

CCCO18A38 GCS Channel Planning

Part 1: Letter of Appointment

Lot 3- Channel Strategy and Planning

Dear Sirs

Letter of Appointment

This letter of Appointment is issued in accordance with the provisions of the Framework Agreement (RM3796) between CCS and the Agency dated 16th January 2018

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:	To be confirmed
From:	The Cabinet Office with offices at 70, Whitehall, London SW1A 2AS ("Client")
To:	Wavemaker Limited with offices at Sea Containers, 18 Upper Ground, London, SE1 9ET ("Agency")

Effective Date:	19 th October 2018
Expiry Date:	End date of Initial Period: 18 th October 2021 End date of Maximum Extension Period: 18 th October 2022 Minimum written notice to Agency in respect of extension: One (1) month.

Relevant Lot:	3- Channel Strategy and Planning
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. The Parties may enter into such Statements of Works as are agreed between the Parties. All call- off work must be agreed between both Parties using the Statement of Work (Schedule 2 of the terms and conditions) or another briefing

	<p>template mutually agreed between both Parties.</p> <p>The Client will work with the Agency to develop and agree all channel plans required as part of this Contract. Upon agreement of any channel plan, the Agency will be responsible for sharing the agreed plan with the Government's media buying agency for them to develop the media plan. Once the media plan has been produced and shared with the Client and Agency, the Agency will act in an advisory role to ensure the media plans reflect the agreed channel plan. The Client will have final approval of all channel and media plans and be responsible for payment to the media buying agency.</p> <p>Contractual commitment for any Services required under this Contract can only be made by the Client. The Agency shall not accept any requests for work that is not accompanied by a Purchase Order issued directly by the Client.</p>
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Key Individuals:	For the Client: REDACTED For the Agency: REDACTED
Guarantor(s)	N/A

Call Off Contract Charges (including any applicable discount(s), but excluding VAT):	Payment will be made monthly in arrears based on the Contract rate card below. Day rates are inclusive of all expenses but exclusive of VAT. REDACTED Day= 8 Hours The total Contract value will not exceed £10,000,000.00 including
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	<p>expenses but excluding VAT. This is a call off contract and therefore there is no guarantee of spend.</p> <p>Services to be provided will be agreed between the Client and Agency prior to commencement of any work. Services to be provided will be outlined in a statement of works or agreed document as outlined in 'Services required' above. The Client has final sign off for all statement of works and payment will not be made until this is given.</p> <p>Payment will only be made following satisfactory delivery of pre-agreed certified products and milestones. Before payment can be considered, each invoice must include a valid Purchase Order number, a detailed elemental breakdown of work completed and the associated costs in line with the Contract rate card.</p> <p>All payments will be managed by the Cabinet Office for work delivered to all government departments; the Agency shall only submit invoices to the Client billing address below.</p> <p>REDACTED</p>
Insurance Requirements	No additional insurance requirements above those stipulated in the Framework Terms and Conditions.
Client billing address for invoicing:	<p>Electronic invoicing - this is the preferred method of invoicing for the Client. Please send all electronic invoices to the shared service provider at APinvoices-CAB-U@sscl.gse.gov.uk .</p> <p>For manual invoicing - please send these to:</p> <p>Newport SSCL - cabinet office Po box 405 Newport NP10 8FZ</p> <p>Cabinet Office purchase order numbers must be clearly stated on all invoices.</p>
Alternative and/or additional provisions:	The Agency will be required to adhere to GDPR. Further details can be found at Annex C- Call of terms and conditions, Call-off schedule 6 Additional Clauses.

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:

Signature:

Date:

For and on behalf of the Client:

Name and Title:

Signature:

Date:

ANNEX A- CLIENT BRIEF

1. PURPOSE

- 1.1 Government Communication Service (GCS) as part of the Cabinet Office require a channel planning agency to manage and coordinate cross-Government EU Exit communications as well to plan individual EU Exit campaigns

2. DEFINITIONS

Expression or Acronym	Definition
EU	European Union
GCS	Government Communications Services

3. SCOPE OF REQUIREMENT

- 3.1 Services within scope of this Contract include:
- 3.1.1 Channel planning of a centrally developed EU Exit campaign;
 - 3.1.2 Channel planning and/or coordination of all Government EU Exit campaigns that are planned by other channel planning agencies that target citizens;
 - 3.1.3 Coordination with the business-focused channel planning agency (already engaged) of the Business Readiness campaigns (Mindshare, working with the Department for Business, Energy and Industrial Strategy, BEIS).
- 3.2 Creative services and media buying are out of scope of this Contract. The creative services will be delivered by the Cabinet Office's existing creative agency (Engine Partners UK LLP) and individual government department's creative agencies in line with brand guidelines that have been developed. The Agency will be required to work collaboratively with the creative agencies, media buying agency and co-ordinate channel plans with departments existing channel planning agencies.

4. THE REQUIREMENT

- 4.1 The Agency will be will be required to act in two capacities:
- 4.1.1 As the primary channel planning agency for campaigns relating to the UK's exit from the EU. The Agency will be required to undertake channel planning for government departments who do not have an existing channel planning agency.

- 4.1.2 As the ‘super channel planning agency’ that coordinates the work of all the other channel planning agencies who work with individual departments for communications relating to the UK’s exit from the EU.
- 4.2 The Cabinet Office will be the lead Customer for both centrally created campaigns and for overall campaign coordination. The Cabinet Office will coordinate access to other government departments as and when required.
- 4.3 The Agency must provide the following Services:
- 4.3.1 The delivery of channel plans and media buying briefs for a centrally developed EU Exit campaign. **REDACTED**
- 4.3.2 The delivery of channel plans and media buying briefs for other EU Exit campaigns. The exact number of these is not known at this time **REDACTED**
- 4.3.3 The creation of an overarching EU Exit campaigns channel plan - to include the coordination and oversight of all EU Exit campaigns across Government, ensuring delivery of a managed approach to all messaging, audience targeting and channel selection avoiding potential clashes.
- 4.3.4 The coordination and management the delivery of all media plans with the Government media buying agency. This Agency will be Carat up to 6th November 2018 and Manning Gottlieb OMD from 7th November 2018 onwards.
- 4.4 There may be a need for campaign activity targeting UK citizens living in the EU.

5. KEY MILESTONES

5.1 The Client will measure Contract delivery against the following Milestones:

Milestone	Description	Timeframe
1	Review all existing EU Exit channel plans and create a framework for the management of all EU Exit campaigns.	Within week 1 of Contract Award
2	Delivery of the centrally created EU Exit campaign channel plan.	Within week 2 of Contract Award
3	Delivery of the centrally created EU Exit media buying brief.	Within week 3 of Contract Award
4	Ongoing coordination and management of all EU Exit channel planning	Within week 4 – 7 weeks of Contract Award onwards.

6. CLIENT'S RESPONSIBILITIES

6.1 The Client will provide access to:

6.1.1 The GCS team;

6.1.2 Marketing teams within departments and details of channel planning agencies if applicable;

6.1.3 Creative agencies including Engine and departments individual agencies if applicable;

6.1.4 The media buying agency.

7. REPORTING

7.1 The Agency must provide a status update in weekly meetings and reports. The Agency will be required to give a status update of all ongoing campaign activity.

8. VOLUMES

8.1 The exact number of EU Exit campaigns will be determined by the ongoing political developments leading up to 29 March 2019 and beyond.**REDACTED**

9. CONTINUOUS IMPROVEMENT

9.1 The Agency shall continually improve the way in which the required Services are to be delivered throughout the Contract duration.

9.2 The Agency should present new ways of working to the Client during the weekly update meetings.

9.3 Changes to the way in which the Services are to be delivered must be brought to the Client's attention and agreed prior to any changes being implemented.

10. PRICE

10.1 REDACTED.

10.2 Payment to the media buying agency will be made directly by the Client.

11. STAFF AND CUSTOMER SERVICE

11.1 The Agency shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service to all Parties.

11.2 Agency staff assigned to the GCS Channel Planning Contract shall have the relevant qualifications and experience to deliver the Contract.

11.3 The Agency shall ensure that staff understand the Client’s vision and objectives and will provide excellent customer service to the Client throughout the duration of the Contract.

12. SERVICE LEVELS AND PERFORMANCE

12.1 The Client shall measure the quality of the Agency’s delivery by KPI’s/SLA’s agreed on an individual campaign basis. The targets below are examples only and KPI’s/SLAs will be agreed between the Client and Agency for the specific project prior to the commencement of any work.

12.1.1

KPI/SLA	Service Area	KPI/SLA description	Target
1	Channel plan delivery	Delivery of channel plans within 2 weeks of briefing.	100%
2	Channel plan coordination	Weekly coordinating meetings with other channel planning agencies.	100%

12.2 Where the Client identifies poor performance (3 consecutive failures in any rolling 6 month period) against agreed KPIs, the Agency shall be required to attend a performance review meeting. The performance review meeting shall be at an agreed time no later than 5 working days from the date of notification at the Client’s premises.

12.3 The Agency shall be required to provide a full incident report which describes the issues and identifies the causes. The Agency will also be required to prepare a full and robust ‘Service Improvement Action Plan’ which sets out its proposals to remedy the service failure. The Service Improvement Plan will be subject to amendment following a performance review meeting and will be agreed by both parties prior to implementation.

12.4 The Client will work with the Agency to resolve any service failures, however it will remain the Agency’s responsibility to resolve any/all service failure issues.

12.5 Where the Agency fails to provide a Service Improvement Plan or fails to deliver the agreed Service Improvement Plan to the required standard or within the agreed timescales, the Client reserves the right to seek early termination of the Contract in line with the procedures set out in RM3796 Communication Services Terms and Conditions.

12.6 In the event of early termination, the Agency within six (6) weeks of the Contract commencement date, deliver a transition plan which will set out the Agency’s proposed plan for the transitions of services from the Agency to the Client and/or the placement Agency.

13. SECURITY REQUIREMENTS

- 13.1 Key Agency Personnel may be required to sign a non-disclosure agreement (NDA) for work completed under this Contract. Specific NDAs will be shared when required and will be depended on the government department for which the work is required and the information shared.
- 13.2 The Client may require the Agency to provide staff with a minimum security clearance of enhanced DBS for specific projects thought the life of the Contract. Should security clearance be required, the Client will provide as much notice as possible with details of the security clearance required if different from those specified above.

14. INTELLECTUAL PROPERTY RIGHTS (IPR)

- 14.1 Any and all outputs will be the property of the Client. IPR will be in line with the Contract terms and conditions.

15. DATA PROTECTION

- 15.1 The Client and the Agency will be separate data controllers, and therefore data processor clauses are not a requirement under this contract. Both the Client and the Agency will fully comply with all requirements of data protection legislation.
- 15.2 In the event that the Agency is asked to act as a data processor, this contract will be amended to include the appropriate processor-controller clauses.

16. LOCATION

- 16.1 The location of the Services will be carried out at the Agency's premise and at various Government departments in London including the Cabinet Office.

ANNEX A1- MEDIA CHANNEL PLANNING BRIEF

SUBJECT: TRAVELLING/HOLIDAYING IN EUROPE POST EU EXIT

1. BACKGROUND/CONTEXT

1.1 The government has a responsibility to inform UK citizens about how leaving the EU will affect them and the steps they need to take.

1.2 REDACTED

1.3 An appropriately phased, centrally-directed and commonly branded umbrella campaign is being established to:

1.3.1 raise public confidence;

1.3.2 bring coherence to the unprecedented task of communicating the 300+ policy areas that will be impacted by the UK's departure.

1.3.3 Set out the future opportunities for the UK once we have left the EU.

1.4 This overarching branded campaign will ensure that Government speaks with one voice and provides consistent messages to its stakeholders. Ultimately we will make it as easy as possible to for UK Citizens to understand changes and how to comply to new rules.

1.5 The communications activity will direct audiences to .GOV.UK which will be updated on an ongoing basis by all government departments. .GOV.UK will act as the government's portal for Exit information.

1.6 Travelling/holidaying abroad is an important part of people's lives and therefore helping people plan for changes: particularly around visas, mobile roaming, pet passports, reciprocal healthcare, driving licence charges etc is vital. For many this may be their first experience of how EU Exit is directly impacting on them/their family. A positive experience where they know what they need to do and by when - before they travel is likely to affect their attitudes to EU Exit more generally.

1.7 ONS Travel Trends 2017 reports 'There were 72.8 million visits overseas by UK residents in 2017, the highest figure recorded by the International Passenger Survey (IPS). The most common reason for travelling abroad was for holidays. There were 46.6 million holiday visits abroad by UK residents, 4% more than in 2016 and accounting for almost two-thirds (64%) of visits. By comparison, there were 29.1 million holiday visits abroad in 1997.

1.8 There were 17.6 million visits overseas to visit friends and family in 2017 (6% more than in 2016) and 6.8 million business visits in 2017 (5% fewer than in 2016).

Consequently, there was a fall in business visits both by UK residents abroad and by overseas residents visiting the UK.' (<https://www.ons.gov.uk/peoplepopulationandcommunity/leisureandtourism/articles/traveltrends/2017>)

2. GOVERNMENT AIM AROUND CITIZEN READINESS

- 2.1 To ensure that UK citizens understand how the UK's departure will affect them (both directly and indirectly), the actions they need to take in order to prepare for day 1 of post EU Exit UK and motivate them to take timely action.
- 2.2 To reassure UK citizens and reduce uncertainty by demonstrating the government is delivering a principled and practical EU Exit, addressing perceived detrimental impacts and making clear what won't change.
- 2.3 Under the wider citizens readiness umbrella, the campaign will engage with businesses and intermediary stakeholders in a unified and informed manner so these intermediaries can pass information accurately on to their own customers across the range of policies which may affect them..

3. CAMPAIGN OBJECTIVES

- 3.1 The campaign objectives are:
 - 3.1.1 Raise awareness and understanding of the steps UK Citizens need to take before they travel to Europe post Exit.
 - 3.1.2 Raise awareness of .GOV.UK as the go to place for information about travelling in Europe post Exit.
 - 3.1.3 Motivate action by driving traffic to.GOV.UK to find out what and if they need to do anything.
 - 3.1.4 Provide reassurance that the Government is providing accurate and timely information around changes that affect UK Citizens travelling to Europe post Exit.
- 3.2 The Client require the Agency to help set KPIs for the objectives above as part of this brief, dependent on proposed channels. The Client would expect these to include, but not be limited to:
 - 3.2.1 X unique visitors to landing pages on .GOV.UK by March 2019
 - 3.2.2 X visits to relevant travelling in Europe on .GOV.UK by March 2019
 - 3.2.3 Where valid, in-campaign benchmarks should also be given.

3.2.4 Thoughts on evaluation methodologies

4. AUDIENCE

4.1 Primary -UK citizens planning to travel/ holiday in Europe after Exit – 29 March 2019.

4.2 It is important to consider that within this broad group there will be people at different stages of their travel plans

4.2.1 Those who will still be away when we Exit and may need to take steps before they travel.

4.2.2 Those travelling immediately before/after Exit but have booked travel/holidays in advance and may need to take steps so that they can still travel.

4.2.3 Those considering travel post Exit.

5. KEY MESSAGES

5.1 Make sure you know what you need to do to travel in Europe post EU Exit.

5.2 Call to action: Visit .GOV.UK to find out more.

5.3 What will compel the audience to act?- Missing out on their trip because they are not prepared.

6. Strategy

6.1 The Client requires a media channel planning approach aligned to the overall communications approach for HMG EU Exit communications which informs, engages and reassures.

6.1.1 **REDACTED**

7. TIMING

7.1 December 2018 – end of March 2019

7.2 It is likely that the campaign would need to be extended into FY19/20 as implementation of EU Exit begins and summer holidays season begins. Therefore consideration should be given to how the campaign can be extended beyond this initial campaign activity.

8. BUDGET

8.1 **REDACTED**

RM3796 – Communication Services

Letter of Appointment

Attachment 4

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9. CHANNELS

9.1 The Client would like to see consideration given to:

9.1.1 reaching harder to reach audiences, including how the Client access those who are not connected digitally

9.1.2 TV

9.1.3 Press

9.1.4 OOH

9.1.5 Radio

9.1.6 Digital

9.1.7 Partnerships

9.1.8 Owned and earned

9.1.8.1 The Client will leverage departmental contacts to disseminate information and shareable content to amplify reach and value for money.

10. GOVERNANCE

10.1 Ministerial clearance of media channels proposed prior to implementation

11. MANDATORIES

11.1 HM Government branding with EU Exit lock-up.

11.2 No YouTube advertising to be included in plans.

12. CONSIDERATIONS

12.1 Please discount channels which continue to be vocal against EU Exit and go against the Clients aims around reassurance.

ANNEX B-AGENCY PROPOSAL

**SERVICES WILL BE DELIVERED IN LINE WITH THE TENDER RESPONSE OF 5TH OCTOBER 2018 AN
EXTRACT OF WHICH IS BELOW:**

- 1. REDACTED**
- 2. APPROACH TO TRAVEL BRIEF OUTLINED AT ANNEX A1**

RM3796 – Communication Services

Letter of Appointment

Attachment 4

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REDACTED

ANNEX C

Part 2: Call-Off Terms

Please see attached Annex C.