Framework Schedule 1 (Specification)

**Introduction and Background**

The purpose of this Framework Contract is to provide Government and wider public sector organisations with an evolved Creative framework agreement that will enable the best possible outcomes for communication campaigns and events whilst providing value for the taxpayer.

This section sets out the overarching scope of the Services that the Agency is required to provide to Crown Commercial Service (CCS) and the Clients under this Framework Contract and the relevant Call-Off Contracts. It provides a high level description of what the Services entail, together with any specific standards applicable to the Services.

* 1. The Agency(s) shall:
		1. deliver innovative, best in class communications to achieve desired Client outcomes.
		2. be capable of delivering value for money, as well as providing excellent customer service;
		3. be willing and capable of working in partnership with other agencies and specialists to deliver the Client requirements;
		4. act in an open and transparent manner with CCS and the Clients in delivering the Services and otherwise under this Framework Contract in particular being open and transparent in relation to the Charges, the placement of media and the access to and provision of data in relation to the Services.
		5. This Framework Contract is part of the delivery of Public Service Communications. The Agency will (if required) co-operate and work with agencies on any of the other Crown Commercial Service agreements.
	2. **Scope**
		1. The Agency(s) shall be required to deliver Services for the Lot(s) they are bidding for, throughout the United Kingdom (on a national, regional and local basis) and international locations.
		2. For each Call-Off Contract under this Framework Contract the Client will provide a Brief and the outcome to be achieved in accordance with the Call-Off Procedure, which is in Framework Schedule 7 - Call-Off Award Procedure of this Framework Contract.
		3. The Agency shall ensure all subcontracting arrangements comply with the Core Terms of this Framework Contract.
		4. Agencies can only subcontract/partner up to deliver services within the scope of their Lot.
	3. **Clients**
		1. This Framework Contract covers requirements across a wide and diverse Client base - the Agency shall support the varied requirements and budgets of all Clients irrespective of size.
		2. Clients of this Framework Contract will require service delivery both in the UK and international locations. Clients may specify additional data reporting requirements in their Call-Off Contracts.
	4. **Client Personnel**
		1. The Client will allocate suitable personnel with appropriate levels of experience and seniority to work with the Agency(s). The Agency(s) acknowledge and agree that it may be necessary for the Client to replace the personnel working with the Agency with alternative personnel with similar levels of seniority and experience.
	5. **Client Briefs**
		1. For each Call-Off Contract, the Client will provide a Brief detailing what is needed from the Agency and the outcome to be achieved. The Agency shall adopt and accept a flexible approach to the management of the Brief and both electronic and paper based Briefs shall be accepted. The Agency shall follow the Call-Off Award Procedure.
		2. The Agency shall only commence work on Briefs when both Parties have either signed the relevant Letter of Appointment or the Agency has received written confirmation to proceed with the Brief.
	6. **Required Services: Summary**
		1. The Agency(s) will be required to provide Services in relation to the supply of the Services to Clients including:
1. ensuring adherence to public sector accessibility requirements <https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps> ;
2. taking Orders for the Services from Clients;
3. undertaking to meet all Client requirements;
4. complying with any Key Performance Indicators and service levels, and any reporting requirements;
5. complying with CCS's Management Information requirements;
6. providing a dedicated senior account manager to resolve any issues arising from the Framework Contract and/or Client Call-Off Contract;
7. providing a support function to deal with Client enquiries and issues;
8. conforming to the Charging Structure;
9. undertaking any billing requirements.
	1. **Required Services: Account Management**
		1. The Agency(s) shall provide comprehensive account management services to the Client. Clients will have varying service requirements and spend levels, therefore the Agency(s) team structure and approach shall reflect this flexible requirement, avoiding a “one-size” fits all approach.
		2. The Agency(s) structure and resource profile shall be capable of adapting to changing requirements and service levels during the term of this Framework Contract and the Call-Off Contracts.
		3. The Agency(s) will provide sufficient resources for out of hours, emergency, bank holiday periods and ensure sufficient resilience and back up expertise is available when needed for Clients.
		4. The Agency(s) will deliver an agile solution that provides for each and every Client, regardless of macro factors (e.g. emergency campaigns, unplanned pauses) whilst mitigating impact on budgets.
		5. If required by the Client, the Agency(s) will allocate specific named account teams.
		6. The Agency(s) will have a clear and simple escalation process for the Clients and subcontractors.
	2. **Required Services: Working with others**
		1. The Agency(s) will be required to:
10. work collaboratively on projects with other Clients of this Framework Contract, and
11. manage multiple relationships with the Client and Client related Partners at the Call-Off Contract level to ensure greater value and best results for the Client.
	1. **Required Services: Reporting and analysis**

The Agency(s) shall provide reporting and analysis on all aspects of the Services being provided to the Client, in particular, the Agency shall:

* + 1. provide Management Information detailing work carried out by the Agency on the basis of the billable charged hours as outlined in Framework Schedule 5 of the Framework Contract (Management Charges and Information)
		2. work with the Client and use reasonable endeavours to ensure advertising technology platforms and any other systems used to collect and/or store data on the Client’s behalf are compatible with the Client’s data management systems.
	1. **Pricing Transparency**
		1. Where applicable, the Agency(s) will disclose to the Client any commission, discount or rebate earned by the Agency(s) arising in respect of third party costs directly related to the Projects. The Client will receive the full benefit of such commission, discounts or rebates.
	2. **Contracting arrangements**

Clients can select different types of contracting arrangements to suit their campaign needs including but not limited to:

* Campaign agreement for a specified campaign or for a defined period covering multiple campaigns
* Standby agreement for a fixed period of time to work on any number of campaigns. Payment for this arrangement is per campaign and no work is committed.
* Retainer agreement for a fixed period of time where you agree to pay an Agency a firm retainer fee on a regular basis
* Contracts should not exceed a four year period including any extensions.
	1. **Social Value**

This Framework Contract requires the Agency to embed social value into all Call-Off Contracts, in line with the Social Value Act 2012 or subsequent government initiatives to enable the effective implementation of the Act.

As a condition of participating on this framework contract, CCS requires Agencies on this Framework Contract to demonstrate they are committed to report on the impact of social value throughout the lifetime of the Framework Contract to CCS, every 12 months from the Framework Start Date.

Agencies must provide evidence of their commitment to social value and demonstrate an ability and willingness to work with Clients to identify and help further their social value requirements in all Call-Off Contracts. To satisfy this requirement, Agencies must agree to provide or deliver reasonable and proportionate social value benefits within all Call-off Contracts.

Agencies should consider the following policy themes, as a minimum:

* COVID-19 recovery;
* Tackling economic inequality;
* Fighting climate change;
* Equal opportunity; and
* Wellbeing

Agencies are expected to act with these priorities in mind, and CCS may discuss these priorities as part of Framework Management meetings.

The Client’s requirements will be set out in the Call-Off Procedure. The Agency shall comply with and/or identify proposed social value initiatives, proportionate and relevant to each Call-Off Contract.

The Agency shall deliver measurable benefits and impacts in respect of the social value priorities, when identified in the Call-Off Contract.

The Agency shall record and report performance against the social value requirements, when detailed in the Call-Off Contract.

**Lot 1 - End to End Campaign Management**

1. **Core Services**

Within this Lot, the Agency(s) shall deliver end to end campaign solutions and management to meet the Client’s specification. This includes but is not limited to:

* Communications Strategy Development and Consultancy Services
* Concept Development
* Data strategy and management
* Creative & Design
* Campaign Delivery
* Public Relations
* Direct Marketing
* Digital Marketing and Social Media
* Content Creation, Versioning and Distribution

Agency(s) can through this Lot, provide additional below services. These services are not mandatory for this Lot and Agency(s) will not be excluded from this Lot if they cannot provide these services:

* Partnerships
* Events and Experiential

Agency(s) in this Lot must also have an ability to consider all elements of the communications mix - paid, owned and earned (POEMs).

* 1. **Ways of Working**

Agency(s) must have the ability to provide strategic and creative excellence to provide an end to end solution, vision and domestic and international connections to establish, contract and manage the right team at the right stage of the campaign lifecycle.

Agency(s) must be able to orchestrate different Partners (either through CCS Framework partners, network, affiliates, associates and beyond) to deliver the best contribution.

Agency(s) may be required to manage multiple interfaces at Call-Off level to ensure greater value and best outcomes. This may include other government departments and/or Client Representatives e.g. for each Call-Off, the Agency may deal with a different Contracting Body or Client Representatives.

For the avoidance of doubt, the Client retains accountability for all programme delivery.

Depending on the particular stage of and nature of the campaign lifecycle this could bring very diverse perspectives to bear to ensure the most creative thinking.

* 1. **Domestic and International requirements**

The Agency(s) must have the ability to provide, where required, the core services regionally and internationally, this includes in-market talent and expertise. The Agency(s) must have the ability to develop and execute Business to Business (B2B) and Business to Consumer (B2C) fully integrated campaigns.

***Local***

The Agency(s) will need to have the ability to provide services through their established network of local suppliers and agencies, providing market knowledge and understanding of the local context. This includes the ability to produce content tailored to and in local language, and to work in a streamlined way with global leads. The required local services may expand throughout the duration of the agreement and therefore the Agency(s) may be required to expand their network and/or appointed subcontractors to deliver Client requirements.

In-market agencies must have the ability to legally deliver Client requirements and to be paid by the UK Government with any international payments being raised in UK Pounds Sterling.

***Global***

The Agency(s) will need to have the ability to provide an international perspective and create globally applicable outputs, utilising a global network with the ability to test and produce content for these markets. Language capability will also be crucial to both test and produce content aimed at international audiences.

***Regional***

The Agency(s) will also need to have the capability to implement and deliver in all 4 nations - England, Wales, Scotland and Northern Ireland.

* 1. **Fulfilment Services**

Clients will have the flexibility within this Framework Contract to:

1. appoint a Creative Agency under Lot 1 to deliver all services outlined in sections 1.5-1.13 to provide full end to end campaign delivery
2. decouple requirements listed in 1.13 of this Lot - Content Creation, Versioning and Distribution and to appoint Lot 3 Agency for these services

Agency(s) within this Lot must have the ability to provide all of the following service categories between sections 1.5-1.13.

If an Agency is required by the Client to provide full end to end campaign delivery as part of Lot 1, they must have the ability to upload content to the digital asset management platform, provided by the appointed Lot 3 appointed Agency.

If Agency(s) are providing creative services, up to the creation of a master asset and handing over to the Content Versioning and Distribution Agency under Lot 3, they must ensure all usage rights, licensing and clearance for content has been undertaken and is uploaded into the digital asset management platform, provided by the appointed Lot 3 provider.

Agency(s) must have the ability to integrate with the Clients tech platforms securely, either their own or via an outsourced model.

Agency(s) must work collaboratively with all other Client Agency Partners to deliver best campaign and communications outcomes. They must work with the Client to establish clear handoff points, if required, between themselves and any other Agency i.e. communications strategy and planning, content versioning and fulfilment etc.

* 1. **Out of Scope**

Agency(s) are expressly prohibited from providing or subcontracting any Strategic Media Planning, Media Planning services or Paid Media Buying services under this Lot or from entering into agreements with Media Planning agencies for fulfilment of a client requirement under this Lot, that would have the effect to circumvent the designated award procedures under Lot 2 Media Strategy and Planning.

**Services**

* 1. **Communications Strategy Development and Consultancy Services**

This scope and specification has been developed to clearly define the expectations of the Agency under this requirement and the Media Planning Agency in the delivery of a joined up communications strategy.

There should be a shared responsibility between the Agency under this requirement and the Media Planning Agency on the delivery of a joined up communications strategy across media and creative. The Agency is encouraged to collaborate as early as possible with the Media Planning Agency so that there is alignment and synergy between their two outputs. Ideally the output of the Agency under this requirement and the Media Manning Agency should be derived from the same underlying research, analysis and insights and be presented together as a single joined up communications strategy document or plan.

The output of the Creative Agency under this Lot in relation to a joined up communications strategy should be a creative and content strategy as well as a creative brief.

The Agency(s) under this Lot will be responsible for compiling the joined up communications strategy with suitable input from the Clients appointed Media Planning Agency.

The Agency(s) under this Lot will be responsible for providing comprehensive communications strategy products, across all Client requirements including but not limited to:

* Provision of detailed reports and recommendations including but not limited to settings Key Performance Indicators and Objectives for communications focusing on outcomes (KPIs and Objectives for Media shall be set by the Media Planning Agency)
* Marketing insights, competitor and context analysis
* Target audience identification, insights and analysis
* Strategic horizon scanning
* Trend forecasting including exploration of macro trends
* Behavioural analysis and modelling, including social psychology and neuroscience
* Insight generation
* Strategic planning of content/messaging (not to include media/channel planning)
* Stakeholder analysis, mapping and strategy
* Customer journey mapping (including relevant trends)
* Strategic brand development and architecture - consultancy to shape and grow the Government master brands

The Agency(s) must have the ability to provide specialist advice and consultancy across a wide range of communications areas. Agency(s) will also be required to offer new and innovative ideas and consultancy on subjects including but not limited to:

* Thought leadership
* Behavioural science
* Research Stimulus
* Neuroscience
* Audience specialists (e.g. BME, children/youth etc) including underrepresented audiences
* International marketing and country branding
* Customer Experience (CX)
* Growth Consultancy

Strategic campaign development

* 1. **Concept Development**

The Agency(s) will be able to produce concepts and communications propositions across all channel options, developing and testing new communications ideas prior to production.

The agency will be able to provide:

* The development of creative propositions, inclusive of relevant research, undertaken by the Client’s independent Research Agency
* Creative development across both art and copy including digital and AV
* Development of ideas, core messages and values
	1. **Data strategy and management**

The Agency(s) will be capable of providing data services including but not limited to:

* Developing intelligent data strategies and harnessing data to drive effective campaign planning and delivery, using data held by the Client or in the Client Agency Partner platforms when appropriate
* Providing data science through methods, processes, algorithms, data mining, machine learning and other systems to extract knowledge and insights from data
* Data capture. Database build and management (data warehousing / CRM/ eCRM system build / Database interrogation). Any data capture must need to integrate and be shared with other agencies to avoid fragmentation of effective evaluation and targeting of government campaigns.
* Data management and data analysis (profiling / segmentation / predictive modelling / data mining / data formatting and cleansing / address management / management / maintenance of mailing lists including the development / manage permission controls)
* Data compliance. Using data effectively and ethically while ensuring full compliance with evolving data legislation, guidance and best practices. Innovative solutions to mitigate potential limitations created by changes to the regulatory landscape.
	1. **Creative & Design**

The Agency(s) will be able to provide a full design service across all types of projects. Services will include but are not limited to:

* Creative direction and management to ensure solution returns on brief
* Developing design concepts suitable across all media channels and formats
* Typesetting, proofing and pagination
* Liaison with printers/print managers
* Developing brand propositions, inclusive of relevant research
* Provide brand guardianship across all creative development and production
* Designing brand identity, brand architecture including guidelines, logo, core messages, IPR and trade-marking
* Evolving and developing
* Defining brand values
* Developing/producing multi-channel brand guidelines
* Developing and producing AV content
	1. **Campaign Delivery**

The Agency(s) will be able to offer integrated campaign management and delivery for smaller scale campaigns, both directly as a sole agency and working on behalf of the Client to project manage a group of agencies. Services will include but are not limited to:

* Account management across multi-channel campaigns
* Working with owned and earned channels
* Considering and working with Client specific comms i.e. government speeches and communications
* Client reporting and management information
* Campaign effectiveness measurement
	1. **Public Relations**

The Agency(s) will be capable of providing Public Relations services and products either as a sole service element or bringing together different elements into one service. Services will include but are not limited to:

* The development of PR themes, strategies, plans and tactics across relevant campaigns
* The implementation of campaign PR activity, online and offline (uniquely or in conjunction with other Suppliers working on the same campaign)
* Message definition and articulation
* Press release writing, distribution and interaction with relevant journalists and media channels
* Content development management (seeding & syndication, blogging, social networks, video-sharing, forums)
* User communities – build, manage, and respond
* Reputation management (listening, monitoring)
* Crisis planning and communications
* Management of key opinion leaders/opinion-formers
* Toolkits for partner and stakeholder use
* Integration with local and regional networks
* Spokesperson management
* Celebrity recruitment and management
* Influencer marketing
* Ability to manage both consumer and policy aspects of activity
	1. **Direct Marketing**

The Agency(s) will be capable of providing all aspects of Direct Marketing services and products, developing, creating and executing all elements of online and offline direct marketing campaigns. We expect the agency to adhere to the Data and Marketing Association Code of Conduct as best practice. Services will include but are not limited to:

* DM campaign planning
* Customer journey mapping (including relevant trends)
* Creative development (online and offline)
* Content creation
* Field marketing (strategic and tactical projects)
* Ability to sell and buy accurate mailing lists
* Inbound and outbound mail
* Email build. Inbound and outbound email broadcast. Design of emails
* Short Message Service (SMS)/ Multimedia Messaging Service (MMS) email marketing
* Analysis
* Multi-variant testing
	1. **Digital Marketing and Social Media**

The Agency(s) will be capable of providing digital marketing services and products both as sole services/products and to integrate with wider campaigns. In addition to the creation of specific products, the agency shall be capable of managing all aspects of production for all digital platforms. For the avoidance of doubt, this does not include buying of digital and/or social media. Services will include but are not limited to:

* Web design, development and build
* Content creation and management (including Information Architecture)
* Digital Advertising (standard, rich media, video and mobile)
* Message Service (SMS) / Multimedia Messaging Service (MMS)
* Search Engine Optimisation (SEO)
* Usability testing
* Social media execution/implementation for current and emerging social channels
* Viral marketing
* Electronic Customer Relationship Management (eCRM) / loyalty Interactive content and solutions
* Data and analysis
* Customer journey integration
* Ongoing optimisation and evaluation
	1. **Content Creation, Versioning and Distribution**

The Agency(s) will be able to offer development and production services including but not limited to:

* Moving picture - video – including promotional films, online (viral) content, interviews and informational/executional videos
* Sound – including producing radio fillers, podcasts, editorial for broadcast
* Graphics
* Animation
* Photography
* Virtual and Augmented Reality

The Agency(s) will be capable of providing a wide range of editorial services across multiple media, including but not limited to:

* Copywriting for advertising
* Copy production for leaflets, booklets, annual reports etc
* Copy checking
* Writing for specialist audiences (e.g. technical writing, including writing for those with learning difficulties)

The Agency(s) will be able to provide photography and videography services including but not limited to:

* Creative photography and videography for advertising and print
* Portraiture
* Photography and videography of official visits and events (including VIP events)
* Photography and videography to create an official record
* Photography and videography of large scale infrastructure, including aerial photography when appropriate

The Agency(s) will have the ability to provide translation and transcreation services across a variety of different formats. Services include but are not limited to:

* Translation Services including a translation management system
* Transcreation Services
* Terminology and translation memory and glossaries
* Cultural insight and consultation
* Validation
* Editing, reviewing and copywriting

The Agency(s) will need to have the ability to provide playout and distribution services to manage cross media delivery of assets to either the broadcasters, to the media agency or to digital delivery platforms. Services will include but are not limited to:

* Ensuring through automated processed that formatting is correct for every channel, media owner and platform
* Ensuring content meets regulatory requirements
* High quality broadcast-grade transcoding from original masters and instant quality checks
* Ensuring secure delivery of ads from a single platform
* Enabling full visibility of ads for Clients before, during and after campaigns go live

**Potential Additional Services:**

* 1. **Partnerships**

The Agency(s) will be able to provide partnership services domestically and internationally. Services will include but are not limited to:

* management of one-off partner programmes
* including high profile partners (individuals and institutions)
* management of bespoke or highly technical partnership programmes
* implementation and leveraging partner activity
* designing and managing partner acquisition and retention programmes
* working with media owners to generate content and programming for mutual benefit
* sponsorship consultancy and strategy development
* implementation and communication of sponsorship activity
* Brokering, building and managing strategic partnerships
	1. **Events and Experiential**

The Agency(s) will be able to deliver events and experiential services where part of an integrated campaign. Events services should not be sourced as a standalone requirement from this Lot, but instead should go to Lot 5 - Events.

Services included for events as part of a marketing campaign include but are not limited to:

* Event design and production (technical services)
* Event, exhibition and conference design & production, including stage and stand design, build and installation
* Management of paying events, including financial reconciliation
* Project planning and management including budgetary management
* Provision of delegate acquisition and delegate management services
* Provision of on-site resource to manage and coordinate events
* Venue sourcing, contracting and management
* Design, installation and management of AV systems for events of varying sizes
* Implementation of online event technical services
* Provision of laptops, tablet computers, touch screen style devices
* Design and production of display stands and similar equipment
* Artwork for a broad range of digital assets including but not limited to: delegate badges, invitations, menus, place cards, meeting desk numbers, seating plans, delegate directory both digital and physical, banners (pull-up, large hanging), directorial signage, wall wraps, large artwork for digital screens, digital banners such as email signatures
* Integrated designers; Infographics, presentations, brand guidelines, toolkits, logos, collateral, events stand, animation, illustration

Experiential marketing services may be required by clients with requirements who need to raise awareness and drive behaviour change etc. These services will include but are not limited to B2B and B2C:

* Brand Activation
* Product Sampling
* Experiential Events
* Brand Experiences

**Lot 2 - Media Strategy and Planning**

1. **Core Services**

There are two core overarching service types within this Lot and an Agency can be appointed to provide either of the following:

1. Media Planning - Meeting the media planning requirements of a specific department and developing a media strategy which fits within a joined up communications strategy
2. Strategic Media Planning - Meeting the media planning requirements related to an overarching strategy or theme that spans across multiple departments and/or multiple campaigns.

The appointed Agency is expected to work collaboratively with the Client's appointed creative agency to ensure a best in class and joined up communications strategy is delivered. There should be a shared responsibility between the creative agency and the Agency under this requirement for the delivery of a communications strategy which takes a solution-neutral approach to the best mix of paid, owned and earned media and creative assets. The Agency is encouraged to collaborate as early as possible with the appointed creative agency so that there is alignment and synergy between their two outputs and ideally both are presented together as a single communications strategy document.

The Agency appointed through this Lot is scoped to provide the component requirements detailed below either individually or together as a single scope of work, on a project basis or on a retainer basis both internationally and domestically according to the specific requirements of the Client and agency capabilities.

The component requirements for both service types are underpinned by five key focus areas:

1. **Outcomes, Optimisation & Objectives**
2. **Audience Insight and Development**
3. **Problem Solving and Strategy development**
4. **Talent and Talent Development**
5. **Democratisation of Data**
	1. **Media Planning** - Meeting the media planning requirements of a specific department, and contributing a media strategy to a joined up communications strategy:
		1. **Outcomes, Optimisation & Objectives.** The Agency will produce a media strategy that will meet the Client’s desired Outcomes and Optimise that strategy over the campaign, fiscal year or term of the Call-Off Contract depending on the Client’s requirements. As part of this the Agency will set Objectives for paid, owned and earned media channels that have a demonstrable link back to the Outcomes. At the end of the relevant period the Agency will conduct a review with the client of the effectiveness of its media strategy. The Agency will take into consideration any available learnings from previous activities or available post campaign reports. The specifications of this scope includes but is not limited to the following:
			1. **Drafting and iterating to finalisation a media strategy document(s) that is aligned with the Client’s communications strategy**. Refining and amending that media strategy document, as needed throughout the course of the campaign, fiscal year or term of the Call-Off Contract depending on Client requirements and presenting that strategy and any subsequent amends to the Client at relevant intervals over the term of the Client requirements.
			2. **Drafting and iterating to finalise a document detailing Paid media channels, flighting, frequency and budgetary recommendations taking into consideration available Owned and Earned media opportunities** and any range of scenarios as briefed by the Client. Recommendations shall be appropriately annotated with references to sources. This can be included in (2.1). This does not extend to include implementational planning or media plan development which is ordinarily completed by the Media Buying Agency.
			3. **Comprehensively completing a media buying brief template that will suitably brief the media buying agency on the media activation requirements of the Client.** When a media plan(s) is subsequently produced from that media buying brief, the Agency shall inspect a version of that media plan(s) with redacted agency pricing details and update the media buying brief to include commentary on the degree to which the media plan has met the buying brief’s objectives. This shall be done in collaboration with the Media Buying Agency and must be shared with the Media Buying Agency for visibility in advance of being shared with the Client. The Client can choose to inspect the media plans and add the commentary themselves, should this be the case they must expressly communicate this to both the Agency and the Media Buying Agency.
			4. **Suitably collaborating with the media buying agency** during the planning stage to ensure that recommendations are being made which can be implemented at the buying stage.
			5. **Being capable of providing suitable International media planning services** including but not limited to regional insights reporting, analysis and local and hyper local media planning capabilities.
		2. **Audience Insight and Development** The Agency is required to take an innovative approach to audiences. This includes but is not limited to:-
			1. **Developing and monitoring on an ongoing basis target audience(s) for all types of campaign objectives** including providing initial insights, tracking and reporting on any substantial changes to audience size, profile or media consumption habits over the course of the Clients’ requirements.
			2. **Ensuring audience recommendations** are specific to the requirements of the brief but suitable to be actioned against across paid, owned and earned media and ensures that audience insight and development are based on valid data and insight points
			3. **Compiling and providing insights** into media consumption or trends amongst, within or concerning audiences, geographic regions, events, occasions, seasons and issues according the requirements of the brief on both a domestic and international basis
			4. **Providing a non-static view of audiences** and one that accepts that an audience’s traits and composition may change over time including over the duration of a campaign.
			5. **Take into consideration all and any** inaccuracies, margin of errors, ethics and biases in any data and insight points used.
		3. **Problem Solving and Strategy development** The Agency is required, at all times, to provide world class thinking and problem solving capabilities through the use of paid, owned and earned media channels and demonstrate this through the development of strategies. This includes but is not limited to:
			1. **Making relevant recommendations on media strategy for reaching minority groups, emerging audiences,** hard to reach audience groups and taking into account regionality (both domestically and internationally), popular public discourse and prevailing society or global issues in an impartial manner.
			2. **Clearly demonstrating use of data and analytics to justify relevant initial investment recommendations** and any subsequent amends. Investment recommendations made based on ingenuity should include a rationale and an explanation of assumptions made where data or analytics is not available.
			3. **Being proactive in introducing innovative ideas** that meet the Client's current requirements as well as any future ones the Agency anticipates.
			4. **Fostering a culture of creativity, creative thinking and creative approaches** to solving problems from its Leadership through to the rest of the talent working on the Client’s account.
			5. **Maintaining procedures, routines and templates** that help free and optimise creative output to focusing on problem solving.
			6. **Providing a diversity in thought, approach, experience and background** to ensure a plethora of ideas are brought to the table.
			7. **Staying abreast of popular culture**, discourse, events, regional, domestic and international issues, occasion and technological developments.
			8. **Suitably documenting and presenting ideas and recommendations** in the most effective formats and tone, taking into consideration its audience.
			9. **Taking an iterative and continuous improvement approach** to media strategy development and media planning.
			10. **Providing recommendations for government departments to sponsor and promote content beyond paid bought media** across a number of channels such as TV, radio, press, events (e.g. arts, sports, awards) and digital platforms. This recommendation should be shared with the media buying partner who will conduct all required commercial negotiation including initial negotiations with the suppliers prior to Client sign off.
		4. **Talent and Talent Development** The Agency is required at all times to provide access to the suitable talent that reflects a diversity in thought, approach, experience and background. This includes but is not limited to::
			1. deploying talent to best suit the Clients requirements
			2. retaining suitable talent working on the Client’s requirements
			3. Actively developing talent over the duration of the Framework Contract
			4. maintaining a motivated pool of talent and appropriately managing performance.
		5. **Democratisation of Data and Information** Subject to the relevant confidential terms in the Framework Contract or Call-Off Contract and with the expressed permission of the Client, the Agency is encouraged at all times to make all deliverables produced and non confidential data available to Third Party agencies involved in the delivery of the Client’s current or ongoing scope of work. As part of this scope the Agency should be:
			1. **Leading the paid, owned and earned media post campaign appraisal** with support and cooperation from the Media Buying Agency and its component account management, implementational planning and effectiveness resources as well as any other agency involved in the implementation of media recommendations across paid, owned and earned. Including presenting back to the Client at the end of the relevant period the effectiveness of the Agency’s owned media strategy recommendation(s) and any learnings or action points.
			2. **Collaborating with and sharing information and insights** where required with the Client, Creative, Media Buying and Research Agency(s).
			3. **Supporting the Media Buying Agency and any other Agency involved in the activation of paid, owned and earned media** with the activation of campaigns so far as is within scope and reasonably required to deliver the media strategy recommendations.
			4. **Take data protection compliance** into consideration in any recommendations put forward
	2. **Strategic Media Planning** - Meeting the media planning requirements related to an overarching strategy or theme that spans across multiple Clients and/or multiple campaigns.
		1. **Outcomes, Optimisation & Objectives.** The Agency will produce an overarching media and media investment strategy that will clearly define how paid, owned and earned media can be used to meet the Client’s strategic cross departmental objectives and provide recommendations on further segmentation of those objectives into marketing campaigns to be implemented within a theme, sub-strategy, campaign(s), programme(s), project(s), department or grouping of departments:
			1. **Drafting and iterating to finalisation a strategic media strategy document(s) that is aligned with the Client’s Outcome** refining and amending the strategic media strategy document, as needed throughout the course of a, fiscal, calendar year or longer time period depending on Client requirements, and presenting the strategy and any subsequent amends required by the Client, at relevant intervals over the term of the Clients contract.
			2. **Drafting and iterating to finalisation a document detailing key paid, owned and earned media investment recommendations** including but not limited to horizon scanning and signposting overarching media investments, partnerships, sponsorships, projects, programmes and other opportunities that will aid in achieving the Clients overarching outcomes.
			3. **Comprehensively compiling a document(s) that can be disseminated to all departments and third party suppliers** that can facilitate required consistency and synergy in objectives and approaches to media within marketing campaigns implemented beneath a theme, sub-strategy, campaign(s), programme(s), project(s), department or grouping of department. This document should include a glossary and define any shared terms, abbreviations, formulas, shorthand or calculations relevant for all parties that may contribute to the Outcome
			4. **Providing an indicative budget recommendation and options for mid to long term paid, owned and earned media investments required across the Client’s organisation.** This should be to meet the overarching outcomes within the designated period for the overarching theme. This should include working with the Media Buying Agency on paid media channel recommendation(s).
		2. **Audience Insight and Development.** The Agency is required to lead in the identification, development and adoption of relevant audiences. This analysis should provide key segmentations and combinations of the relevant audience data to not only build a full picture of what each segmentation represents and how it should be applied to Client campaigns and their implementation and activation.
			1. **Provide a high level target audience(s)** recommendation. This should specifically identify some of the key overarching audience groups that may be integral to achieving the outcome, briefly outline key relevant attributes and traits and refer to any relevant events, occasions or other media opportunities to reach these audiences over the relevant duration.
			2. **Take into consideration all and any** inaccuracies, margin of errors, ethics and biases in any data and insight points used.
		3. **Problem Solving and Strategy development.** The Agency is required to provide world class thinking and problem solving capabilities through the use of paid, owned and earned media channels and demonstrate this through the development of effective and sustainable mid to long term strategies. This includes but is not limited to:
			1. **Providing a compelling overarching strategy to deliver outcomes that take into full consideration the breadth of paid, owned and earned media opportunities available to a Client and all of its component departments.** This may include recommendations on the segmentation of the strategy itself as well as signposting any required collaborations amongst third party Agencies and departments.
			2. **Providing a high level insight of a sector, category, market, region or subject matter** that provides evidence based insights and should include relevant statistics, figures and anecdotal information and commentary from reputable sources.
			3. **Suitably references developments in relevant media or audience approaches, concepts, strategies or tactics used in both the public and private sector** and detailing the learnings that can be adopted from them
		4. **Talent and Talent Development** The Agency is required at all times to provide access to highly experienced leaders in media strategy development and investment that are able to provide a diversity in thought, approach, experience and background. This includes but is not limited to:
			1. Having talent suitably experienced in producing strategic deliverables than span across multiple departments of and organisation
			2. Having talent with the necessary personal skills and attributes to engage persuasively with senior stakeholders within an organisation
		5. **Democratisation of Data and Information.** Subject to the relevant confidential terms in the Framework Contract or Client Call-Off Contract and with the expressed permission of the Client, the Agency is encouraged at all times to make all deliverables produced and non confidential data available to Third Party agencies involved in the delivery of the Client’s current or ongoing scope of work. As part of this scope The Agency should:
			1. **Outline the key pieces of information and/or data required** to implement and monitor the effectiveness of the overarching strategy as well as define the required flow of relevant information and databetween any Client departments and third party Agencies, including itself.

**Lot 3 - Content Versioning & Distribution**

1. **Core Services**

CCS appointed Framework Agencies and the Agency appointed under this Lot will be required to coordinate with multiple stakeholders and Clients across central government, government arms length bodies and the wider public sector.

The intention of this Lot is to allow Clients to put in place a direct relationship with an Agency who will manage their fulfilment requirements and if required, access to a Digital Asset Management Storage system.

Requirements will include but are not limited to translation, transcreation, versioning services, all playout & distribution of assets to media, as well as delivering at pace lower value adding creative tasks and content e.g. social content development and deployment, executing creative optimisation etc.

This does not include the core services that will be delivered by the end to end campaign solutions Agency(s) under Lot 1:

* Communications Strategy Development and Consultancy Services
* Concept Development

The Agency will need to have the ability to provide a Digital Asset Management (DAM) platform that enables access to all Clients and their Agency Partners. This platform must be fully compliant with UK GDPR and all other relevant data protection legislation and best practises.

Account Management support for individual Clients will be defined at Call-Off Contract stage. Each of these Clients will also define their requirements for specific briefs including but not limited to; license periods, content clearance, image manipulations, usage rights, take down rights and commercial models.

* 1. **Production**

The Agency will be able to offer low complex production services including but not limited to:

* Moving picture - video – including promotional films, online (viral) content, interviews etc
* Sound – including producing radio fillers, podcasts, editorial for broadcast
* Graphics
* Photography
* Virtual and Augmented Reality
* Social media content
	1. **Translation and Transcreation**

The Agency will have the ability to provide translation and transcreation services across a variety of different formats. Services include but are not limited to:

* Translation Services including a translation management system
* Transcreation Services
* Terminology and translation memory and glossaries
* Cultural insight and consultation
* Validation
* Editing, reviewing and copywriting

Translation Agencies must have the capability to work effectively with the Client’s Creative end-to-end agencies, to ensure they have the correct design and artworking capabilities in order to execute translations into adverts, where required. For example this would include access to fonts and the ability to build digital banners so correct typesetting for languages can be undertaken in the artwork files.

The markets for translation services will include but are not limited to:

Domestic campaign translation:

* Welsh
* Arabic
* Bengali
* Chinese
* Guajarati
* Hindi
* Panjabi
* Polish
* Romanian
* Somali
* Slovakian
* Urdu

International campaign translation:

* Africa – South Africa, Nigeria, Ghana, Kenya, Ethiopia, Egypt, Morocco, Tunisian Arabic, French (Mali, Senegal, Côte D’ivoire).
* Asia Pacific – Japan, Australia, New Zealand, South Korea, Taiwan, Malaysia, Philippines and Singapore.
* China & Hong Kong
* Europe
* EECAN – Georgia, Turkey, Russia, Ukraine, Uzbekistan and Kazakhstan.
* LATAC – Brazil, El Salvador, Mexico & Colombia.
* MEAP – Gulf Markets - Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the UAE.
* North America – USA and Canada
* South Asia – India.

Language translation requirements include but are not limited to the following:

Europe

* Denmark - Dansk
* France - Français
* Germany - Deutsch
* Italy - Italiano
* Netherlands - Netherlands
* Norway - Bokmål
* Russia - Pусский
* Spain - Español
* Sweden - Svenska
* Switzerland - Deutsch, Français, Netherlands
* Belgium - Deutsch, Français, Netherlands
* Lithuanian - Lietuvis
* Polish - Polskie
* Estonian - Eesti Keel
* Finnish - Suomalainen
* Ukrainian - український

Asia Pacific

* Australia - English
* China - 中文 / Zhōngwén
* India - English
* Japan - 日本人 / Nihonjin
* Korea - 한국어 / hangug-eo
* Hong Kong – 广东话 / Guǎngdōng huà

The Americas

* Brasil - Português
* Canada - English, French Canadian
* USA - English
* Mexico - Español

Other Countries

* Global - English
* Middle East - الشرق الأوسط / English
	1. **Versioning and Adaptation**

These services will be provided to a variety of Clients across a variety of formats, including but not limited to:

* Photography
* Videography
* Animation
* Logos
* Infographics
* Music
* Audio
* Documents

These assets will be distributed to the Client’s Media Buying Agency to place across a variety of different channels including but not limited to:

|  |  |
| --- | --- |
| * Print – National Press
* Print – Local Press
* Print – Consumer
* Print – Trade Press
* Print – Financial Press
* Print – Recruitment
* Print – Magazine
* Print – Specialist Titles
* Digital Radio
* Radio
* TV
* Regional TV
* Out of Home (OOH)
* Out of Home (OOH) Digital
* Digital Display
* Experiential
* Direct Mail
* Email Marketing
 | * Pay-per-click (PPC)
* In-app
* SMS Marketing
* Smart TV/Games Console
* Cinema
* Telemarketing
* Content Marketing
* Search Engines
* Voice and Audio Services
* Sponsorship
* Recruitment Channels/Job Boards
* Emerging Channels as required (e.g. AI, VR)
* Addressable Media (including TV)
* Regional media
* Vod/AdSmart
* Hyper Local Media
 |

* 1. **Playout and Distribution**

The Agency will need to have the ability to provide playout and distribution services to manage cross media delivery of assets to either the broadcasters, to the Media Buying Agency or to digital delivery platforms.

This will include but is not limited to:

* Ensuring through automated processed that formatting is correct for every channel, media owner and platform
* Ensuring content meets regulatory requirements
* High quality broadcast-grade transcoding from original masters and instant quality checks
* Ensuring secure delivery of ads from a single platform
* Enabling full visibility of ads for Clients before, during and after campaigns go live
	1. **Digital Asset Management (DAM)**

The Agency will need to have the ability to provide a digital asset management platform that enables access to all Clients and their Agency Partners.

Her Majesty’s Government (HMG) data and analytics infrastructure is currently built upon Amazon Web Services (AWS) Cloud Infrastructure and Tableau Server, which agencies will need to have the technical capability to work and integrate with securely, to share HMG data if requested.

Other central government and wider public sector Client data sharing requirements may differ. The Agency will need to have the ability to integrate with future and current infrastructures.

The Agency will need the technical ability to directly and securely share/transfer data to such systems upon request, through secure means, for example: direct API connections or automated data transfer services.

The DAM should enable Clients to streamline their content creation from the first draft to final approval via the Agency’s workflow processes and tools. Clients should be able to easily collaborate and communicate with both internal departments and external agencies, so they can speed up content creation from start to finish, while making sure reviews and approvals are clear and straightforward for all involved stakeholders.

The DAM must have the ability to deliver:

* Advanced search capabilities and filters - to enable Clients to look for the content in a quick and efficient manner.
* Consistent brand image - to ensure all assets are up to date as changes are made to them.
* Controlled access - to ensure control of access for individual Clients, including tracking on editing, uploading, downloading etc.
* Metadata capabilities - to ensure efficient storage and embedding of information about each of the files and assets, including original, copyright, technical specifications, and any keywords associated with it.

Client requirements will differ and the Agency may be required to work with Clients providing the below DAM services, including but not limited to:

* A DAM Storage platform only
* A DAM storage platform and distribution of assets to media
* DAM storage, distribution of assets and integrated workflow

Additional requirements include but are not limited to:

* + 1. **Usability and Workflow**
* Access to the platform anywhere - fully mobile and web-based
* No limit on the number of users and/or Clients to the DAM
* Real-time view of campaign delivery process
* The ability to input Client briefs, track progress and asset creation from work in progress to final approval
* Simultaneous access to multiple stakeholders with various controls i.e. approver access, viewer access
* Version control, multiple display options, comment and approval functionality
* Configuration for approvers and stakeholders across individual business areas with multi layers approvals i.e stage 1 approver, stage 2 approver
* The ability to track project audit trails and change tracking
* Hierarchical, linear or custom stakeholder set up - Users should have different permissions for viewing, sharing, uploading, and downloading
* Support the viewing of a variety of file formats
* Multi-platform compatibility
* The ability to collect assets in a centralised library or location and classify them into user-created groups (such as collating by an asset’s creator, date of creation, or type of content)
* The ability to efficiently search the asset database to locate the content. Assets should be searchable by multiple methods, including keywords, metadata, and category hierarchies
* Users must be able to share assets via a direct link or a downloadable ZIP file
* The DAM must have a robust version control system that saves the history of modifications to each asset, and allows you to revert to previous versions
* Workflow - Manage work in process and streamline collaboration, reviews, and approvals
* The ability to annotate assets within the platform
	+ 1. **Content Usage Tracking and Rights**

The platform must have the ability to provide the below requirements, including but not limited to:

* Content usage tracking - this includes usage rights capability that enables users to tag assets with relevant usage rights details using industry standard templates, as well as storing associated contracts against the asset.
* The ability to lockdown assets following expiry to prevent any breach of usage rights. This should prevent the asset from being shared, downloaded or importantly published to media, with clear visual representation of expiry.
* Notification of asset expiry and unpublishing of expired assets
* Media filters on assets library

Usage rights requirements for Clients will vary and will include adding overall detail around how the assets should be controlled and how usage rights should be applied. Requirements may include but are not limited to:

* Countries – Tagging the country that content can be used in
* Media Types – Tagging the media channel in which the content can be used e.g. TV, Social, OOH etc.
* Music – Tagging the different types of music track that feature and associated details
* Visual Talent – Tagging the talent that feature in the content e.g. Regular Talent, Celebrities etc along with all associated details:
	+ Voice Over (VO) Artist – Tagging the VO artist that features in the content and all associated details. Allowing multiple VO’s to be added.

Throughout the duration of the agreement, Clients accessing services through this Lot reserve the right to retrieve and transfer all assets and data from the Agency(s) DAM system at no cost. This includes the right to transfer and migrate all data and assets to another DAM, either directly purchased or built by the Client, another Government Department or the Authority (CCS).

* + 1. **Account Management**

Account management requirements will be fully defined within the Client Call-Off Contract however services at Framework Contract level should include but is not limited to:

* Fully inclusive technical support
* A key point of contact for escalation purposes

The Agency will be required to provide CCS with login rights for appropriate read only and where required, administrative access to all advertising technology platforms used to service the Client’s brief.

* + 1. **Data Security and Compliance**
* A disaster recovery and business continuity plan in place with periodic testing
* An appointed Data Protection Officer (DPO)
* An GDPR strategy and plan
* Capability to amend a user details across the set of records
* Capability to search and retrieve against a user’s name within the system, and retrieve all records containing that name
* System capability to allow the information to be restricted
* System capability to allow the Agency to erase information about an individual upon request
* The ability to report any GDPR breaches to a Client and CCS within 24 hours
* AES 256 Encryption algorithm to protect data at rest and in transit
* The DAM will need the technical ability to directly and securely share/transfer HMG data to HMG systems upon request, through secure means, for example: direct API connections or automated data transfer services
* By default, HMG users from one government department should not have access to data for another department.
	+ - 1. **Accreditation**

The Agency must already have in place or have the ability to put in place the below accreditation:

* Independent SOC 2 test
* ISO 27001, ISO 9001, ISO 14001, ISO 22301 accreditation
* Independent Application Penetration test
* Independent Network Penetration test
* Cyber essentials

**Lot 4 - Stock Imagery, Footage and Sound**

1. **Core Services**

The Agency within this Lot must have the ability to source and/or provide stock imagery, footage and sound libraries for government and wider public sector Clients accessing this agreement. This includes managing the rights associated with any materials supplied to the Client.

The Agency will be required to interact with a wide range of stakeholders from different sectors and assets will be used both domestically and internationally and across a range of formats including but not limited to:

*Paid Media Advertising*

* Print
* Moving Image
* OOH
* TV
* Cinema
* On-Line

*Owned Media*

* Government/Client Websites

*Editorial content*

* Print
* Moving Image
* On-line

*Educational collateral*

* Print
* Moving Image
* On-line

Where relevant, the Agency must make recommendations to Clients which will enable them to achieve best value for money through buying of Stock Imagery, Footage and Sound through this Lot.

Where one provider is unable to provide all services, CCS will accept consortium proposals. Under this agreement, there is a requirement for a Lead Agency for contractual purposes. There should not be a premium attached to any proposal involving more than one party and full transparency regarding the cost of account management of the services is required.

* 1. **Account Management**

Account management requirements will be fully defined within the Client Call-Off Contract however services at Framework Contract level should include but are not limited to:

* Fully inclusive technical support
* A key point of contact for escalation purposes
	1. **Services**

The Agency will need to deliver different service options including but not limited to:

* A managed service for complex requests
* As a self-serve agency for Clients who have less complex requirements
* A variety of subscription models for different Clients
* Different levels of account management according to subscription models

Additional services for Clients may include but are not limited to:

* Account Management Services
* Rights Clearance
* Rights Management
* Library Search service - automated metadata, automated AI, web based
* Technical support eg. resizing and retouching
* Delivery/upload to Client DAM system, Client or Publisher
	1. **Stock Imagery, Footage and Sound Assets**

The Agency will be required to provide stock assets including but not limited to:

* Royalty Free images
* Royalty Free footage
* Rights Managed images
* Rights Managed footage
* Stock Images
* Stock Footage
* Licensed Catalogue/Music Library
* Royalty Free/Out of Copyright - Music Library recordings of public domain works

The Agency may be required to provide original music, if specified by the Client. This is likely to represent a relatively small part of the scope and high value original music or licensed music tracks shall be managed by the Client’s Creative Agency.

* 1. **Usage Rights and Asset Management**

Usage rights requirements for Clients will vary and will include adding overall detail around how the assets should be controlled and how usage rights should be applied.

Clients may require music for the widest range of uses from broadcast to public events, and government internal meetings both in the UK and overseas.

HMG may also look for strategic advice on how to most efficiently centralise and use the music they have licensed across the various Clients.

Additional services in this area may include but are not limited to:

* Providing briefing templates for rights management to the Clients including all potential usage options
* Responsibility for managing the Rights of all materials submitted to and purchased by the Client
* Clarity of definitions around usage rights and management of the risks of infringement

The Agency must have the ability to comply with the Client preferred way of asset management. This will include but is not limited to:

* uploading content to the digital asset management platform, provided by the appointed Lot 3 appointed Agency
* uploading content to the Client specified digital asset management platform
* extraction of assets in a compliant way
	1. **Creative Support**

Clients may require creative and editing services for the Stock Imagery, Footage and Sound sourced through this Lot. The Agency is required to provide access to the suitable talent for these services. This includes but is not limited to:

* deploying talent to best suit the Clients requirements
* retaining suitable talent working on the Client’s requirements
* Actively developing talent over the duration of the Framework Contract
* maintaining a motivated pool of talent and appropriately managing performance.

Services within this area will include but are not limited to:

*Stock Image and Footage:*

* masking
* color correction
* pack shots
* changing pack labels
* clipping paths
* moving an image on a layer(s) or to another layer(s)
* scaling images
* extending for bleeds
* simple clean-up
* image resolution adjustments up or down
* batch-processing
* using actions, plug-ins, scripts and automation for general clean-up
* color modes changes
* other enhancements

*Music and Sound:*

* Studio mixing and editing of tracks

**Lot 5 - Events**

1. **Core Services**

This Lot is for specialist events agencies who are capable of delivering high profile, complex, high value or strategically important domestic, international and global events. Services will be delivered throughout the UK and / or overseas via all formats.

Agencies will deliver the end to end strategy, development, production, management, delivery and evaluation of events. This may include but is not limited to global summits, major conferences, international trade shows and exhibitions, state visits, ceremonies, experiential and associated engagement activity.

Agencies must be able to orchestrate and manage different partners (either through CCS Framework partners, network, affiliates, associates and beyond) to deliver end to end solutions to provide the Client’s event requirements in their entirety, including the ability to operate in a domestic and international capacity. This includes effectively managing the supply chain and all teams involved in the integrated event management process to fulfil the Client’s specification with a focus on sustainable solutions.

Core services including strategic planning, design and delivery, account management and reporting must not be subcontracted.

Agencies will provide comprehensive account management services to the Client. Account management requirements will be fully defined at Client Call-Off Contract stage, however all Briefs will have an allocated lead and agencies will have a clear and simple escalation process for Clients and subcontractors.

Agencies are required to provide access to suitably experienced and qualified talent at all times. This includes attracting, deploying, retaining and developing talent to meet Client needs over the duration of the Framework Contract.

Agencies are also required to work collaboratively and effectively with multiple stakeholders, partners and other agencies of the Client to ensure smooth delivery of the events, achieve best value and drive best outcomes.

The agency shall deliver a wide range of events services in formats such as virtual, hybrid, experiential and face to face including but not limited to:

* 1. **Strategy and Content**
* End to end event advice, strategy, planning, design, delivery, management and production for high level, large scale national, international and global events in the UK and overseas
* Creative concept creation and implementation
* Content development, delivery and management
* Development, management and delivery of revenue generation strategy including but not limited to sponsorship, partnership, strategic activations, value in kind and missions and sale of tangible assets
	1. **Design and Management**
* Design, build, installation and management
* Project planning and management
* Integrated marketing, communications and media activity to support events
* Supply and management of all equipment including office supplies, furniture, signage
* Management of stakeholders, sponsors, all event agencies and related parties
* Management of and liaison of protocols for VIPs including Heads of State, foreign dignitaries and entourages
* Delegate attraction, recruitment and management (registrations, data capture and insight) and communication
* Speaker / contributor recruitment and management
* Financial management including management of paying events, financial reconciliation, budget management, processing of grant payments
* Resource management - planning and delivery
* Security management
* Risk mitigation and management
* Quality control
* Customer relationship management (CRM)
	1. **Provision of Services and Products**
* Provision of IT equipment including laptops, tablet computers, touch screen style devices, portable and all other devices
* Provision and management of all technical requirements including platforms and

remote experience delivery such as mixed, augmented, virtual and extended reality

* Management of IT integration, security and governance
* Venue sourcing, contracting & management
* Provision and management of catering services
* Provision and management of entertainment
* Provision of merchandise and gifts
* Researching and booking accommodation
* Security and ground transportation of venue sites, where appropriate