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

* 1. **Letter of Appointment**

**CCCO19A18**

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 16th December 2016.

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: | TBA (Clients to advise Agency) |
| From: | The Department for Business, Energy and Industrial Strategy (BEIS) ("Client") |
| To: | 23 Red Ltd ("Agency") |

|  |  |
| --- | --- |
| Effective Date: | 1st August 2019 |
| Expiry Date: | End date of Initial Period 31st July 2022  End date of Maximum Extension Period 31st July 2023  Minimum written notice to Agency in respect of extension: One month |

|  |  |
| --- | --- |
| Services required: | Set out in Section 2 (Services offered) and refined by:   * the Client’s Statement of Requirements attached at Annex A * the Agency’s Proposal attached at Annex B; and * the Agency’s pricing schedule at Annex C |

|  |  |
| --- | --- |
| Key Individuals: | **For the Agency:**  **For the Client:**  REDACTED |
| [Guarantor(s)] | Not Applicable |

|  |  |
| --- | --- |
| Call Off Contract Charges (including any applicable discount(s), but excluding VAT): | Payment will be made in line with the pricing schedule at Annex C. All rates are inclusive of expenses and exclusive of VAT. The Pricing Schedule found at Annex C is an estimated cost to deliver the requirements set out in Annex A, Statement of Requirements, for the Group Communications – Partnership Marketing requirement for BEIS.  Maximum value should the extension period of one (1) year be exercised is £3,400,000.00 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables. Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.The Agency will respond to each brief issued by the Client during the contract in writing, including a firm price in line with the Contract day rates which include all expenses. The Client (BEIS) will issue a Purchase Order to correspond with the value of the agreed brief. |
| 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 Contract Terms and Conditions |
| Client billing address for invoicing: | Email: [REDACTED](mailto:ap@uksbs.co.uk) |

|  |  |
| --- | --- |
| GDPR | Please refer Call-Off Schedule 8 (Authorised Processing Template) |
| Alternative and/or additional provisions: | Not Applicable |

**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: For and on behalf of the Client:**

Name and Title: REDACTED Name and Title: REDACTED

Signature: Signature:

Date: Date:

##### **Annex A**

##### **Client Brief**

### 

# **DEFINITIONS**

|  |  |
| --- | --- |
| **Expression or Acronym** | **Definition** |
| The Client | Means the Department for Business, Energy and the Industrial Strategy |
| The Agency | Means the Supplier |
| The Department | Means the Department for Business, Energy andthe Industrial Strategy |
| ALBs | Arm’s Length Bodies at any time during the term of contract. |
| BEIS | Department for Business, Energy & Industrial Strategy |
| RoI | Return on Investment |
| BAME | Black, Asian and Minority Ethnic |
| KPIs | Key Performance Indicators |
| Partners | Those recruited and managed to deliver in kind campaign support through content or channels |
| Brief | Partnership Marketing requirements for each campaign |

# **OVERVIEW OF REQUIREMENT**

## The individual standby agreements for each of DfT and BEIS are to be for an initial period of three years, with each having the option to extend for an additional year.

## REDACTED

## The maximum Contract spend is outlined below. Please note there is no commitment by the Clients to spend this value.

|  |  |  |  |
| --- | --- | --- | --- |
| **Client** | **DfT** **(Maximum Contract Spend)** | **BEIS** **(Maximum Contract Spend)** | **Total Contract Spend** |
| Initial 3 Year Contract | REDACTED | £2,550,000.00 | REDACTED |
| Optional 1 Year Extension Period | REDACTED | £850,000.00 |
| Maximum Contract Value | REDACTED | £3,400,000.00 |

## Existing and currently planned campaign areas include:

### DfT: [THINK! Road Safety](https://www.think.gov.uk/)

### DfT: [Inclusive Transport (New)](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/728547/inclusive-transport-strategy.pdf)

### DfT: [EU Exit](https://euexit.campaign.gov.uk/)

### BEIS: [Engineering, Take a Closer Look](https://www.yearofengineering.gov.uk/)

# **SCOPE OF REQUIREMENT**

## The Agency shall be a highly skilled marketing agency with an outstanding record in successful partnership marketing and expertise in a broad range of sectors. The Agency will:

* develop strategies and manage one-off and multi partner programmes
* implement and leverage existing and new partner activity, developing partner toolkits and delivering events and innovative digital solutions
* design, prioritise and manage partner acquisition and retention programmes
* co-create innovative content to reach target audiences both on and offline
* work with media owners and partners to generate content and programming
* monitor, track and evaluate partnership programmes through both quantitative and qualitative measures
* have flexible capability and capacity, keeping up to date with fast moving events and working closely with the client day-to-day and at senior level
* have access to expertise in sponsorship strategy development, implementation and communication if required
* have access to expertise to develop and execute digital and public relations activity including content and delivery if required
* have access to expertise to develop and execute educational specialist communications activity including public relations and schools resources

## BEIS will be able to access the agreement directly at the Client’s discretion.

# **THE REQUIREMENT**

## The Agency shall work effectively across a number of different agency partnerships this will include:

## Alerting wider agency group upstream at the planning stage to maximise value of partnership opportunities and ensure all are aligned on deadlines and deliverables

## Ensuring that all content generated fits with wider creative strategy and is delivered directly to media owners in a timely and efficient manner

## Ensuring evaluation metrics and campaign learnings feed in to wider reporting, monitoring and optimisation

## As well as creating outputs with partners that have a fit with the target audience and align with brand values, the Clients also see the value of developing tri-partnerships and initiating opportunities for partners to network and generate ideas together. For example, pairing a media partner and a brand partner together so that DfT and BEIS are able to maximise both content and reach, or aligning a charity so that they can co-create, endorse and promote through their channels.

## The Agency shall offer new and innovative solutions that will stand out and have impact. All communications should be developed with accessibility in mind and meet the required accessibility standards. <https://www.w3.org/WAI/fundamentals/accessibility-intro/> for all online content and comply with web content accessibility guidelines (WCAG) 2.1 <https://www.w3.org/WAI/standards-guidelines/wcag/>

## Some campaign content is expected to be sensitive and will require a robust approach with intelligent negotiation and an eye for potential issues and conflict.

## The Clients understand that developing new partnerships and opportunities can often have long lead times; the Agency shall provide a clear pathway with realistic targets in terms of deliverables and outputs.

## Whilst DfT and BEIS see the benefits of pooling all Group Communications partnership marketing requirements into one Agency DfT and BEIS are also aware of the potential risks with this approach. A number of the core campaigns will require activation and support on award of the contract, allocated resource will therefore need to be sufficient to accommodate this so as not to undermine the quality of outputs.

## An outline of DFT and BEIS requirements for each of the existing or currently planned campaign areas, subject to Cabinet Office Professional Assurance approvals:

## **DFT Campaigns**

### THINK! Road Safety

ISSUE: Too many people, particularly young men, are killed and seriously injured on the UK roads.

AIM: Reduce the number of people killed and seriously injured on the roads in England and Wales.

OBJECTIVE: Change attitudes and behaviours towards the most risky driving behaviours by addressing the cultural, contextual and habitual factors that contribute to accidents in the moment (social practice theory).

ROLE FOR PARTNERSHIP MARKETING: Recruited partners should provide incentives or solutions to encourage the Clients audience not to drive recklessly or complacently, and should extend the reach of the campaign messages.

NEW PARTNERS: Drink Drive has been the historical focus for partnership but the Client would like to explore commercial partnerships that will tackle wider issues around driving safety. The new Agency is required to advise on new partners that could include:

* Tech Brands – technology solutions to good driving.
* Insurers –offer incentives for safer driving?
* Car Brands – that understand driving skills
* Gaming Brands – to highlight how real life driving skills and gaming skills differ
* Youth Brands – those that can influence the young drivers 17-24

CURRENT PARTNERS: The new Agency is required to maintain and cultivate relationships with established partners (ABinBev, Budweiser, Diageo, Drinkaware, insurance companies, driving schools).

SUCCESS: Identify a number of quality partners to co-create content that will support the overall campaign strategy (this could include three-way partnership opportunities) and identify a larger range of partners to help amplify the content. The partners should have direct access to a young male audience and be trusted and credible among this group.

### **Inclusive Transport**

ISSUE: Disabled people do not feel confident to use public transport and transport operators and the wider public could be doing more to support easy access.

AIM: Positively engage disabled people to improve confidence and use of public transport services, creating a transport system offering equal access for disabled people by 2030, improving access to work. Create a supportive travelling experience amongst the general public by promoting ways of positively interacting with disabled people and reducing instances of disability related hate crime.

OBJECTIVE:

* To increase the use of public transport by disabled people by improving confidence to travel
* To increase awareness of the needs of disabled people, particularly those with hidden disabilities, amongst the general travelling public
* To amplify actions of operators and partners that help to improve the travelling experience for disabled people

ROLE FOR PARTNERSHIP MARKETING: Activate and coordinate a focused drive to enable disabled people to confidently travel on a range of public transport. Analyse the existing landscape and insight to identify opportunities to support disabled people, working with delivery, media, private sector and charity partners to engage and motivate hard to reach groups. Generate engagement and awareness amongst the wider travelling public and use trusted voices to extend the reach of the campaign.

SUCCESS: A recognised centrally led drive to enable disabled people to travel with confidence across a range of transport services. An increase in awareness and support from the wider public and transport operators to alleviate the barriers to accessible transport. A range of partners both at the point of travel and beyond which might include tech, charity, in situ brands and schools.

### **EU Exit**

ISSUE: Businesses and citizens will need to take action to continue to travel in the EU post exit, the degree of action and preparedness increases in a no deal scenario. Awareness of steps required and motivation to act is currently low.

AIM:Raise awareness and engage businesses and the wider general public of the possible changes in their travel arrangements to the EU post Brexit.

### OBJECTIVE: To ensure business and citizens are informed and aware of the actions they need to take post Britain’s exit from the EU

ROLE FOR PARTNERSHIP MARKETING: To amplify DfT messages to business and public regarding changes to the documentations needed to travel to the EU

SUCCESS: DfT messages carried by industry and commercial partners including websites, at the point of travel e.g. ports and cruise ships as well as trade advertising e.g. the RHA (Road Haulage Association) magazine. Engagement with the 125 partners activated in 2018-2019 is sustained, and new partnerships are developed.

### 6.9 **BEIS Campaigns**

### 6.9.1 **Engineering: Take a Closer Look**

ISSUE:

* The skills gap - 20,000 annual shortfall of engineering graduates in the UK which impacts on the UK’s productivity and growth. The industry needs 203,000 skilled recruits each year to 2024 to keep pace with demand. (ENGUK,2018)
* Engineering is undervalued and misunderstood - less than a third (26%) of parents know what people in engineering do (EBM, July 2018)
* Diversity - only 12% of the engineering workforce is female. People from ethnic minority groups account for 8% of those employed as professional engineers compared with 12% across the working population. (EngUK,2018)
* Multiplicity of initiatives - promotion of engineering suffers from lack of critical mass, duplication of effort and complexity of landscape. There are many organisations competing for share of voice resulting in multiple messages that at best may be hard to filter and at worst could lead to ‘engineering fatigue’ (RAENG Landscape Analysis 2016)

AIM: Widen the pool of young people that would consider engineering as a career

OBJECTIVE:Improve the desirability of engineering among young people, their teachers and families through increasing awareness and understanding of what engineers do

* drawing on opportunities in key Industrial Strategy areas such as AI, developing a green economy, transport systems of the future and a healthier ageing society

### Improving diversity including BAME, women and those from disadvantaged backgrounds.

ROLE FOR PARTNERSHIPS MARKETING: Prioritised partnerships will remain at the centre of the strategy

* Co-creating content linked to young people’s passions and interests – revealing the engineering within
* Creating platforms and simple tools that multiple partners can join and use
* Focus on engineering sectors that BEIS know resonate with young people and girls – tech, design, environment, making a difference (see [Five Tribes](http://www.imeche.org/docs/default-source/1-oscar/reports-policy-statements-and-documents/five-tribes---personalising-engineering-education.pdf?sfvrsn=0))
* Tri-Partnerships providing both content and reach – increasing awareness amongst young people parents and teachers
* Amplifying existing activities and coordinating under one brand and consistent messaging. Build the use of ambassadors developing a ‘bank’ of spokespeople and supporters with a focus on diversity
* Building on the legacy of the Year of Engineering to encourage uptake of tools e.g. the Shell Code and the IMechE evaluation tool
* Build regional networks and promote opportunities for Direct Experiences as these are known to have a direct impact on perceptions and attitudes towards engineering.
* Target new landmark partners, reach beyond the ‘usual suspects’ that are already active in the area – focus on brands that index well amongst C2DE
* Develop engaging digital content to keep messages live and up to date, delivering strong engagement rates.
* Bespoke engagement with schools to raise awareness and engage teachers, build regional networks
* Clear evaluation strategy and ROI measure of 3:1 or more

SUCCESS: KPIs will build on those set out in the Year of Engineering, based on uplifts in attitudinal statements, ambassador sign ups and ROI. BEIS anticipate working with 8 or more new ‘landmark’ partners (that offer new co-created content) at least 3 of which would be specifically reaching audiences from BEIS priority areas – girls and BAME groups. The Agency shall also maintain, activate and coordinate over 1500 partners that have signed up to support the previous Year of Engineering campaign. BEIS would like the new partnerships to bring the grand challenges within the Industrial Strategy to life, reach a diverse audience and Tri-Partnerships that are able to deliver on reach as well as content. Forming strong regional networks and a bank of ambassadors that support the campaign.

## The Agency shall also:

### Agree and present a strategy and produce a detailed communications plan to deliver each programme of work. This should complement wider campaign strategies where appropriate.

### Produce a weekly status report and meet regularly (frequency of status meetings to be agreed by campaign on appointment) to share progress.

### Provide and agree an approval process with the Client for each campaign. The Client will have final sign off on all creative material and payment for creative will not be made until this has been achieved.

### Provide accurate notes and actions from all meetings between the Client and the Agency and between the Agency and Partners unless agreed in advance with the Client.

### Provide high quality, accessible and innovative creative content that inspires the target audiences and brings the campaigns to life

### Provide creative solutions to promote partner content so that audiences are reached and engaged

### Understand and keep up to date with developments and new opportunities within the specialist areas of each campaign.

### Adhere to data protection rules and requirements in the management of personal data.

# **KEY MILESTONES AND DELIVERABLES**

## The following Contract milestones/deliverables shall apply:

|  |  |  |
| --- | --- | --- |
| **Milestone/Deliverable** | **Description** | **Timeframe or Delivery Date** |
| 1 | Kick off meeting with Client | Within week 1 of Contract Award |
| 2 | Response to brief including creative approach, a top level comms plan and agreement on upcoming deliverables (events, partner materials) | Within a min 2 weeks of receipt of detailed briefA one week response to brief may be required in exceptional circumstances |
| 3 | Invoicing schedule agreed | Within 3 weeks of detailed brief |
| 4 | Final strategy and detailed communications plan | Within 4 weeks of detailed brief |
| 5 | Evaluation report | Within 4 weeks of specific campaign activity, at 6 and 12 months or as agreed at briefing stage for long term projects |
| 6 | The Agency shall provide and agree an approval process with the Client for each campaign. As outlined in Section 6.11.3 | Within 4 weeks of detailed brief |
| 7 | Contract review | Every 3 months post contract award |

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# **MANAGEMENT INFORMATION/REPORTING**

## The Agency shall provide weekly status reports attending status meetings as required. The frequency and format of status meetings will be agreed with individual campaign teams on appointment.

## The progress of all projects will be monitored throughout with evaluation reports due within fourweeks of campaign activity with the option of a six and twelve month report each year. The response to brief should include KPI recommendations which, once agreed, will be added to those at 16.2.

## The Agency shall attend and contribute to quarterly contract review meetings and identify and implement improvements.

# **VOLUMES**

## Given the stand-by nature of the contract volumes will be agreed as individual briefs are issued. Subject to Cabinet Office Professional Assurance approvals the existing or currently planned campaign activity is anticipated to require the following:

### THINK!: DfT anticipate working with 2-3 quality partners to co-create content. The partners should have direct access to a young male audience and be trusted and credible among this group. DfT would also like to identify a larger range of partners to help amplify the content (agency to advise on number but could range from 5-15), while maintaining existing relationships with historic partners.

### INCLUSIVE TRANSPORT: As a new campaign the Agency shall provide recommendations in terms of the partner recruitment and prioritisation strategy.

### EU EXIT: New messaging and policy will arise regularly, so the Agency shall actively maintain relationships with existing active partners (approximately 125 at present) and engage them in amplifying updates as needed. DfT also anticipate the agency building their partner base by at least 50% to ensure that DfT are reaching as much of their audience as possible.

### ENGINEERING: DfT and BEIS anticipate working with 8 or more ‘landmark’ partners each year at least 3 of which would be specifically reaching audiences from their priority areas – girls and BAME groups. The Agency shall activate and coordinate over 1500 partners that have signed up to support the campaign.

# **CONTINUOUS IMPROVEMENT**

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

## The Agency should present new ways of working to the Client during quarterly contract review meetings.

## 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.

# **PRICE**

## The Contract will be for three years with a possible one year extension period (3+1). The maximum contract value is £2,550,000.00 exc. VAT. An additional £850,000.00 exc. VAT is available should the contract be extended for a further year. Please refer to the breakdown of the spend, by Client in Section 2.

## There is no commitment by the Client to spend this value. Commitments will be made through agreement to individual campaign proposals and issue of purchase orders.

## Prices are to be submitted via the e-Sourcing Suite [Attachment 4 – Price Schedule excluding VAT and including all other expenses relating to Contract delivery. Prices submitted in any other format will not be considered at tender stage. Prices will be held firm for the duration of the contract.

# **INTELLECTUAL PROPERTY RIGHTS**

## The Agency acknowledges that the Client retains ownership of materials developed by the Agency as part of the partnership marketing programme, including all modifications and adaptions, and all Intellectual Property Rights in them.

# **STAFF AND CUSTOMER SERVICE**

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

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

## 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.

# **SERVICE LEVELS AND PERFORMANCE**

## The Client will agree KPIs with the Agency at briefing stage for each campaign.

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

|  |  |  |  |
| --- | --- | --- | --- |
| KPI/SLA | Service Area | KPI/SLA description | Target |
| 1 | Account Management | Status reports to be submitted -, attendance face to face as agreed | Weekly |
| 2 | Service Delivery | Production: Responsiveness and delivery against overall brief | 2 weeks for response to brief, 1 week response in exceptional circumstances |
| 3 | Performance | Testing:campaign optimised based on ongoing feedback and testing | Targets and frequency to be agreed at briefing stage |
| 4 | Outputs | Social reach and website metrics:Quality of partners and effectiveness of partner prioritisation – partner reach, relevance and outputsMinimum ROI of 3:1 | Targets and frequency to be agreed at briefing stagePartner ROI of 3:1 |
| 5 | Performance | Performance against previous content and campaigns e.g. engagement rates and partner take up. | Targets and frequency to be agreed at briefing stage |
| 6 | Performance | Set attitudinal measures | pre and post campaign activity |

## Quarterly contract review meetings will be undertaken to recognise success and provide opportunity to improve in any areas of underperformance.

## On termination of the contract all information and assets created as part of the contract will be supplied to the Client at no additional cost.

# **SECUIRTY AND CONFIDENTIALITY REQUIREMENTS**

## As outlined in the Terms and Conditions

## The Agency shall keep all campaign briefings, materials and partner agreements confidential until such time that the Client has agreed their release.

# **PAYMENT AND INVOICING**

## Detailed itemised costs must be provided and signed off by the Client before any work commences. After which a Purchase Order will be provided by the Client.

## The Agency shall produce and agree an invoicing schedule within 3 weeks of each detailed campaign brief.

## Payment can only be made following satisfactory delivery of pre-agreed products and deliverables that have been approved by the Client.

## Before payment can be considered, a detailed elemental breakdown of work completed, unit price and cost must be provided to the client in an agreed format. This will be required ahead of the Agency issuing an invoice as directed below, and could potentially be the draft invoice.

## For DfT orders, Agency invoices should be sent to either (not both):

## Email to [REDACTED](mailto:SSa.invoice@sharedservicesarvato.co.uk) in pdf format. It is the Agency’s responsibility to ensure the email is received by the Account Payable team.

## Post to Accounts Payable, REDACTED

## For BEIS orders, Agency invoices should be sent by email to REDACTED

# **CONTRACT MANAGEMENT**

## This Contract will be managed by the Clients. Contract Review meetings will be held on a quarterly basis, at the Client’s offices and shall be at the Agency’s own expense.

# **LOCATION**

## The location of the Services will be carried out at the Agency’s offices however the Agency will be expected to regularly attend meetings at the Client’s offices

## DfT: REDACTED or at the offices of the DfT Executive Agencies and other arms-length bodies.

## BEIS: REDACTED

##### **Annex B**

##### **Agency Proposal**

**REDACTED**

**Department for Transport – Partnership Marketing Tender**

***Questionnaire 5 – Quality – Account Management***

**5.1** **Resourcing**

REDACTED

Our experienced planning team will work closely with both teams on all strategic, campaign monitoring and evaluation aspects of each project.

REDACTED

Except in the instances where a team member is dedicated to a specific project, each person will generally work on one or two other accounts. However, transport/engineering partnerships will be their primary focus and their total allocation will not exceed 80%. Based on our experience, this provides a suitable degree of flexibility, meaning additional resource can be allocated to your account if required.

During intense periods of activity, we can offer a ‘blended’ or co-located team, meaning the 23red team members will fully integrate itself with the Authority client team, working seamlessly and collaboratively with stakeholders and other suppliers.

Where significant additional resource is required, we will bring increase the team size. In most cases this will be achieved by drawing on the support of other staff members with the same specialist skill sets or via recruitment of specialist skills. We also have a bank of specialist freelance account handlers who we can draw upon if needed.

As an integrated communications agency, in addition to our in-house partnership marketing and strategy experts we will also draw on the expertise of our creative and digital specialists as the project requires. Our creative team have experience in developing partner toolkits and digital content for Year of Engineering, THINK! and Change4Life for example.

We also have trusted 23red Associates with whom we regularly collaborate with as part of our extended team. For this brief, we anticipate benefiting from specialist BAME and disability audience expertise. REDACTED, are 23red Associates with whom we draw on in these areas. They have supported us on numerous projects, for example Patricia provided her expertise for identifying partners to engage BAME audiences in blood donation for NHS Blood and Transplant. Steven has worked with us as a specialist researcher for vulnerable and disability audience groups for SMART Energy GB. We have provided further detail on their experience in the biographies section below.

During our long-standing relationship with DfT we have successfully demonstrated our ability to commit the right resource at the right time to deliver against the specification. We have also demonstrated flexibility, upweighting resource as and when required to support the core team (e.g. bolstering our account management and planning teams during spikes in activation on Year of Engineering).

# Senior Team Experience

REDACTED

# Campaign project management

We pride ourselves on excellent project management. We have noted all the KPI’s, deliverables, service levels, reporting and invoicing requirements detailed in the Statement of Requirements and will ensure that we comply with them. We will also put in place a clear project plan from the outset that sets out milestones and interdependencies and we will keep it under review; essential for the successful delivery of a campaign.

In line with our collaborative approach and quality assurance policy, we recommend regular but focused liaison with our clients to ensure quality and delivery requirements are achieved. We have outlined our proposed approach below; however, we understand that each team and project will have different requirements. We anticipate for example that ‘always on’ projects such as Inclusive Transport will align, whereas EU Exit, for example, will need an approach that can be switched on and off based on when the need arises. We will therefore use this approach as the starting point to discuss with each client team at kick off and adapt as required.

Daily

* Update on vital developments/challenges
* Contact reports/meetings note within 24 hours

Weekly

* Client status (face-to-face where possible)
* Written status update
* All agency update during planning phases

Monthly

* Integrated agency update during campaign phases
* Client / Agency governance meeting

Quarterly

* Stakeholder updates as required
* Contract review (an opportunity to present new ways of working as part of our commitment to continuous improvement)

Six-monthly

* Stand back session (without charge)
* Mid-year evaluation against objectives
* L&D session (for those who would like to know more about partnership marketing)

Annual

* Response to following year’s brief, KPI setting and scope of works

We also offer relevant added value services as part of each contract such as competitive reviews, planning workshops, stand-back days, training and research, embedding staff in client’s offices and working as part of a blended team as required.

# Achieving and maintaining specialist sector knowledge

As the incumbent agency, we already hold a wealth of specialist transport and engineering sector knowledge and relationships. Many of the team we are proposing are already or have recently worked on at least one of the specific projects detailed in the brief and therefore have in-depth knowledge of the subjects. However, we recognise the importance of continuing to develop our knowledge and understanding of DfT/BEIS and the wider policy areas. To do this we will ensure that all team members:

* Read DfT/BEIS strategic plans, performance reports, research and board papers
* Synthesise relevant academic reviews on behaviour change
* Convene behaviour change panels to advise on specific topics
* Attend conferences and relevant stakeholder groups
* Monitor press coverage (via Google alerts) and publications
* Review manifestos published by the major political parties

We use this knowledge and understanding to inform the development of our partnership strategies and campaigns.

In addition, we regularly identify training opportunities, whether that be a professional qualification, attendance at conferences etc, that will help bolster our team’s knowledge and skillset.

# Onboarding and the first 100 days

We believe it’s vital to have a clear on-boarding plan for a new client/agency relationship to ensure a smooth transition and get everyone up to speed as quickly and efficiently as possible.

As the incumbent agency on THINK! and EU Exit the team will be able to hit the ground running. Where there are team changes to allow for the proposed structure there will be a comprehensive handover and comfort in the knowledge that the experience remains within the agency. There will be no impact on the quality of delivery. Whilst there is no need for onboarding in respect of THINK! and EU Exit, we would recommend having a kick-off meeting to agree the deliverables and scope under the new contract. This will also provide an opportunity to review the current processes, ensure that the client teams are happy with the ways of working and agree any areas for improvement.

Whilst we know a lot about ‘Engineering: Take A Closer Look’ having delivered Year of Engineering, we recognise that there will be a new team and a new set of objectives based on the evaluation learnings and alignment with the Industrial Strategy. We would therefore recommend we treat this in the same way as we would treat the Inclusive Transport brief and any other new brief. We would propose a 4-week onboarding plan which will allow us to get partnership marketing activity live within three months (100 days). The on boarding plan is detailed below:

## Week One: Kick off and information gathering

* Kick off meeting with client to introduce the teams, discuss the brief, agency objectives and deliverables, agree ways of working and roles and responsibilities, understand the other partners/stakeholders involved, establish governance procedures
* DfT/BEIS to share relevant policy, insight and strategy documents, ongoing plans, evaluations, brand guidelines, brand assets etc.
* 23red to prepare and circulate a pack with key contacts details

## Week Two: Immersion and ways of working

* Document review and Q&A
* Share draft scope of works with timing plan and budget proposal
* Diarise status meetings, quarterly contract review meetings and set up templates for status reports

## Week Three: Planning for the future

* 23red facilitated planning workshop to align on campaign objectives, identify information gaps and begin to map out partnership strategy
* Introductions/meet with integrated agency team

## Week Four: Finalising scope

• Agree strategic framework, scope of works, timings and budget • Agree billing schedule

Whilst the team members will have been briefed as part of the tendering process, the suggested approach will ensure the agency team is operationally ready, fully conversant with the business and aligned around objectives and strategy within one month of appointment.

**5.2 Agency Integration**

Collaboration is a core 23red value and this extends to how we work with each other and our clients, as well as other agencies, partners and stakeholders. 23red are very experienced in cross-agency and stakeholder working to ensure the integrated and efficient delivery of campaigns. It’s something that has been fundamental to the success of many of our campaigns across both public and private sector and there are several learnings that can be applied to the DfT and BEIS campaigns.

Not only is collaboration critical to ensuring that strategies and creative align but it can deliver efficiencies in media planning and can lead to the delivery of bigger and better ideas. On Public Health England, for example, we work closely with M&C Saatchi (creative), Freuds (PR), Ogilvy (digital), Kantar (research), Wavemaker (media planning) and MGOMD (media buying). We prepare joint strategic responses to briefs which ensures that the partners perspective is considered in the development of the strategy and consideration given as to how the creative might work in partner channels. Such collaboration has also given rise to partnership led responses to brief as in the case of Disney 10 Minute Shake-up which was then supported by advertising. And collaboration with Wavemaker and freuds was essential when brokering innovative media partnerships such as ITV to ensure that any pre-existing commercial relationship and editorial opportunities were leveraged.

We work closely with Pablo (creative), MHP (PR) and Manning Gottlieb (media) on the NHSBT Organ and Blood campaigns. This collaboration has delivered real benefit to our work and to the campaign overall. We work as a cross-agency team from the outset of a campaign; developing strategic responses in collaboration and working closely together throughout the campaign activation phase. For example, on NHSBT Missing Type, the agency group were able to leverage their client base to bring together a best in class portfolio of brands to support the campaign. Partners included Google, TfL, Boots and Starbucks. We also collaborate in order to complement each agency’s activity. For example, 23red secured partners to extend the reach of Pablo’s ‘Bleed For’ campaign creative through the dissemination of a campaign toolkit. Securing the ITV2 Halloween partnership in 2018 Halloween enabled us to provide MHP with high profile content to leverage within PR, maximising the reach and profile of an already successful partnership.

We have also applied this approach to our current work on Go Ultra Low, working closely with Now (creative), Truffle (social), Hill and Knowlton (PR) and Wavemaker (media). Collaborating on a joint agency response to brief, enabled us to ensure that our partnerships strategy aligns and supports the overarching campaign strategy. Understanding the social and PR plans enables us to consider what assets or campaign moments we can tap into and how partners can get involved to amplify (e.g. providing blog content) or how they could benefit to help with the value exchange - for example a celebrity ambassador is being explored which could be a great hook for encouraging landmark partners to co-create high profile PR-able activation.

These successful collaborations demonstrate that we have the skills needed to work on combined agency briefs i.e.:

* A shared sense of the vision and goals
* A mutual respect for the unique perspective and talents that each agency contributes
* Clarity on roles and responsibilities
* Commitment to teamworking
* Formal and informal communication

We believe that we can contribute to the integrated agency group in several ways:

* Audience insight: One of the biggest frustrations our partners feel is when they are given a campaign to work with that doesn’t work for them. We can bring an understanding what partners can and can’t do to early stage discussions. We can also bring partners’ audience insight to the table which can often help plug insight gaps around the customer journey for example. Our diversity specialists, Stephen Lacey (MD of The Outsiders that specialises in disability insight) and Patricia Macauley (Director of Multi-Cultural Marketing) will also be able to help the cross-agency group better understand the barriers and motivators relating to diverse audiences.

* Ideas and creativity: We will bring co-creation opportunities with partners and their audience groups to ensure we are delivering creative solutions that partners can work with to overcome the audience barriers. When government messages must sometimes focus on the harms, we work with partners to provide the positive solutions. Moreover, partners can often speak with a voice that government can’t which means that we can often be braver and more innovative.

* Owned and earned media planning: We can bring an understanding of how the low and no cost media channels can extend the reach of the campaign which can inform the media planning and ensure the investment in paid can be optimised.

* Evaluation: Partners are a rich source of data to aid evaluation. They can provide information on the extended reach of the campaign, survey data to show impact on audiences and sales data to show impact on behaviours.

Based on our experience we can also contribute some suggestions in relation to the best practice principles and tools that facilitate and support integrated agency working

* In our experience it is helpful to have a leadership team that includes one single-point leader from each party (i.e. partnerships agency, creative agency, evaluation agency, media buying agency(s), DfT or BEIS) who can then draw on the appropriate capabilities of their wider teams as the campaign requires from start to finish. This ensures shared accountability amongst all parties but also a more efficient and coordinated way of working for the client.

* All agency and team briefings: It is helpful if all agencies are engaged from the outset of a project. Where possible we would like to be briefed as a collective by the client and work together on an aligned response. Where the other agencies are already briefed then we like to meet with them to better understand their briefs, roles, responsibilities, timelines and dependencies (e.g. the timelines for negotiating partnerships are often longer than those for the creative).

* Creation of guidelines and assets: In situations where we have created the campaign brand guidelines and core assets, we often fulfil the role of brand guardians; helping other agencies to ensure the integrated campaigns on which they are working are in line with the guidelines to ensure consistent delivery. We involve all partners in the creation of these guidelines and core assets to ensure they are fit for purpose. This also gives a sense of ownership to all parties and removes the risk of a lack of consistency further down the line. Likewise, if we are not responsible for the creative development, we welcome the opportunity to feed into the creative requirements from a partnerships perspective and will work with the creative agency to ensure the assets are fit for purpose. This has worked well, for example, on THINK!

* Frequent and formalised working sessions: Where appropriate, we set up joint teams to co-create strategic and campaign solutions. On PHE we have a cross agency planning team that works together on strategy development to deliver the most effective integrated solutions for smoking cessation and childhood obesity for example. We share partnership strategies to ensure that they integrate with paid-for plans and identify opportunities to leverage partnerships in paid-for and PR channels. We like to contribute to cross agency idea generation workshops to ensure creative ideas work for partners and present our partnership proposals as part of an integrated response to brief. Upon approval of proposals, we work closely with agency partners on production and delivery to ensure all assets for partners are produced and distributed in a timely manner. For a campaign of the suggested scale of Inclusive Transport, we anticipate that it would benefit from such an approach.

* Campaign weekly status reports and meetings: It is useful to have a formal status report circulated weekly to all agencies and clients to ensure all parties are kept up to date on actions and any issues are resolved quickly. This is usually coordinated by the lead agency, which in some instances will be ourselves and in others the creative agency with input from other agencies. We find that fortnightly integrated agency status meetings can also be helpful at least in the early stages of campaign development.
* Integrated campaign evaluation: Whilst each element of the campaign may be separately evaluated it is helpful to have a single campaign evaluation meeting attended by all agencies and provides a collective view on the successes and learnings from the campaign versus the agreed objectives and KPIs.

* Quarterly leadership stand-back meetings: As part of a collaborative way of working we would suggest quarterly cross agency leadership meetings to stand back from the day to day and forward plan.

**5.3 Subcontracting**

We recognise that whilst partnerships is the core purpose of this contract it is likely that additional services will be required. Some of which 23red have the in-house capability to deliver for example creative and content development, website development and management and influencer engagement. However some will need to draw on the expertise of other suppliers. We have outlined below the services we would outsource, who we would propose outsourcing to and why, along with our approach to outsourcing and managing subcontractors.

# Services to be outsourced

Whilst we have proposed our trusted partners to deliver these services, we recognise that the client may have existing relationships with other suppliers that they would prefer us to subcontract to.

## Sponsorship – REDACTED

William Morrison is a 23red Associate with whom we have worked for over 19 years to develop rights propositions for major global sports properties and events. In his previous role as Chief Executive of the FIA World Rallying Championship we worked with REDACTED to develop the global rights proposition and recruit and activate sponsors including PlayStation and Thales. In his most recent role as International Managing Director at Goodwood we worked together to activate existing and potential sponsors around the Festival of Speed.REDACTED now regularly consults with us on sponsorship platforms and activation ideas.

## Public Relations - freuds

freuds is the consumer engagement agency behind some of the most famous public awareness and behaviour change programmes and campaigns of the past decade, such as Comic Relief, Jamie Oliver’s Food Revolution, the 2012 London Olympic and Paralympic Games & the 2019 Special Olympics, Change4Life, Stoptober, and Dementia Friends.

Their experience and expertise from working with government departments means they are adept at operating within complex cultures and environments, utilising best-in-class behavioural change science and psychology. Through their work with the Department of Health, Public Health England, NHS England, the Department of Equality and Human Rights; the Department of Education and the Home Office, they have a deep understanding of how to fuse evidence and simplify it into compelling content that injects itself into popular culture and asks people to take action. They are experienced in targeting at-risk, niche and hard to reach audiences on relevant topics such as road safety, new legislation, inclusion and diversity and skills.

23red and freuds have a long-standing proven partnership, having collaborated on Public Health England campaigns over 10 years, launching and establishing behaviour change campaigns at national scale. Together our work has changed behaviours and won awards.

## Education Specialist - Hopscotch

Hopscotch drive reputation, deliver social purpose and create culture change through education. Helping corporates, charities, government and public sector do better business; using education as a positive force for change. Their in-depth knowledge of the education landscape, curricula and pedagogies means they can deliver specialist consultancy and research across a breadth of education areas, from navigating policy and stakeholders, through to full strategic reviews of existing programmes. They use their own teacher and youth panels, as well as independent qualitative and quantitative research, to make sure programmes and content impact young people, teachers, parents and the wider community.

23red and DfT already have an established relationship with Hopscotch from the Year of Engineering campaign whereby we subcontracted to Hopscotch to deliver the education elements of the campaign. They advised on and created education stakeholder activities and communications and teaching resources across the year to embed the campaign in schools. We collaborated on the development of the schools hub section of the website, including a detailed audit of over 250 engineering resources to host. Plus,

Hopscotch collaborated on the development of co-created partner resources for schools such as the FIFA inspired STEM resources and design of the Marvel More Heroes Needed aptitude test and the campaign evaluation.

Hopscotch have also been working with DfT and the THINK! campaign since 2016, creating a new suite of

THINK! education resources informed by their education framework designed in collaboration with Road Safety Officers and senior leaders. Targeted at 3-16 year olds, lessons plans, films, online games and even a song continue to engage teachers and has resulted in:

• 99% of teachers stating positive increase in knowledge and awareness of safer road behaviours • 93% of teachers claiming increase in the number of safer road behaviours

They have more recently managed, produced and launched OLEV’s national ‘Eco-innovators’ design competition engaging 7-19 years olds in the growing role EVs will play in the coming years and to see engineering as a creative and exciting career that enables them to improve society on a mass scale.

## Research

We have a number of trusted partners that we use for qualitative and quantitative research, dependent on the subject and requirement of the task. They include:

* Yougov from whom we regularly commission surveys.
* Hall and Partners with whom we worked on Smart Energy
* Kantar with whom we currently work on PHE, NHSBT and DCLG
* Ipsos Mori with whom we have worked on PHE
* 2CV (and Talking Taboos) with whom we work on Rail Safety and Standards Board
* The Nursery who have extensive experience of working on behaviour change across government and for the charity sector

## Experiential - Create

We would sub-contract the delivery of any experiential activity to Create Productions. They have been an agency partner for over 10 years and delivered similar scopes of work for Public Health England (Stoptober and Change4Life), Department for Transport, and NHS Blood and Transplant.

## Production – various

It is likely there will be production requirements for the various projects for example, film production, photography and print. Our experienced Creative Services Director maintains a list of such sub-contractors pre-approved based on skills, quality and financial standing, each of whom has signed an overriding confidentiality and copyright agreement. Competitive tenders or quotes are requested usually from a minimum of 3 sub-contractors. They are evaluated based on quality and cost. We have a track record of working with highly creative, innovative production suppliers, such as Fully Focussed who delivered the THINK! Drink Drive Christmas 2018 content films.

# Approach to outsourcing

We have a robust approach for selecting and managing sub-contractors. 23red’s comprehensive Supplier and Sub-Contractor policy was devised in accordance with our ISO 9001 accredited quality management system and industry’s code of conduct:

* All approved sub-contractors on the database sign o confidentiality and copyright agreement o Quality Assurance charter o service level agreements
* For specific projects, competitive tenders are held to identify the most appropriate and cost-effective solution
* Sub-contractors provide a written response to each brief, including timing plans, cost estimates, relevant case studies and references. The creative services director evaluates these (based on experience, expertise, demonstrable capability, capacity to deliver, remuneration, KPIs, and value) and a scope of works is agreed with the successful sub-contractor. This is reviewed regularly.
* All work is commissioned via purchase orders, which carry the agency’s terms and conditions and govern the relationship (including provision for termination of all contracts should a sub-contractor become insolvent).
* Wherever possible, projects are briefed face-to-face and are always supported with written briefs.
* Regular reviews are held throughout the process with key sign off stages identified at the start of a project, including mock-ups and proofs before progressing to final output.
* Sub-contractors are subject to performance reviews. Any non-performance issues would be discussed with the sub-contractor and either rectified immediately (at no cost to the client) or the contract will be terminated and an alternative sub-contractor appointed.
* At the beginning of a project a risk management matrix is created which may include a subcontractor element. Any risk will be managed accordingly.
* At the close of a project, a job audit is completed, including the evaluation of sub-contractors, and any non-conforming sub-contractor is removed from the supplier and sub-contractor database.

We will be fully transparent regarding our use of sub-contractors, providing full details of their work including copies of briefs, proposals and estimates and coordinating all approvals of their work with the client. All costs will be passed on net; no commission will be charged by the agency when sub-contracting.

# Managing subcontractors

Subcontracting can be managed in a number of ways and on establishing the requirement we will agree with the client team which approach they would prefer and progress accordingly.

Below we have outlined the two ends of the spectrum but there is flex within these.

1. Full Management – in this instance 23red remain the core supplier and primary client contact. We manage the relationship with the subcontractor and take responsibility for the output and achieving the KPIs.
2. Financial Management – in this instance the client liaises directly with the subcontractor on the requirement. 23red are not responsible for their output or achieving the related KPIs. 23red solely manage the contract and payment.

Regardless of which management approach is taken, we will work collaboratively with all subcontractors as part of the all agency team. As we outlined in question 5.2, we are well versed in working in this way and find it to be the most effective and efficient way to achieve a successful campaign.

**Agency Response to Question 7.1 – Stage 2 Presentation Slides**



**7.2 Added value provided across campaigns**

One of our strengths at 23red is that we have a team of people who have been working in behaviour change and on partnership marketing campaigns for over 15 years. Moreover, the 23red team has over 10 years of experience of working with DfT and their agency partners. This combined experience means that we can work quickly and efficiently, drawing on our capability and experience to deliver real success for our clients and value to the taxpayer.

This experience allows us to deliver significant added value services across the campaigns detailed in the ITT as part of this contract and we will commit to delivering added value services to the value of no less than 5% of the annual contract value each year.

# A shared evaluation approach

We will work closely with the other agencies to develop a shared approach to evaluation. We would propose setting up a shared strategy and evaluation group, comprising the senior strategy leads from each agency. This group would have responsibility for proposing shared KPIs, putting in place a cross-agency evaluation framework, making recommendations on shared measurement methodologies and developing integrated agency evaluation presentations to include shared learnings. We will thoroughly evaluate partnership activity and this work will feed into the integrated evaluation approach

With regard to partnership marketing evaluation specifically, we will set objectives and make recommendations on measurement and evaluation that support the GCS approach to evaluating inputs (partner engagement and satisfaction, asset creation and production), outputs (number and reach of partners, OTS and Advertising Equivalent Value), outtakes (awareness, understanding and engagement) and outcomes (specific by campaign).

We will develop an evaluation framework that can then be tailored as appropriate by campaign and agree campaign specific KPIs. We will set up a standardised way of campaign reporting that includes a DfT evaluation dashboard, monthly Ministerial report template, and partnerships evaluation presentation template that will allow for ease of comparison and a familiar approach across the DfT team.

At the end of each campaign we will hold a wash up meeting to capture the learnings. We will also apply the learnings we have obtained from other campaigns and programmes to this contract. All learnings will inform future campaign development and improve the partnership ROI throughout the term of the contract.

At 23red, our agency purpose is to ‘change behaviour for the better’. Because of this focus on creating work that has a positive impact on people’s lives, we aim to deliver significant social value. To support this, we are currently developing a proprietary approach to measuring the social impact of the work that we do for our clients. We would look to apply this new methodology to this contract as an innovative approach to evaluation.

# Driving efficiencies and effectiveness

Most of the team have already worked on the client business in some way and have knowledge and understanding of DfT and BEIS and the wider policy agenda, as well as strong relationships with creative and media agencies and many of the partners with whom we will be working. We also have a bank of specialist 23red Associates that provide expert input on vulnerable audience/disability research (The Outsiders), BAME (Multicultural Marketing Consultancy), and PR (Freud). This means that we can hit the ground running with minimal onboarding and deliver campaigns more efficiently and effectively.

We will deliver efficiency savings in several ways. Our rates are competitively benchmarked and the rates we have offered as part of this contract reflect the potential volume of work across all DfT partnership campaigns. The management fee estimates that we will provide for each campaign or project will also reflect the level of pre-existing knowledge that we have. Our procurement-trained Creative Services Director will also ensure that we competitively tender any sub-contracted requirements and negotiate the best possible quality and price with any of our tried and tested production partners.

We are committed to improving effectiveness in several ways.

In order to stay on top of our contract requirement, inform our partnership strategies and improve the effectiveness of our campaigns we ensure that we:

* Read DfT and BEIS strategic plans, reports, research and board papers
* Undertake social media monitoring (at our cost) to track sentiment towards campaigns
* Compile reviews of International campaign activity
* Synthesise relevant academic reviews on behaviour change
* Convene behaviour change panels to advise on specific topics
* Attend client conferences and relevant stakeholder groups
* Monitor press coverage (via google alerts) and publications
* Monitor press coverage and publications such as manifestos published by the major political parties
* Track partner information including movers, product launches and brand campaigns
* Keep updated on technology developments

In addition, we propose to deliver without charge an annual workshop whereby we share these learnings and opportunities for improving effectiveness as part of the annual planning process. The value of this workshop is approximately £15k.

# Skills transference

23red has a track record of supporting its clients with skills transference. We will facilitate skills and knowledge transference by:

* Providing on-the-job experience working as a blended team
* Seconding staff to DfT when required around key campaign spikes
* Securing work placements or exchanges with partners
* Offering inductions for all new DfT/BEIS team
* Hosting partnership training workshops on partnership strategy and partnership evaluation. The value of this training is approximately £15k.
* Setting up behaviour change panels for DfT and 23red teams to seek inputs into the development of new behavioural interventions and further develop behaviour change skills
* Identifying conferences and speaker platforms where 23red and DfT can share knowledge more broadly across the transport, disability and behaviour change communities.

# Continuous improvement

We are committed to continuous improvement. We are always challenging ourselves to deliver ‘new, bigger and better’. Our campaign evaluations will identify learnings which can be applied to the development of future strategies and our project wash up meetings are used to identify opportunities to improve ways of working.

We are also committed to continually improving the skills of our staff and use our annual training budget to enable staff to identify and take advantage of innovation opportunities. Training is run as a mix of whole agency sessions and personalised courses to meet individual needs. All training must relate back to agency objectives for the year as well as client business and is tied into the 6 monthly appraisal process.

In addition, we run a series of ‘Think Tanks’ throughout the year where we invite external speakers to the agency, recent events include: Digital OOH, 5G, psychology and neuroscience of digital, Diversity and Universal Pictures.

We attend innovation conferences such as SXSW and MadFest which are always turned into a series of talks or workshops for the rest of the agency and clients to benefit from. Our Head of Strategy is also a member of Innovation Social and part of the IPA’s Brand Tech group.

And lastly, we have recently introduced an annual innovation fund of £10k which is available for any member of staff to apply on behalf of their client. This can be used to develop new ideas or fund early stage innovation development. This approach to innovation helps us to identify opportunities to work with media and tech partners in new ways. This has resulted in significant free media space and technology innovation for our clients. For example, we recently developed an innovative out of home campaign for NHSBT in partnership with Clear Channel; using live appointment data to highlight the number of available appointments and donations in close proximity to local donor centres.

In line with the Statement of Requirements, we will present new innovative ideas and ways of working as part of the quarterly contract review meeting.

# Providing Management Information across the contract requirements

We understand that management information needs to be relevant, timely, accurate and well structured. In line with the specification requirement, we will provide weekly status reports and contract reports of all client and partner meetings within 24 hours for each campaign.

Due to the size of the potential contract and various workstreams we will also provide the following MI reports across the contract:

* Management Fee Time Tracking Report: Monthly time sheet reconciliation against forecast; shows deliverables by individual, by month and by project strand
* MI Report: Shows the monthly billing status; client marketing lead; client PO approver; PO number; job name; estimate; payment status

##### **Part 2 – Call off Terms**

##### Please see attached call off Terms

##### **Annex C**

##### **Charges**

**PRICING – STAGE 1**

REDACTED