

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

Part 1: Letter of Appointment

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 2017.

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 ("Client")
To:	Identity Holdings Limited ("Agency")

Effective Date:	28 th February 2019
Expiry Date:	The Contract will expire on the 27 th May 2020. The contract will be for a fifteen (15) month period. The strategy must be delivered within 10 weeks of Contract. If required, the events will be held within 12 months of the agreed strategy.

Relevant Lot:	Lot 2- Events
Services required:	Set out in Section 2 (Services offered) and refined by the Client's Brief attached at Annex A, the Agency's Proposal attached at Annex B and Contract Pricing at Annex C.
Statement of Work	The Statement of Work is attached at Annex A, and no further Statements of Work shall be entered into.

Key Individuals:	<u>For the Client</u> REDACTED <u>For the Agency</u>
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	REDACTED
Guarantor(s)	N/A

Call Off Contract Charges (including any applicable discount(s), but excluding VAT):	<p>The Contract value will not exceed £245,000.00 excluding VAT and including all expenses. Payment will be made in line with the Contract pricing at Annex C. All rates are inclusive of expenses.</p> <p>Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.</p> <p>Before payment is considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs</p> <p><u>Strategy</u></p> <p>35% of the total cost for delivery will be paid following completion of the agreed first stages of the proposal. 35% of the total cost for delivery will be paid following Client agreement of the draft proposal. 30% of the total cost for delivery will be paid following successful delivery of the final strategy.</p> <p><u>Events</u></p> <p>Should the Agency be required to deliver the events, a payment schedule will be agreed between the parties prior to the commencement of any work. .</p>
Insurance Requirements	No additional insurance requirements above those stipulated in the Framework Terms and Conditions.
Client billing address for invoicing:	1 Horse Guards Road, Whitehall, Westminster, SW1A 2HQ

Alternative and/or additional provisions:	Please see Schedule 6- Additional Clauses.
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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.

RM3796 – Communication Services
Letter of Appointment
Attachment 4

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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. BACKGROUND TO REQUIREMENT

- 1.1 In March 2018, The Public Services Leadership Taskforce, chaired by Sir Gerry Grimstone, was established to advise the Government on the best way to ensure that outstanding public sector leaders have the support that they need to be effective in a complex and challenging environment.
- 1.2 Recent years have seen weak productivity growth in UK public services and there has been evidence of senior leaders reporting that the scale of decisions, changing technology, demands for efficiency, growing demand for better services and the pressures of an aging population are placing them under significant stress
- 1.3 The Taskforce conducted detailed research, supported by the Behavioural Insights Team, to understand the challenges faced by the most senior leaders across each of England's public services. They concluded that senior public service leaders need more support.
- 1.4 The Taskforce also found that better collaboration between services can improve delivery and create new efficiencies and recommend the establishment of a new Centre to develop a cross-service programme and professional network that will enable leaders from across the public sector to do the best possible job
- 1.5 The vision is for the Centre to become an internationally recognised hub of best practice and cutting-edge research, leading the way in deepening the understanding of the links between productivity and leadership and a hub for best practice in the fields of leadership and productivity.
- 1.6 The Centre will create a programme that will accept approximately 120 senior public sector leaders each year from across the UK.
- 1.7 The curriculum will be informed by evidence, rigorous academic research, and feedback from leaders across multiple sectors on the challenges they face.
- 1.8 The Centre will coordinate closely with existing programmes and bodies to ensure that its work is complementary to those organisations. It will **not** interrupt or duplicate the work they already do.
 - 1.8.1 The existing bodies include the Civil Service Learning Academy, Local Government Association, College of Policing, NHS Leadership Academy, Fire Service College and Defence Academy
- 1.9 Selected participants will be the senior responsible officer for the organisation they lead, who interact with senior leaders from other sectors, perform

significant brokerage or systems-leadership role for their public service or local area and they will be the public face of the organisation they lead

- 1.10 The scope of the service they lead would mean that significant funding comes from public finances and the public has significant ownership of the organisation which would deliver services to more than 1000 citizens.
- 1.11 The Centre will improve management and leadership practices, create new and productive cross-service collaborations and increase the evidence-base for 'what works' in public service leadership.
- 1.12 Ultimately, this will lead to higher public service productivity and better outcomes for citizens
- 1.13 The Client requires the Agency to scope out two large public sector events for a domestic network of a maximum of 1,500 senior public services delegates per event identifying:
 - 1.13.1 what is already being done
 - 1.13.2 what works in the public sector events space.
- 1.14 The Client wants to understand what gaps there are in the market for this type of event and what makes the event attractive and interesting enough to draw in senior leaders.

2. DEFINITIONS

Expression or Acronym	Definition
The Centre	The Centre for Public Services Leadership

3. SCOPE OF REQUIREMENT

- 3.1 The Client's ambition is to connect senior leaders in public service and create opportunities for people from diverse backgrounds to come together as a networked community – sharing ideas, enhancing skills and collaborating to make public services better.
- 3.2 The Agency shall develop a pro-active events strategy that identifies the processes, products and services required to deliver a large scale event for around 1,500 public servants at senior levels of leadership
- 3.3 This is an opportunity for the Centre to take a leading role in convening the most senior public sector leaders, with the goal of building networks, knowledge sharing and problem exploration.
- 3.4 The Client reserves to right to use this Contract to provide the delivery of the events, however this is not guaranteed. The delivery of the events is subject to further approvals and competition may be sought.

4. THE REQUIREMENT

- 4.1 The Agency shall produce a delivery strategy for running 2 large scale events with a proposal that delivers including but not limited to:
- 4.1.1 A scan of the range of public services events in this space and identifying what works well
 - 4.1.2 Identifying current gaps in the market for 2 domestic large public services events
 - 4.1.3 Identifying what makes an interesting and inclusive event for delegates who want to run smarter, better more efficient public service.
 - 4.1.4 The most effective timing of events within the year.
 - 4.1.5 A consideration of catering services including what approach would work best at these events
 - 4.1.6 Proposed speakers and agenda.
 - 4.1.7 A method of capturing feedback taken during event and post-event survey
- 4.2 The budget for each event is a range of £80,000 to £100,000 excluding VAT.
- 4.3 One event will be held at a London location and one outside London for the events. The Client is looking for guidance on the exact location of the event outside of London.
- 4.4 The strategy must not be written to favour a particular approach, brand, and/or supplier.
- 4.5 The Agency will be required to present their draft proposal for comment prior to submitting the final proposal in writing.

5. KEY MILESTONES AND DELIVERABLES

- 5.1 The Centre formally launched in January 2019 with formal selection of delegates in March and network events planned for the summer with the first programme beginning September 2019
- 5.2 The following Contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Kick-off meeting with project lead/team	Within week 1 of Contract Award

2	Interim update – telecoms/face to face/written	3 weeks from kick-off meeting
3	Presentation to team of draft proposal for comments	7 weeks from kick-off meeting
4	Client to review and return with questions/comments	Within 2 weeks of presentation
5	Delivery of completed proposal to email inbox	10 th week from kick-off meeting

5.3 Should the Agency be required to deliver the events, milestones will be agreed between the parties prior to the commencement of any work.

6. CONTINUOUS IMPROVEMENT

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

6.2 The Agency shall present new ways of working to the Client as they occur due to this being a short-term contract

6.3 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.

7. PRICE

7.1 The Client must provide detailed justification of discretionary spending and are looking for suggestions on how to achieve the aims whilst keeping costs in check.

8. STAFF AND CUSTOMER SERVICE

8.1 The Agency shall provide a sufficient level of resource throughout the duration of the Contract in order that they may consistently deliver a quality service.

8.2 The Agency’s staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.

8.3 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.

9. SERVICE LEVELS AND PERFORMANCE

9.1 The Client will measure the quality of the Agency’s delivery by:

9.1.1

KPI/SLA	Service Area	KPI/SLA description	Target
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1	Timeliness	Adherence to the Contract milestones	100%
2	Quality	A final report that meets the Contract objectives and incorporates all feedback from the draft presentation session.	At point of delivery

9.2 In the event of failure to meet the KPI's (2 consecutive failures) the Client reserves the right to increase oversight of the Agency which may include additional interim updates to monitor progress.

9.3 Should the Agency be required to deliver the events, SLA's and KPI's will be agreed between the parties prior to the commencement of any work.

10. SECURITY AND CONFIDENTIALITY REQUIREMENTS

10.1 The Agency must not share the content of any proposal written as part of this Contract outside the Client unless permission is sought and given by the Client.

11. CONTRACT MANAGEMENT

11.1 Attendance at review meetings shall be at the Agency's own expense.

12. LOCATION

12.1 The location of the Services will be carried out at 1 Horse Guards Road, Whitehall, Westminster, SW1A 2HQ

ANNEX B

Agency Proposal

The services shall be delivered in the with the Agency's tender response of 13th February 2019 and extract of which is below:

REDACTED

ANNEX C
Contract Pricing

Payment for the strategy will be made in line with the pricing table below. All rates are firm and inclusive of ALL expenses and exclusive of VAT.

Stage	Task	Role Description (please complete)	Days	Offered Rate	Sub-total
Kick-off meeting and initial cost	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
Development of Strategy	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED

	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
Presentation of draft proposal for comments	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED

	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
Refinement of proposal	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
Account Management	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
Other	REDACTED	REDACTED	REDACTED	REDACTED	REDACTED
TOTAL					£41,950.00

The rate card below will be used to price delivery of the events if required. Pricing for the events must be agreed between both parties prior to the commencement of any work. All rates are inclusive of ALL expenses and exclusive of VAT.

Role	Role Level	Offered Daily Rate
		£
REDACTED	REDACTED	REDACTED

Part 2: Call-Off Terms

Please see attached Annex D- Terms and Conditions