

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

Part 1: Letter of Appointment

Dear Sirs

Letter of Appointment

This letter of Appointment is issued in accordance with the provisions of the Framework Agreement (RM3796) between CCS and the Agency dated 17th January 2017.

Capitalised terms and expressions used in this letter have the same meanings as in the Call-Off Terms unless the context otherwise requires.

Order Number:	TBC
From:	The Cabinet Office ("Client")
To:	Freud Communications Ltd ("Agent")

Effective Date:	6 th January 2020
Expiry Date:	End date of Initial Period: 30 th June 2020 End date of Maximum Extension Period: 31 st December 2020 Minimum written notice to Agency in respect of extension: Four weeks

Relevant Lot:	Lot 4 (Public Relations)
Services required:	Set out in Section 2 (Services offered) and refined by: the Client's Brief attached at Annex A and the Agency's Proposal attached at Annex B
Statement of Work	N/A

Key Individuals:	Freud Communication Group Ltd REDACTED
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	For the Cabinet Office: REDACTED
Guarantor(s)	N/A

Call Off Contract Charges (including any applicable discount(s), but excluding VAT):	Payment will be made in line with Annex C – Pricing Schedule. All rates are inclusive of expenses and exclusive of VAT. The contract value will be for a maximum of £110,849.02 (Ex VAT). No minimum spend level is guaranteed.
Liability	Agency Liability: see clause 18.3 of Call Off Contract Client Liability: see clause 18.5 of Call Off Contract
Insurance Requirements	As per terms and conditions
Client billing address for invoicing:	REDACTED

GDPR	As per Call-Off Schedule 8 (Authorised Processing Template)
Alternative and/or additional provisions:	N/A

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.

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For and on behalf of the Agency:

RM3796 – Communication Services
Letter of Appointment
Attachment 4

For and on behalf of the Client:

Name and Title: **REDACTED**
Signature: **REDACTED**
Date: **REDACTED**

Name and Title: **REDACTED**
Signature: **REDACTED**
Date: **REDACTED**

ANNEX A

Client Brief

1. PURPOSE

- 1.1 The National Leadership Centre, a non-departmental body of the Cabinet Office (the Client) requires an Agency to deliver a PR campaign that will promote the Centre's brand and build its public profile. This includes a PR campaign for its inaugural National Leadership Forum.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 The National Leadership Centre is an initiative to support the most senior leaders in public services across England in order to increase public sector productivity and social and economic wellbeing. The Centre has four key pillars of work: a flagship residential programme for public servants entering CEO-level roles; a digitally enabled network bringing together 1,500 of the most senior public service leaders; cutting-edge research in public sector leadership and its link to productivity and; hosting an international summit in June 2020 attended by Cabinet Secretaries and equivalents from overseas.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 In the 2017 Budget, the Chancellor of the Exchequer announced that the Government would set up a taskforce to explore what a new public body might offer leaders so they can be as effective as possible in the complex and challenging environment in which they operate.
- 3.2 The Taskforce concluded that public service leaders need more support. Recent years have seen weak productivity growth in UK public services. Leaders say the scale of decisions, changing technology, demands for efficiency, growing demand for better services and the pressures of an aging population are placing them under significant stress. The Taskforce conducted detailed research, supported by the Behavioural Insights Team, to understand the challenges faced by the most senior leaders across each of England's public services.
- 3.3 The National Leadership Centre was created as a result of the recommendations of this Taskforce and carries the four pillars of work outlined in 2.1 (programme, network, research and international).
- 3.4 The Centre's audience is made up of the most senior leaders across all of the public sector in England, including arms length bodies, local government, policing, health and social care, education, justice and other public services.

- 3.5 The Agency will be engaged to deliver a campaign to raise awareness of the work of the Centre, using print and digital media, marketing the Centre on a national and international scale.
- 3.6 At the end of January 2020, the Centre will have its inaugural National Leadership Forum, which will be a focal point of this PR campaign. This campaign should be focussed on engaging the specific audience to attend and covering the event itself.

4. DEFINITIONS

Expression or Acronym	Definition
NLC	means National Leadership Centre

5. SCOPE OF REQUIREMENT

- 5.1 Mandatory work: The Agency shall implement the PR campaign for the NLC up to 30th March 2020. This includes the PR campaign for the NLC’s inaugural national event on 29th January 2020, the National Leadership Forum, which will raise awareness of its work and promote its public profile on a national and international scale. Throughout the duration of the contract, the Agency will work with the Cabinet Office Press Team, as appropriate, to share and develop press notices. To aid this, the Agency shall:
 - 5.1.1 Produce and deliver a campaign for the whole of the NLC that builds its profile and the profile of key personnel within the NLC, and also builds and uses insights from the existing NLC Communication Strategy.
 - 5.1.2 Lead on direct communications and media for the NLC on all major media platforms (e.g. print, tv, radio, digital, social media), comprehensively promoting the NLC’s brand and public profile.
 - 5.1.3 Plan and deliver a PR campaign for the NLC’s inaugural national event, the National Leadership Forum, on 29 January 2020.

6. THE REQUIREMENT

- 6.1 The Agency shall provide public relations services and products either as a sole service element or bringing together different elements into one sustained campaigning approach. This will be in conjunction with the Cabinet Office Press Team when appropriate. Including, but is not limited to:
 - 6.1.1 Producing and delivering a steady drumbeat of activity to raise awareness of the NLC and ensure it is on the radar of relevant media outlets and within the public services sector.

- 6.1.1.1 Regular profile features, articles, interviews, podcasts or speaker slots on national, international and digital media outlets to showcase the NLC’s work.
- 6.1.2 Leading on a comprehensive media and communications campaign for the National Leadership Forum event in January 2020 to raise awareness of the Centre and showcase its work including, but not limited to:
 - 6.1.2.1 Working with our events partner to develop core messages which communicate the aims and purpose of the National Leadership Forum with attendees and extended NLC Network.
 - 6.1.2.2 Maintaining the production and delivery of the leadership podcast series. This includes all logistical and production requirements, speakers, topics, themes and questions.
 - 6.1.2.3 Promoting, engaging and managing a Public Service Award to be presented on 29th January.
- 6.1.3 A series of feature articles or interviews about the most significant public sector changes to the UK and the leaders behind them.
- 6.1.4 Identifying and engaging the key online influencers on leadership, productivity, innovation and transformation.
- 6.1.5 Identifying and collecting online content, seeking content owners’ permission to share as appropriate, including podcasts, articles, written pieces and videos, related to public service innovations, systems thinking and leadership to share on our website.
- 6.1.6 Training members of the NLC’s team in social media, sharing the details of journalists and/or making introductions to people who are interested in following the Centre’s work.

7. KEY MILESTONES AND DELIVERABLES

7.1 The following Contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Posts for our social media platforms, such as Twitter and LinkedIn, that includes updates on the NLC and general leadership or public service-related content	At least twice a week for the duration of the contract

2	A comprehensive media campaign with national, trade and leadership media outlets including op-eds, articles and interviews	An average of five pieces a month for the duration of the contract, with peaks and timings to be agreed with the Client.
3	Blogs for internal government blog sites and external platforms including for gov.uk and our website.	Fortnightly throughout the duration of the contract.
4	Identifying and sharing information about the key online influencers on leadership, productivity, innovation and transformation	Ongoing throughout the duration of the contract
5	Monitor daily news agenda and relevant newshooks for responses from the NLC, positioning the NLC as able to add value to the discussion with specific perspective.	Ongoing throughout the duration of the contract
6	PR campaign for the inaugural event The National Leadership Forum	Ongoing throughout the duration of the contract, with peaks in the weeks preceding and succeeding the 29/01/2020.
7	The launch of a leadership podcast series	29/01/2020
8	Managing the follow up from the press for the National Leadership	From 29/01/2020 until the end

8. MANAGEMENT INFORMATION/REPORTING

8.1 The Agency shall share data about and build NLC relationships with key online influencers on leadership, productivity, innovation and transformation with the Client.

- 8.2 The Client shall require management information (MI) on a monthly basis. This shall provide data on how successful the campaign has been including reporting on the interactions with relevant journalists and monitoring press releases.
- 8.3 The Client reserves the right to amend their requests for reporting during the contract.
- 8.4 The Client may also request ad hoc reports and data from the Agency. Requests of this nature should be responded to within 48 hours.

9. CONTINUOUS IMPROVEMENT

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

- 10.1 No further quality standards other than those stipulated in the Crown Commercial Services RM3796 Communication Services Framework.

11. PRICE

- 11.1 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.

12. STAFF AND CUSTOMER SERVICE

- 12.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.
- 12.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.
- 12.3 The Supplier shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

13. SERVICE LEVELS AND PERFORMANCE

REDACTED

14. PAYMENT AND INVOICING

- 14.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 14.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 14.3 Invoices should be submitted with a valid purchasing order to: **REDACTED**

15. CONTRACT MANAGEMENT

- 15.1 During the course of this contract, the Agency may be given access to a range of information/data held by the Client. The Client holds all this documentation, which is seen as Intellectual Property.
- 15.2 The Client's Intellectual Property shall not be shared with anyone outside of the Client for profit or gain, which may compromise the Client's reputation or damage the future reputation.
- 15.3 The Agency shall have no rights to use any of the Client's names, logos or trademarks without the prior written approval of the Client.
- 15.4 All IPR Clauses contained within Attachment 5- Terms and Conditions shall apply to this contract.
- 15.5 Attendance at Contract Review meetings shall be at the Supplier's own expense.

16. LOCATION

- 16.1 The location of the Services will be carried out at the Agency's premises with regular meetings at the Client's main offices at **REDACTED**
- 16.2 The NLC team works across other locations and thus the Agency will use technology, such as video-call or dial-in, to effectively host the meeting.

ANNEX B
Agency Proposal
REDACTED

Annex C – Agency’s Pricing Schedule

REDACTED

