

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

Part 1: Letter of Appointment



Cabinet Office

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 6th February 2019.

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:	Agent Marketing ("Agent")

Effective Date:	6 th February 2019
Expiry Date:	End date of Initial Period 31 st March 2019. No extension options.

Relevant Lot:	6
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	The Statement of Work is attached at Annex C.
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Key Individuals:	<p>REDACTED</p> <p>REDACTED</p> <p>REDACTED</p> <p>REDACTED</p> <p>REDACTED</p>
[Guarantor(s)]	N/A

Call Off Contract Charges (including any applicable discount(s), but excluding VAT):	£21,525.00
Insurance Requirements	The Agency will hold insurance policies to the value sufficient to meet its liabilities in connection with this Call-Off Contract (including any specific insurance requirements as are set out in the Statements of Work). The Agency will provide the Client with evidence that such insurance is in place at the Client's request.
Client billing address for invoicing:	TBC

GDPR	Not Applicable to the services to be provided under this contract.
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:

Name and Title:

Signature:

For and on behalf of the Client:

Name and Title:

Signature:

RM3796 – Communication Services
 Letter of Appointment
 Attachment 4

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Date:

Date:

ANNEX A

Client Brief

1. PURPOSE

- 1.1 The Cabinet Office National Leadership Centre is formally launching at the beginning of 2019. It requires an Agency (Supplier) to create new branding, identity, and logos that will increase recognition of the Centre among top leaders across the public sector.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 The Cabinet Office supports the Prime Minister and ensures the effective running of government. It is also the corporate headquarters for government, in partnership with HM Treasury, and takes the lead in certain critical policy areas.

- 2.2 It is responsible for:

2.2.1 Supporting collective government, helping to ensure the effective development, coordination and implementation of policy.

2.2.2 Supporting the National Security Council and the Joint Intelligence Organisation, coordinating the government's response to crises and managing the UK's cyber security.

2.2.3 Promoting efficiency and reform across government through innovation, better procurement and project management, and by transforming the delivery of services.

2.2.4 Promoting the release of government data, and making the way government works more transparent.

2.2.5 Creating an exceptional Civil Service, improving its capability and effectiveness.

2.2.6 Political and constitutional reform.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 In the 2017 Budget, the Chancellor of the Exchequer would set up a taskforce to explore what a new Centre 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 task force and is based in the Cabinet Office.
- 3.4 **Context:** The Centre is launching at the beginning of 2019 and has four key ambitions. The first is creating a platform to support 130 senior leaders each year. The second is building a network of these individuals so they can improve their professional working relationships. The third is leading evaluation and research into the link between productivity and leadership. Finally, the Centre will create a hub of international best practice so countries from around the world can share their examples of innovation in public services. More information can be found [here](#) about the purpose of the Centre and its vision. This report includes key policy data, research, and other useful links.
- 3.5 **Audience Insight:** the Centre’s audience is made up of the most senior leaders in arms length bodies, local government, policing, health and social care, education, justice and other public services. These individuals are approximately one year away from being appointed into a top position, or one year into their senior post. They are, at present, all based in England. Our research shows that there are 2,000 public sector leaders across the entirety of public services (education, health and social care, government, justice, defence, policing, fire, and more).
- 3.6 **Strategy:** The Supplier will build a brand that conveys the Centre’s future as a hub of world-class and cutting-edge research. They will take into account the Centre’s messaging about not duplicating or replacing the excellent leadership training work which is taking place across the sector and in the devolved administrations.
- 3.7 **Implementation:** The Supplier will be able to provide creative direction and management to design suitable branding across all media channels. They will take into account relevant research and offer brand proposals for logos and core messages, which have the correct property rights and trademarking. (The Centre is currently also procuring the services of a separate Supplier Agency to support the Centre’s PR strategy).
- 3.8 **General:** The Supplier shall deliver innovative, best practice branding and design to achieve Government’s goals. These shall be in line with the Government Communication Service professional standards, as referenced in the 2016/17 Government Communications Plan see [here](#).
- 3.9 **Timescales:** The Centre will be formally launched early in 2019 and its branding and profile needs to be built ahead of this.
- 3.10 **Evaluation:** The Centre will evaluate the bids using examples of the Supplier’s previous work and demonstrable previous impact.
- 3.10.1 Evaluators will assess how the proposals meet the criteria set out in the requirements above.
- 3.11 Please include any details relating to how you will factor in the provisos of the “Public Services (Social Value) Act 2012” which aims to secure wider social, economic and environmental benefits from public sector procurement. Details of the Act can be found at: <https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources>

4. DEFINITIONS

Expression or Acronym	Definition
NCL	means National Leadership Centre.

5. SCOPE OF REQUIREMENT

- 5.1 The Centre will officially launch in early 2019 and to coincide with this, the branding will be launched. This brand will be vital for inviting the first cohort of high profile delegates to the programme, which will take place in September 2019.

6. THE REQUIREMENT

- 6.1 The appointed Supplier will:
- 6.1.1 Develop and deliver new branding which will help to raise awareness of the National Leadership Centre both nationally and internationally.
 - 6.1.2 Create branding and a new identity, with approved colourways that the Centre can use going forward.
 - 6.1.3 Define brand values, develop and produce multi-channel brand guidelines.
 - 6.1.4 Lead on typesetting, proofing and pagination.
 - 6.1.5 Provide stock images and share guidance on the placement of this imagery, especially on the Centre's social media channels and planned website. These stock images will emphasise that the Centre works across the whole of the public sector.
 - 6.1.6 Share practical examples of letterheads, templates, and recommendations of cover images for digital media channels.
- 6.2 **Intellectual Property Rights:** All Intellectual Property Rights in the final version of the Services delivered to the Authority and prepared by or for the Supplier for use, or intended use, in relation to the performance of this Contract, shall belong to the Authority on payment of the Contract Price for the Services.

7. KEY MILESTONES AND DELIVERABLES

- 7.1 The following Contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Meet with Centre's team to clarify goals and submit drafts of logos and branding.	Before 28 th February 2019
2	Finalise branding option, logo, letterheads, templates,	Before 31 st March 2019

	recommendations of branding colour guidance, stock photos, and all the requirements mentioned above.	
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8. MANAGEMENT INFORMATION/REPORTING

8.1 Not applicable.

9. CONTINUOUS IMPROVEMENT

9.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

9.2 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.

10. SUSTAINABILITY

10.1 The Supplier is asked to consider how the provisos of the “Public Services (Social Value) Act 2012 might apply to this contract, with particular regards to Sustainability.

11. QUALITY

11.1 No specific Quality accreditations apply.

12. PRICE

12.1 The budget is up to a maximum of £20,000 - £25,000 including all expenses, but excluding VAT.

12.2 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.

13. STAFF AND CUSTOMER SERVICE

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

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

13.3 The Supplier is required to identify individuals who will manage the Branding exercise and to nominate a representative for regular contact with the Authority’s representative.

13.4 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.

14. SERVICE LEVELS AND PERFORMANCE

14.1 The Authority will measure the quality of the Supplier’s delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
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1	Delivery	Host meeting with Centre, discussing initial ideas and scoping for branding possibilities, gaining an understanding of the nuances of the work. By 28 th February 2019.	100%
2	Delivery	Submit and finalise initial branding options (including logo and tagline). By 29 th March 2019.	100%
3	Delivery	Submit guidance on best practice of stock photo images and imagery. By 29 th March 2019.	100%

14.2 In the event of poor performance through the failure to deliver KPIs to time and of appropriate quality, the Authority shall meet with the Supplier to understand the root causes of the issue. The Supplier shall formulate a Performance Improvement Plan to rectify these issues and meet the requirements in this statement.

14.3 If poor performance continues, following formal written warnings, early termination of the Contract will also be considered.

14.3.1 The Authority will monitor the work of the Supplier throughout the contract period through regular contact between the Supplier and The Authority's contract manager. It is anticipated that these will be weekly telephone calls or email updates on progress with the project.

14.3.2 The Authority will manage poor performance by the Supplier as set out in 15.2 and 15.3.

15. SECURITY AND CONFIDENTIALITY REQUIREMENTS

15.1 The Supplier will not require specific security requirements, vetting and/or accreditation, as they will not have access to sensitive information or Government IT/property.

16. PAYMENT AND INVOICING

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

16.2 The Supplier will submit one invoice for the full value of the work, following delivery of the new branding to the Authority, on / before 31st March 2019.

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

16.4 The Authority will pay correct and valid invoices within 30 days, subject to its acceptance of the contracted deliverables.

16.5 The invoice should be submitted to: **REDACTED**.

17. CONTRACT MANAGEMENT

17.1 Attendance at meetings shall be at the Supplier's own expense.

18. LOCATION

18.1 The location of the Services will be carried out at the Supplier's premises for use at the Cabinet Office, **REDACTED**.

ANNEX B

Agency Proposal

EXPERIENCE	
4.1	<p>Please provide three case studies outlining your organisation's experience / expertise in producing branding for clients of similar scope and magnitude as the National Leadership Centre. Your response must include examples of your previous branding work together with details of the demonstrable impact achieved for your client organisations.</p> <p> 4.1 response.pdf</p>
4.2	<p>Please outline the experience / expertise of assigned team members in brand guideline development and implementation.</p> <p> 4.2 response.pdf</p>

SERVICE DELIVERY AND APPROACH	
5.1	<p>Please outline your approach to delivering the requirements as set out in Attachment 3 - Statement of Requirements, particularly across the key areas at 6.1.1 to 6.1.6. Your response must also detail whether or not you were able to achieve any of the provisos of the Public Services (Social Value) Act 2012. Higher marks may be awarded to bidders who can demonstrate this.</p> <p> 5.1 response.pdf</p>

5.2	<p>Please provide a timed plan showing all stages of the process from Contract Award to delivery of the contracted deliverables on / before 31st March 2019.</p>  <p>5.2 Response.docx</p>
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ACCOUNT MANAGEMENT	
6.1	<p>Please outline your proposed account management structure including a single point of contact.</p>  <p>6.1 response.pdf</p>
6.2	<p>Please outline your proposed escalation procedures that will be in place throughout the call off contract.</p>  <p>6.2 response.pdf</p>
6.3	<p>Please outline the contingency plans and disaster recovery plans you have in place.</p>  <p>6.3 response.pdf</p>

ANNEX C
Statement of Works
No Change From Annex A Above

Part 2: Call-Off Terms

See Separate Document Titled - CCCO19A02 – Terms And Conditions of Contract

Part 3: Price Schedule

REDACTED