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Attachment 3 – Statement of Requirements

Contract Reference: CCCO20A10

Provision of Event Services for the National Leadership Centre

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1. PURPOSE

- 1.1 The Contracting Authority is seeking to procure Event services from an organisation or consortium for a single contract by holding a further competition via Open Market. This will be for the design, development and delivery of a one (1) day national leadership forum for delegates at Chief Executive or equivalent level in early Spring 2021, and the delivery of a regional event for up to 100 Chief Executive or equivalent leaders in Autumn 2020.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 The Contracting Authority for this Contract is the Cabinet Office. The National Leadership Centre is an initiative within the Cabinet Office to support the most senior leaders in public services across England in order to increase public sector productivity and social and economic wellbeing, and shall hereafter be referred to as 'the Client'.
- 2.2 The Client has three key pillars of work: a flagship residential programme for public servants entering CEO-level roles; a digitally enabled network bringing together 1,200 of the most senior public service leaders; and cutting edge research on public service leadership, systems thinking and productivity.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 In the 2017 Budget, the Chancellor of the Exchequer announced that the Government would set up a taskforce to explore what a new public body might offer leaders so they can be as effective as possible in the complex and challenging environment in which they operate.
- 3.2 The Public Service Leadership Taskforce concluded that public service leaders need more support. Their full report can be read on gov.uk: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/752064/6.4846_CO_CPSL-Report_A4-P_WEB_NoLogo_002_.pdf
- 3.3 Recent years have seen weak productivity growth in UK public services. Leaders say 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. The Taskforce conducted detailed research to understand the challenges faced by the most senior leaders across each of England's public services.

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- 3.4 The Client was created as a result of the recommendations of this Taskforce and was announced by the Chancellor at Spring Statement 2019.
- 3.5 The Client's mission is to help public service leaders work together to improve public services. This can be broken down to the following core objectives:
- 3.5.1 Demonstrably improve the quality of public service leadership;
 - 3.5.2 Facilitate wider and more effective collaboration among public service leaders;
 - 3.5.3 Help public service leaders to become more empathetic and resilient, more adaptive to change and more innovative;
 - 3.5.4 Through research, improve the understanding of public service leadership and its relationship with social and economic well-being.
- 3.6 To achieve this, the Client carries out three pillars of work outlined below.

Pillar	Activity and Purpose
Programme	A core leadership programme delivered to up to 100 of the most senior public sector leaders each year. Content to be co-designed with leading experts, with the first phase exploring topics such as state-of-the-art technology, ethical responsibilities, and sustainability.
Network	A digitally-enabled network that builds a community among the wider audience of around 1,200 senior public sector leaders, supported by a schedule of regional and national events. The network aims to enable knowledge-sharing across services while also helping to tackle the isolation that many senior leaders face.
Research	Original research and experimental intervention pilots aiming to build the evidence base around leadership and its impact on public services.

- 3.7 The Client's remit is leaders at Chief Executive Level of all public services across England, which includes, but is not limited to: Chief Constables, Permanent Secretaries, Fire Chiefs, Heads of NHS Trusts and Three Star Military Officers. The Client's research has shown this is approximately 1,200 public service leaders.

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- 3.8 There currently exists a number of service-specific public service leadership academies (Service Academies) which provide sector-specific leadership support to a range of seniority. These bodies include: the College of Policing, the Civil Service Leadership Academy (CSLA), the NHS Leadership Academy, the Defence Leadership Centre and the Local Government Association (LGA) Leadership Academy. The purpose of each of these respective academies is to make the best possible senior leader within their specific sector (such as health, policing, or fire). The purpose of the Client is to take these leaders in England and to help them become the best possible systems leaders across the entire public sector.

4. DEFINITIONS

Expression or Acronym	Definition
NLC	refers to the National Leadership Centre.
NLF	refers to the National Leadership Forum.
The Taskforce	refers to the Public Services Leadership Taskforce.
GDPR	refers to the General Data Protection Regulation.
DPA	refers to the Data Protection Act 2018.
ICO	refers to the Information Commissioner's Office.
DPIA	refers to the Data Protection Impact Assessment.
NLC	refers to the National Leadership Centre.
NLF	refers to the National Leadership Forum.

5. SCOPE OF REQUIREMENT

- 5.1 The requirement consists of two project deliverables:

- 5.1.1 The design, development, delivery, and full end to end project management of a one (1) day National Leadership Forum event, for up to 700 delegates at Chief-Executive or equivalent level. The event is scheduled for early 2021.
- 5.1.2 The design, development, delivery and full end-to-end project management of one (1) regional event, for up to 100 delegates, at Chief Executive or equivalent level. This event is to be delivered in Autumn 2020 and will be scheduled in line with government guidance for large events.

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- 5.2 The objective of this requirement is to:
- 5.2.1 Support leaders in developing exclusive communities and networks; enabling them to share ideas, experiences and challenges across sectors and regions, and to explore and work together to discuss innovative solutions to these challenges;
 - 5.2.2 Inspire and provoke positive behaviour change by showcasing successful, innovative, systems leadership interventions;
 - 5.2.3 Enhance the capability and skills of leaders working across the public sector to solve complex system problems;
 - 5.2.4 Provide opportunities to share genuine feedback between senior public service leaders and senior members of the Government;
 - 5.2.5 Raise awareness of the wider NLC's offer.
- 5.3 The audience for all events will be at Chief Executive Level or equivalent, including but not exclusively, the following positions:
- Chief Executives of County Councils, London Boroughs and Unitary Authorities
 - NHS Chief Executives and Regional Directors
 - University Vice Chancellors
 - CEOs of large academy chains and Principals of major Further Education colleges
 - Civil Service Director Generals
 - Chief Constables
 - Chief Fire Officers
 - CEOs of major housing providers
 - Senior 2* and 3* military officers
- 5.4 The events must align to the Client's mission and core objectives outlined in 3.5.
- 5.5 The Agency must find, secure and manage all personnel required for successful design and delivery of all events. This includes, but is not limited to:
- 5.5.1 Identifying, organising, booking, briefing and payment for all speakers, including organisation and payment of speaker travel and accommodation arrangements at least two weeks in advance of the event;

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- 5.5.2 The Agency will liaise with speakers around their specific needs and action these accordingly e.g. room layout, AV preferences, dietary requirements, as well as ensure any materials are received at least 10 days in advance of the event e.g. slides, handouts, giveaways etc.
- 5.6 The Agency is responsible for design, development and delivery of all content for all events.
- 5.7 This will include integrating the Client's digital service into the design and delivery of events, with a particular focus on the National Leadership Forum (NLF).
- 5.8 The Agency must manage and deliver the full logistical requirements of the events throughout their lifecycle. This includes but is not exclusive to:
 - 5.8.1 Design, printing and production of materials required for the delivery of the event including (but not limited to) an event guide, staging, branded signage, collateral.
 - 5.8.2 On the day event management, including but not limited to:
 - 5.8.2.1 Event set up, including the day before event;
 - 5.8.2.2 Venue management and liaison, including staff and logistics;
 - 5.8.2.3 Ticketing and Registration process;
 - 5.8.2.4 All AV and staging;
 - 5.8.2.5 Timing, AV and speaker liaison for all sessions;
 - 5.8.2.6 Delegate management and signposting;
 - 5.8.2.7 All catering logistics, including drinks receptions;
 - 5.8.2.8 Close down at event end, including packing and/or recycling/disposal of leftover materials.
 - 5.8.3 Full, end-to-end management of the Client award ceremony (Award for Public Services), to take place at the end of the NLF. This includes design, manufacturing and delivery of trophies for winners.
 - 5.8.4 All event logistics must be agreed upon with the Client.

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- 5.9 The Agency must provide full, end-to-end project management for the two events. Full details can be found under section 8.
- 5.10 Exclusions include, but are not limited to:
- 5.10.1 The Client team will manage the invitation process and guest list for all events;
 - 5.10.2 The Client team will source and pay for a venue directly;
 - 5.10.3 The Client team reserves the right to approve any element of the events.

6. THE REQUIREMENT

- 6.1 The Agency must use the feedback and recommendations about NLF 2020 provided by the Client upon Contract award to shape the 2021 NLF event and the regional event. The Agency will be provided with a list of speakers who have been used at previous NLC events including its programme and NLF2021.
- 6.2 The Agency will develop the feedback and recommendations to create a full schedule of activities which may include but is not exclusive to:
- 6.2.1 Ensuring that keynote speakers, leaders of workshops, panel discussions are diverse in all aspects. Including space for peer learning and structured, informal networking;
 - 6.2.1.1 As a guide, NLF 2020 had 1 host, 2 keynote speakers, 22 panellists and 5 interactive workshops.
 - 6.2.1.2 Feedback from 2020 attendees included 96% of respondents reporting that they were satisfied with the NLF, and 96% thought there were good opportunities for networking. The Agency is expected to meet or exceed this level of positive feedback.
 - 6.2.2 Inclusive, innovative and exciting design elements to encourage delegates to network and maximise learning opportunities;
 - 6.2.3 Suggestions and ideas for materials to be included at NLF 2021 in the Client's 'toolshed': a library of leadership development books and practical materials for delegates to take away from the event. All resources for this element will be paid for by the Client.

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- 6.3 The Agency will seek, secure and manage all personnel required for the delivery of the events. This includes but is not exclusive to:
- 6.3.1 Identifying, securing and briefing all speakers, panel members, facilitators and coaches, as required;
 - 6.3.2 To liaise with and manage the relationships with all sub-contracted personnel and (as necessary) event delivery volunteers, including responsibility for any travel or accommodation requirements;
 - 6.3.3 Managing relationships with multiple suppliers. This includes but is not exclusive to venues, AV, catering and any further hospitality requirements. This also includes existing suppliers to the client including; digital providers, communications and evaluation.
- 6.4 The Agency must manage and lead on all logistical concerns for the duration of the project life-cycle. This includes but is not exclusive to:
- 6.4.1 Creation of all branding and advertising materials which must apply existing NLC Branding Guidelines and accessible colours;
 - 6.4.2 Creation, printing and delivery of all event materials used on the day, such as agendas and event brochures;
 - 6.4.3 Managing all reasonable adjustments for disabled participants, as well as any other adjustments including accessibility and dietary requirements;
- 6.5 The Agency should be familiar with the delivery of event programmes for senior leaders (ideally delivering both previously in the private and public sector), and have at minimum:
- 6.5.1 Experience in delivering large events for this number of delegates, and to this level of audience; and
 - 6.5.2 Working knowledge in best practices in training and development for senior public service leaders.

Acceptance testing

- 6.6 The National Leadership Forum is an event for the most senior leaders across the public sector in the UK. It is imperative that the Client is confident in the ability of the Agency to deliver successfully on such a high profile level. To this end, the Client expects the Agency to design, develop and deliver one (1) regional event to evidence their abilities to the Client, and through the achievement of all targets as set out in 15.1.

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- 6.7 The Client reserves the right to terminate the Contract in line with Attachment 5 – Terms and Conditions, should the services not be delivered to the required standard, as set out at 15.1.
- 6.8 The proposed costs for this event should be accounted for in the Agency's price submission.

7. KEY MILESTONES AND DELIVERABLES

- 7.1 The following Contract milestones/deliverables shall apply. Please note that the timetable is subject to change depending on government restrictions around Covid-19.

Deliverable	Description	Timeframe or Delivery Date
1	Initial kick-off meeting with Agency and Client	Within 2 weeks of Contract Award
2	<p>NLF 2021 discussion led by the Agency and agreed by the Client around the following:</p> <ul style="list-style-type: none"> • Feedback from NLF 2020 shared and discussed; • NLC Branding Guidelines shared and discussed. • Proposed design principles agreed; • Event delivery and logistics agreed; • Proposed delivery plan and project milestones agreed; • Identification and plan for mitigation of risks; • All project meetings booked; • Standing agenda items agreed; • Initial speaker and content ideas shared. 	Within 4 weeks of contract award

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3	<p>Regional event discussion led by the Agency and agreed by the Client around the following:</p> <ul style="list-style-type: none"> • Proposed design principles agreed; • Event delivery and logistics agreed; • Proposed delivery plan and project milestones agreed; • Identification and plan for mitigation of risks; • All project meetings booked; • Standing agenda items agreed; • Initial speaker and content ideas shared. 	Within 4 weeks of contract award
4	Agreement on evaluation measures used for gateway to full contract approval.	Within 4 weeks of contract award
5	First iteration of design, content and delivery for regional event presented by the Agency and iterations agreed by the Client.	Week commencing 29th June 2020
6	Second iteration of design, content and delivery for regional event presented by the Agency and iterations agreed by the Client.	Week commencing 27th July 2020
7	First iteration of design, content and delivery for NLF 2021 presented by the Agency and iterations agreed by the Client.	Week commencing 27th July 2020
8	Third iteration of design, content and delivery for regional event presented by the Agency and iterations agreed by the Client.	Week commencing 10th August 2020
9	Final speakers, content, design and logistics for regional event completed by the Agency and approved by the Client.	Week commencing 17th August 2020

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10	Regional event invites sent to network by Client team.	Tuesday 1st September 2020
11	Second iteration of design, content and delivery for NLF 2021 presented by the Agency and iterations agreed by the Client.	Week commencing 28th September 2020
12	NLF Invites sent to network by Client team.	Monday 5th October 2020
13	Regional event held.	Week commencing 5th October 2020
14	Third iteration of design, content and delivery for NLF 2021 presented by the Agency and iterations agreed by the Client.	Week commencing 26th October 2020
15	Weekly review and discussion meetings (via videoconference where necessary) with the Client – light touch conversations to check in on progress and blockers.	Ongoing throughout the whole process
16	Evaluation of regional event and decision made on success criteria.	Week commencing 26th October 2020
17	Final speakers, content, design and logistics for NLF 2021 completed by the Agency and approved by the Client.	Week commencing 30th November 2020
18	Meeting with Client to refine proposed changes for NLF 2021 and agree adjustments to be made.	Week commencing 7th December 2020

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19	Final adjustments to design, content and delivery for NLF 2021 completed by the Agency and approved by the Client.	Week commencing 14th December 2020
20	All speaker travel and accommodation booked for NLF 2021.	Week commencing 14th December 2020
21	Final agenda for NLF 2021 written and confirmed.	Week commencing 4th January
22	Delivery of NLF 2021 event.	Week commencing 25th January 2021
23	Lessons learned exercise (with Client and Agency) to review and evaluate delivery of NLF 2021.	Week commencing 8th February 2021

8. MANAGEMENT INFORMATION/REPORTING

8.1 The Agency is responsible for all project management and governance processes during the project lifecycle. This includes, but is not limited to:

- 8.1.1 Booking and organising regular in-person and virtual project meetings with the Client team;
- 8.1.2 Designing and circulating agendas and minutes pre and post meeting;
- 8.1.3 Noting action points arising from project meetings and ensuring these are completed by both parties;
- 8.1.4 Creating and maintaining a project milestone document to be shared with senior members of the NLC Team;

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- 8.1.5 Identifying and mitigating risks using a formal risk register;
- 8.1.6 Providing accurate invoices in a timely manner to the Client and making timely payments to suppliers.
- 8.2 The Client expects the Agency to manage the project into sprints of an appropriate length.
- 8.3 During the initial design principles (incl. L&D), logistics and delivery process, the Agency and the Client shall agree an approach to identifying, escalating and resolving risks and blockers to successful design and delivery of NLF 2021 and the regional events programme.
- 8.4 The Agency should provide access to relevant resources and ensure these are shared in a timely way.
- 8.5 The Successful Agency shall attend:
 - 8.5.1 A kick-off meeting with the Client, which shall ideally be face-to-face;
 - 8.5.2 A workshop with the Client's team to discuss design (and L&D) principles, logistics, delivery process and include the delivery plan/timeline, which shall ideally be face-to-face;
 - 8.5.3 A weekly check-in with the Client's Senior Community Lead, in addition to weekly progress meetings. These can be via video-conference;
 - 8.5.4 Weekly progress meetings, which shall ideally be face-to-face, though video-conferencing is available where necessary;
 - 8.5.4.1 The Agency shall send weekly progress reports to the Client at least 48 hours in advance of weekly review meetings.
- 8.6 Additional 'Light-touch' meetings as needed, on an ad-hoc basis. These can be via videoconference.
- 8.7 Quarterly contract review meetings, which can be via videoconference.

9. VOLUMES

- 9.1 N/A

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10. CONTINUOUS IMPROVEMENT

- 10.1 The Agency will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 10.2 The Agency should present new ways of working to the Authority during monthly Contract review meetings.
- 10.3 Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

11. SUSTAINABILITY

- 11.1 The Client would prefer the Agency to use sustainable and ethical goods, services and suppliers, at every plausible opportunity where cost does not make this unrealistic.
- 11.2 Potential Bidders should demonstrate how they plan to maximise the sustainability of the event delivery, through measures including reducing printing to a bare minimum, holding meetings virtually to minimise travel and through a plan for ensuring knowledge transfer at the end of the contract.

12. QUALITY

- 12.1 The design and content must be of the required high standard expected for delivery to top public service leaders (Director General/CEO and equivalent).
- 12.2 The Client expects bids to include information about the Agency's quality assurance procedures, and any arrangements for sub-contracting speakers.

13. PRICE

- 13.1 The maximum budget for this piece of work is £122,000 excluding VAT. This is to include design, development and delivery of all project elements relating to NLF 2021, and the one (1) regional event. Bids over this amount shall be deemed non-compliant. The payments will be structured according to how many and scale of elements are delivered e.g. 1 regional event would not merit the full budget.
- 13.2 Like all public sector organisations the Client must provide detailed justification of discretionary spending. The Client shall be looking for suggestions on how to achieve their aims whilst keeping costs low. Value for money shall be one of the criteria for evaluating bids.

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- 13.3 Prices are to be submitted via the e-Sourcing Suite using Attachment 4 – Price Schedule excluding VAT and including all other expenses relating to Contract delivery.

14. STAFF AND CUSTOMER SERVICE

- 14.1 The Agency shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service. This includes responding to the Client in a timely manner, actions from meetings addressed and deadlines met or explained. The timeline should normally be considered to be 24-48hrs for response or resolution.
- 14.2 The Agency's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.
- 14.3 The Agency shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

15. SERVICE LEVELS AND PERFORMANCE

- 15.1 The Authority will measure the quality of the Agency's delivery by:

15.1.1

KPI/SLA	Service Area	KPI/SLA description	Target
1	Project governance	Regular meetings booked and attended by the Agency, as stated at paragraph 8.5. Circulation of meeting agendas and risk register to Client 48 hours before the meeting. Circulation of minutes to Client 48 hours after the meeting.	100%
2	Project governance	The Agency shall send weekly progress reports to the Client at least 48 hours in advance of weekly review meetings.	100%
3	Project governance	Creation and management of an updated project risk register shared at every-other project meeting.	100%

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4	Delivery timescales	All milestones completed to agreed timetable as stated at paragraph 7.1.	100%
5	Project governance	Creation and maintenance of a project milestone document to be shared with senior members of the NLC Team at every-other project meeting.	100%
6	Project management	All blockers escalated and resolved to timescale agreed.	100%
7	Regional Event	On the day event management and logistics; smooth and professional approach to event management, including venue liaison and ensuring all suppliers are paid on time in accordance with their T+C's.	100%

- 15.2 For the purposes of Contract monitoring, representatives of the Agency shall routinely report to the Designated Officer on the performance of the contract.
- 15.3 Where the Client identifies poor performance against the 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.
- 15.4 The Agency shall be required to provide a full incident report that describes the issues and identifies the causes of the poor performance. The Agency shall also be required to prepare a full and robust 'Service Improvement Plan' which sets out its proposals to remedy the service failure. The Service Improvement Plan shall be subject to amendment following the performance review meeting and agreed by both parties prior to implementation.
- 15.5 The Client agrees to work with the Agency to resolve service failure issues. However, it shall remain the Agency's sole responsibility to resolve any service failure issues.
- 15.6 Where the Agency fails to provide a Service Improvement Plan or fails to deliver the agreed Service Improvement Plan to the required standard, the Client reserves the right to seek early termination of the Contract in accordance with the procedures set out in Attachment 5a - Contract Terms.

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- 15.7 The Agency shall be responsible for the performance of the Contract by any sub-contractors or other agents working on their behalf. The Agency shall deal with any issues relating to any sub-contractors or other agents working on behalf of the Agency, this however does not exclude sub-contractors or other agents working on behalf of the Agency from attending any Contract Monitoring meeting or contributing to any report where it is appropriate for such sub-contractors or other agents to do so.
- 15.8 If any sub-contractors or other agents working on behalf of the Agency are found unsuitable by the Agency, for whatever reason, the Agency shall engage with the relevant sub-contractors or other agents to broker a resolution.

16. SECURITY AND CONFIDENTIALITY REQUIREMENTS

- 16.1 The Agency shall be compliant with the Client's GDPR Processing Record and Privacy Policy for the handling of the details of the public sector leaders that they provide the service to. The Agency will work with the Client to complete a Data Protection Impact Assessment to ensure that any sensitive personal data is processed correctly. The Agency is also responsible for managing risks that are identified in the Data Protection Impact Assessment, specifically any risks that are identified in how the Agency will manage sensitive personal data that is provided to them by the Client.
- 16.2 The Agency shall ensure that the content of the event and the discussions that take place both before and within it are treated confidentially. No information shared shall be repeated outside of the programme. This explicitly prohibits the use of any information for commercial or political means.

17. PAYMENT AND INVOICING

- 17.1 Please see details of invoicing schedule below.

Date	Activity	Percentage of agreed price to be paid
Upon Contract Award	Contract awarded and first iteration of course design in consultation with the Client.	25%
Week commencing 26th October 2020	Successful completion of regional event	25%
Week commencing 14th	Following final approval of speaker,	25%

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December 2020	content and logistics for NLF 2021	
Week commencing Monday 22nd February 2021	Following final evaluation meeting of NLF 2021	25%

17.2 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.

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

17.4 Invoices should be submitted by post to: 1 Horse Guards Road, Whitehall, Westminster, SW1A 2HQ, and also by email (contact details provided upon Contract Award).

18. CONTRACT MANAGEMENT

18.1 Attendance at Contract Review meetings shall be at the Agency's own expense.

19. LOCATION

19.1 The location of the Services will be carried out at 1 Horse Guards Road, Whitehall, Westminster, SW1A 2HQ and Piccadilly Gate, Store Street, Manchester, M1 2WD. Most meetings can be done via videoconference where face-to-face is not possible.

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