLG works on a variety of policy areas which can be high profile, attracting significant media, stakeholder and public interest. Communications priorities can therefore change at short notice and new priorities require urgent solutions. MHCLG therefore has a need for agencies to be flexible and responsive should there be an urgent need for their services at short notice.

4. DEFINITIONS

Expression or Acronym	Definition
MHCLG	means the Ministry of Housing, Communities and Local Government (the Authority)
BAME	means Black, Asian, and minority ethnic

5. SCOPE OF REQUIREMENT

- 5.1 MHCLG requires agencies on a standby basis to work on unforeseen and/or urgent communications activity that is not covered by other project specific contracts. This will include everything from strategy development and research, creative development based on insight, direct marketing and anything else that is required during the campaigns.
- 5.2 MHCLG works with a printing supplier and the agencies may be required to work closely with that print supplier for any production.
- 5.3 This contract will not include any media buying (this is covered by a separate arrangement) however the agencies will be expected to work closely with the media buying supplier as needed when developing creative concepts.
- 5.4 The agencies will work on a call-off basis for a one year period with the option to extend for a further one year period (1+1).

6. CAMPAIGN ALLOCATION PROCESS

- 6.1 MHCLG will issue any arising requirements simultaneously to all contracted agencies and clearly set out the factors and criteria that will be taken into account when deciding on which agency the work is allocated to. This would include, but not be limited to, capacity and current commitments; ability to deliver in the required timescales; expertise in the particular campaign etc. The agencies will be required to respond to any issued commissions in the timescales defined by the Authority on each occasion and will be required to provide sufficient information on the factors and criteria specified.



7. THE REQUIREMENT

- 7.1 The agencies will provide campaign planning and development services to MHCLG to achieve attitude shift, awareness raising or behaviour change among key audience groups in support of MHCLG's policies.
- 7.2 The agencies will develop communication strategies, creative solutions, campaign assets, channel strategies and delivery plans for MHCLG's campaigns.
- 7.3 Any brief will be shared with the agencies as soon as it is available. The agencies will be required to present an initial creative strategy upon receipt of any brief within the timescales specified by MHCLG
- 7.4 KPIs will be set for each campaign by MHCLG and conveyed to the agencies within one (1) week of provision of the brief.
- 7.5 Upon agreement of the strategy, the agencies will present their creative approach, including budget, within the timescales set out by MHCLG.
- 7.6 MHCLG requires the agencies to provide detailed project management plans for campaign delivery.
- 7.7 The agencies will present a timetable for campaign development that allows for the launch of the campaign within a reasonable period from appointment which will be defined by MHCLG.
- 7.8 The agencies will conduct research throughout the campaign and at the end of the campaign to gauge audience engagement and delivery against KPIs. This includes helping establish baselines, the effectiveness of any creative approach and change in perceptions pre and post campaign as appropriate.
- 7.9 The agencies must take responsibility for managing the campaigns including budget management, project timings and relationship management.
- 7.10 Leading up to campaign periods, MHCLG requires at least a weekly update of progress by email on all strands of the campaign against the project plan.
- 7.11 The agencies must monitor campaign outputs once live and report findings and lessons learnt back to MHCLG. The agencies must use these learnings and any feedback from MHCLG to adjust future phases of the campaign.
- 7.12 The agencies must conduct a full, robust evaluation of the campaign once the campaign concludes. This evaluation must follow the Government Communications Service Framework 2.0 (<https://gcs.civilservice.gov.uk/guidance/evaluation/>). The findings and lessons learnt must be presented to MHCLG's representatives and documented in a written report provided to MHCLG. No campaign will be considered completed until the evaluation has been conducted and presented.
- 7.13 Due to the unforeseen and/or urgent nature of these requirements, the timescales and approach outlined is subject to change based on the complexity of each campaign. The agencies will be expected to offer flexibility and adaptability as needed in their approach to campaign development and delivery.

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- 7.14 The agencies must work closely with MHCLG and its stakeholders, media buying, channel planning and research suppliers (where they exist) and interest groups.
- 7.15 MHCLG’s representatives expect to be invited to attend any photo-shoots and recording sessions.
- 7.16 The agencies must attend tracking research and post campaign analysis presentations when findings are reported.
- 7.17 The agencies will develop campaigns for a range of demographics and audiences including, BAME, regional, elderly and young.
- 7.18 The agencies must collaborate and liaise with other government departments and their agencies as necessary to enable better reach.
- 7.19 The agencies will be expected to develop strategies around the policy areas set out by MHCLG and support the delivery of those strategies through:
 - Development of digital content;
 - PR support to promote engagement across all audiences;
 - Event management;
 - Creative development;
 - Stakeholder engagement;
 - Positive engagement with national, regional and specialist magazines.

8. KEY MILESTONES

- 8.1 The agencies must note the following standard project milestones that MHCLG will measure the quality of delivery against:

Milestone	Description	Timeframe
1	Kick off Meeting	Within 1 week of any brief being issued by MHCLG.
2	Complete review and develop a strategy for the campaign	To be agreed, depending on the brief
3	Develop and agree a timetable for the implementation of a creative approach and budget.	To be agreed, depending on the brief

- 8.2 Additional, campaign-specific milestones will be agreed between the parties, subject to the complexity and urgency of each brief.
- 8.3 The agencies must be capable of providing substantive, initial responses within tight turn around periods where required. Given the requirements could be from any number of policy areas and at short notice the agencies must have robust systems and processes in place to bring in specialist support and/or expertise where required for a particular allocated campaign. This could include in-house resource and



expertise, wider supply chains and/or from the Crown Commercial Service Communications Services Framework RM3796.

9. AUTHORITY'S RESPONSIBILITIES

- 9.1 MHCLG will provide a written brief for each piece of work and a point of contact.
- 9.2 MHCLG will follow the work allocation process set out in section 6 above.
- 9.3 Ministerial and Secretary of State approval may be required and the agencies will need to take this into consideration for any timetables and project plans.

10. REPORTING

- 10.1 The agencies must attend all MHCLG's kick-off meetings shortly after commissioning and subsequently contribute updates to all weekly meetings and trackers throughout any campaigns.

11. VOLUMES

- 11.1 The agencies are appointed on a standby basis. Due to the unforeseen nature of the requirements, the precise number of campaigns that may be required cannot be stated and MHCLG does not provide any guarantee of work under this contract.

12. CONTINUOUS IMPROVEMENT

- 12.1 The agencies will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 12.2 Changes to the way in which the Services are to be delivered must be brought to the MHCLG's attention and agreed prior to any changes being implemented.

13. PRICE

- 13.1 Prices are submitted via the Appendix E excluding VAT.
- 13.2 The agencies must provide and agree a sign off process and invoicing schedule with MHCLG upon appointment for each campaign.
- 13.3 Communications budgets, priority campaigns and special projects will be determined each year and on an on-going basis.

14. STAFF AND CUSTOMER SERVICE

- 14.1 MHCLG requires the agencies to provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service to all Parties. The agencies must have the capability and capacity to respond to unforeseen requirements at short notice. This should include dedicated, key personnel who are responsible for the effective oversight and management of the contract and the delivery of any allocated campaigns.
- 14.2 The agencies' staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract. The agencies must have staff and resources available, with the required skills, knowledge and expertise to cover potential requirements across a number of different policy areas (such as those highlighted in paragraph 3.1 above) and have the ability to mobilise at short notice. The agency must ensure that they have suitable arrangements in place to bring in specific expertise as may be required for any allocated campaign.



- 14.3 The agencies shall ensure that staff understand MHCLG’s vision and objectives and will provide excellent customer service to MHCLG throughout the duration of the Contract.
- 14.4 Where MHCLG raises any issues or complaints to the agencies, the agencies must respond to these within 2 days and propose resolutions within 5 working days.
- 14.5 The agencies will be required to attend quarterly reviews with MHCLG to discuss progress and performance and any other relevant issues.

15. SERVICE LEVELS AND PERFORMANCE

- 15.1 The quality of service delivery and agency performance will be measured according to:

KPI/SLA	Service Area	KPI/SLA Description	Target
1	Account Management	Deliver in line with agreed time schedule and budget for each brief	100%
2	Account Management	Respond with resolutions to any issues or complaints within 5 working days.	100%
3	Account Management	Attendance at quarterly reviews	98%
4	Service Delivery	Adhere to detailed project management plans for each brief.	95%
5	Service Delivery	Provision of high quality campaign strategies within one week of receipt of the brief.	100%
6	Service Delivery	Presentation of the creative approach and budget within the agreed timescales following acceptance of the campaign strategy.	100%
7	Service Delivery	Contribute updates to all weekly meetings and trackers throughout any campaigns.	95%
8	Service Delivery	Effective working with stakeholders	100%
9	Service Delivery	Conduct a full, robust evaluation once the campaign concludes.	100%

- 15.2 Where MHCLG identifies poor performance against the agreed KPIs, the agencies shall be required to attend a performance review meeting. The performance review



meeting shall be at an agreed time no later than 10 working days from the date of notification.

15.3 Where there is no improvement in performance by the end of the following calendar month, poor performance will be dealt with as per the contract terms and conditions.

15.4 MHCLG will work with the agencies to help remedy any service failure issues. However, it will remain the agencies' responsibility to resolve any service failures.

16. SECURITY REQUIREMENTS

16.1 The agencies will be expected to keep campaign materials confidential until the agreed embargoed supply or launch date.

16.2 Photographic ID will be required to obtain access to MHCLG's premises to attend meetings.

17. INTELLECTUAL PROPERTY RIGHTS (IPR)

17.1 MHCLG will retain IPR of any and all materials produced throughout the period of the campaign.

17.2 Any IPR assets that are transferred from incumbent agencies will be retained by MHCLG.

17.3 The agencies must transfer all assets relating to each campaign to MHCLG when requested or at the end of the campaign at no extra cost to MHCLG.

18. PAYMENT

18.1 Payment will be made following satisfactory delivery of the pre-agreed certified products and deliverables and against a detailed cost estimate agreed at the start of the allocated campaign.

18.2 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables and in accordance with rates set out in the Price Schedule (Appendix E).

18.3 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

19. LOCATION

19.1 The Services will be carried out at the agencies' premises.