



Crown
Commercial
Service

Bid pack 2

Customer Needs

RM6003 – Media Buying



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Note to Bidders – This section “Specification” will be used to populate Framework Clause 2 – Services Offered

Specification

RM6003 Media Buying Framework

1.1 Introduction and Background

- 1.1.1 The purpose of this Framework Agreement is to provide Government (and the wider public sector) with a new, open and transparent approach for media buying, with the Agency providing the best possible outcomes for communication campaigns whilst providing value for the taxpayer.
- 1.1.2 The purpose of this Section (Introduction and Background) is to set out the overarching scope of the Services that the Agency is required to provide to CCS and the Clients under this Framework Agreement and the relevant Call-Off Contracts, and to provide a high level description of what the Services entail, together with any specific standards applicable to the Services.
- 1.1.3 The Agency shall:
 - (a) be capable of delivering value for money, as well as providing excellent customer service including strategic implementational buying advice;
 - (b) be willing and capable of working in partnership with other agencies and specialists to deliver the media buying aspect of fully integrated campaigns for Government to ensure the process from strategy to implementation is successful;
 - (c) implement media buying plans and deliver innovative/best media buying and advice that is fully integrated across all channels and best practice communications to achieve Government’s goals. The Services shall be in line with the Government Communication Service professional standards, as referenced in the Government Communications Plan and the Government’s standards on placement of digital advertising. The Government Communication Plan is updated annually and CCS shall ensure that the Agency is notified when the plan is updated. The 2016/2017 Government Communications Plan can be found at <https://gcs.civilservice.gov.uk/wp-content/uploads/2016/05/gov->

[comms-plan-2016-17.pdf](#). In addition, the Agency shall also comply with the standards in Clause 1.16; and

- (d) act in an open and transparent manner with CCS and the Clients in delivering the Services and otherwise under this Framework Agreement 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.

1.1.4 This Framework Agreement 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. This includes other Framework Agencies, RM3796: Communication Services for the provision of specific single services and products including media planning and RM3774 Campaign Solutions.

1.1.5 The Agency shall manage and deliver fully integrated campaigns, either by delivering services in-house or by Sub-Contracting.

1.2 **Scope**

1.2.1 The Agency shall be required to deliver Services throughout the United Kingdom (on a national, regional and local basis) and international locations.

1.2.2 For each Call-Off Contract under this Framework Agreement the Client will define the Brief in accordance with the Call-Off Process, which is in Section 3 (How Services will be bought (Call-Off Process)) of this Framework Agreement.

1.2.3 The Agency shall ensure all Sub-Contracting arrangements comply with Section 12 (Transfer and Sub-contracting) of this Framework Agreement.

1.3 **Clients**

1.3.1 This Framework Agreement covers requirements across a wide and diverse Client base - the Agency shall support the varied requirements and budgets of all Clients irrespective of size.

1.3.2 Clients of this Framework Agreement shall be based throughout the United Kingdom and will include international locations.

1.4 **Client Personnel**

1.4.1 The Client will allocate suitable personnel with appropriate levels of experience and seniority to work with the Agency. The Agency acknowledges and agrees 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.

1.5 Client Briefs

- 1.5.1 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 Process.
- 1.5.2 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.

1.6 Required Services: Summary

- 1.6.1 The Agency will be required to provide Services in relation to the supply of the Services to Clients including:
- (a) taking Orders for the Services from Clients;
 - (b) undertaking to meet all Client requirements;
 - (c) complying with any key performance indicators and service levels, and any reporting requirements;
 - (d) complying with CCS's Management Information requirements;
 - (e) providing a dedicated senior account manager to resolve any issues arising from the Framework Agreement;
 - (f) providing a support function to deal with Client enquiries and issues;
 - (g) conforming to the Charging Structure;
 - (h) undertaking any billing requirements.

1.7 Required Services: Core elements

- 1.7.1 **Outcome based approach for media campaign measurement.** The Agency will demonstrate how every applicable campaign will be measured based on outcomes. The Agency shall provide evaluation and measurement of campaign performance/outcomes, this may include:
- (a) reporting against outcome key performance indicators outlined in Briefs;
 - (b) being able to adjust live campaign activities to take account of ongoing evaluation and measurement results. The Agency shall regularly update the Client on optimisation work undertaking to improve the performance of activity and to enable the Client to utilise this feedback to help improve future campaigns;

- (c) working to the time lines set out in this Framework Agreement, the relevant Call-Off Contract(s) and in the Briefs;
 - (d) ensuring all Agency work is in line with the Government Communication Service evaluation framework (which can be accessed [here: https://gcs.civilservice.gov.uk/guidance/evaluation/tools-and-resources/](https://gcs.civilservice.gov.uk/guidance/evaluation/tools-and-resources/)).
- 1.7.2 **Quality of service.** The Agency will deliver the best possible service across all Clients and campaign types. The Agency shall provide a proactive approach to each media buying brief, ensuring innovation and best in class media buying solutions (in terms of quality, value and safety) are provided to Government. The Agency shall demonstrate how it delivers a continuous improvement approach and feedback process to deliver best practice to the Client. This includes as a minimum the requirement to provide input, feedback and learnings at all stages of a campaign and to ensure post-campaign analyses are shared and findings are embedded into ways of working. The Agency will meet all service delivery key performance indicators outlined in Briefs. The Agency will drive quality through effective internal communication, horizon scanning and situational insight across the media industry to maximise opportunities, highlight risks and service clients best.
- 1.7.3 **Competitive pricing.** The Agency will deliver an annual report to demonstrate delivery of the bidding process pricing submissions, reporting by media overall performance and by Media Owner, including inflation mitigation. The Agency will also report any commitment made by the Agency Group including the Client spend at the beginning of each calendar year (other than in the first year of the Term where the trading year shall commence on 7 November 2018 and end 31 December 2019) and during the year the Agency will report any issues made on their behalf where any shortfall has been identified. See also Clause 1.7.6(e).
- 1.7.4 **Transparency for data and commercial terms.** In addition to the services required under Clause 1.8 (Account Management), the Agency:
- (a) shall provide appropriate read only and administrative access (where required) to all CCS/Client related online and offline data (including via Application Programming Interfaces (APIs)) and highest possible standards of transparency of all commercial terms with members of the Agency Group and other Sub-contractors. The Agency will implement a fully disclosed and transparent programmatic trading desk model for the Government and will provide an itemised breakdown of all costs and/or fees for any

aspect of the Government's programmatic trading desk but not limited to tech, media, data, custom engineering;

- (b) The Agency shall provide a dedicated seat in the Demand Side Platforms (DSP) in order to treat the Government's data separately from the Agency's programmatic trading desk;
- (c) shall comply with the Data Retention Policy in Clause 7 of this Framework Agreement in order to inform performance and ensure transparency for media buys;
- (d) grants audit rights and cooperation with Government appointed auditor(s) to ensure highest possible standards of transparency for performance and costs. See Section 7 (Record keeping, confidentiality and transparency);
- (e) shall disclose any individual media buys delivered to CCS/Clients as part of an Agency and/or Agency Group inventory buy; and
- (f) shall provide amalgamated and anonymised performance information to help validate CCS client performance and delivery within overall agency group context.
- (g) shall provide evaluation and measurement of campaign outcomes, this may include:
 - (i) reporting against outcome KPIs outlined in all Client Briefs
 - (ii) ensuring all applicable work is in line with the Government Communication Service evaluation framework (<https://gcs.civilservice.gov.uk/guidance/evaluation/tools-and-resources/>)
 - (iii) being able to adjust live campaign activities to take account of ongoing evaluation and measurement results. The Agency should regularly update the Client on optimisation work undertaking to improve the performance of activity
 - (iv) working to the time lines set out in this Framework Agreement
- (h) shall:
 - (i) collaborate on projects between different Clients of this Framework Agreement, and
 - (ii) proactively manage multiple relationships with the Client and Client-related organisations at the Call-Off Contract level to take advantage opportunities to create and ensure

greater efficiency, value and deliver best results for the Client.

1.7.5 Talent resource capability. The Agency will provide expertise in delivering all service aspects, continuous workable capability (including any initial implementation arrangements). The Agency shall provide level of talent to service Government requirements for the needs of each customer type. Furthermore, the Agency shall:

- (a) provide a robust and detailed implementation plan on the Appointment Date to ensure the successful completion of the Implementation Services by the Launch Date;
- (b) provide dedicated and experienced resource to cover all campaign types and key performance indicators outlined in Briefs and detailed in Clause 1.8 (Account Management).

1.7.6 Partnership approach demonstrating future evolution. The Agency will provide a partnership framework to work effectively together with all relevant stakeholders, including working collaboratively with planners and creative teams to ensure media campaign outcomes are well defined, relevant and measurable. The Agency will ensure an effective learning process to enable best practice sharing. The Agency will ensure it is able to demonstrate:

- (a) *Campaign budgeting* – outcome based budget recommendations, rather than only recommending to spend to briefed budget;
- (b) *Outcome value* – value of media buys based on delivering outcomes, rather than only lowering cost to the detriment of outcomes;
- (c) *Media buying approach* – an integrated service into full process approach from first brief (where applicable – see Clause 1.8 (Account Management));
- (d) *Digital and data excellence* – use data and digital capabilities to improve outcome based approach; and
- (e) *Competitive pricing* – a competitive pricing structure for individual media costs (split by media type, as set out in Framework Schedule 3) with the provision for four year inflation mitigation.

1.8 Required Services: Account Management

1.8.1 The Agency shall provide comprehensive account management services to the Client. The Agency will provide a team structure that delivers against the different requirements, detailed in Clause 1.8.5 where campaigns have varying service requirements and spend levels. The

Agency team structure and approach shall reflect this flexible requirement, avoiding a “one-size” fits all approach.

- 1.8.2 The Agency structure and resource profile shall be capable of adapting to changing requirements and service levels during the term of this Framework Agreement and the Call-Off Contracts, and this will be subject to annual review between the Agency and CCS. The partnership approach as outlined in Clause 1.7.6 shall be part of the annual review process to ensure partnership progression over the four year term of this Framework Agreement. The Framework agreement will commence in May 2018 with an implementation period and first media appearing from 7th November 2018. It will continue for 4 years with an end date of 6th November 2022.
- 1.8.3 The Agency will provide sufficient resource for out of hours, emergency, bank holiday periods and ensure sufficient resilience and back up expertise is available when needed.
- 1.8.4 The Agency 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.
- 1.8.5 The Agency will allocate specific named account teams for each Client. The Agency will work with each Client and provide the media buying implementation service tailored to such Client's requirements. Requirements can be broadly grouped in to three types:
 - (a) *Strategic implementation*: Clients who have some existing media knowledge, and require deep media expertise with forward thinking approaches and innovation for media buying routed in the strategy for campaigns. The Agency will be engaged from the first briefing with the creative and planning agencies to facilitate this change in role;
 - (b) *Support implementation*: Clients who need good quality media thinking and guidance in media buying opportunities and support in understanding the rationale for proposal and implications of buying recommendations; and
 - (c) *Buying implementation*: campaigns from Clients that require straightforward booking of media to secure the best value to deliver the desired outcome objective and metric set for the activity.
- 1.8.6 The Agency will coordinate activity across the service provisions and review monthly with CCS and Agency central teams the effectiveness of this approach, providing feedback and suggested changes where required. CCS and Agency central teams will provide local team

feedback at the monthly meetings to share feedback to ensure an effective service delivery for all Client types. The Agency shall:

- (a) provide CCS with a Board Account Director (or equivalent level) Client lead;
- (b) follow the Call-Off Process;
- (c) have a clear and simple escalation process for the Clients and Sub-Contractors in accordance with Clause 17 of the Framework Agreement (Complaints Handling and Resolution);
- (d) provide detailed, accurate and timely invoicing of all costs as outlined in Framework Schedule 3 (Charging Structure). All media plans and Briefs must provide an accurate and full breakdown report of all costs and commissions incurred and use of inventory media to ensure full transparency on the cost chain to be paid for by Government;
- (e) provide counsel on latest industry trends and developments, including new audience targeting methods, buying techniques, outcome measurement innovations and emerging issues, including new methods of fraud to the Clients in order to support the continued improvement of communications;
- (f) plan and deliver a programme of regular training on media buying best practices to Clients across Government in coordination with CCS with the aim of up skilling Clients;
- (g) update CCS on any capability issues identified whilst working with Clients across Government;
- (h) comply with all Data Protection Legislation and ensure all future appropriate data safeguards are in place for handling the Client's data. Identify the Agency data protection officer(s) for compliance with data protection regulations;
- (i) meet with CCS monthly to review service delivery.

1.9 **Required Services: Reporting and analysis**

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

- (a) provide Management Information detailing work carried out by the Agency on the basis of the billable charged hours as outlined in section 6 of the Framework Agreement (Management Information and Management Charges)

- (b) campaign related reporting as specified, to include measures on effectiveness and efficiency (these shall be outlined in each Brief). The Agency shall provide central visibility to CCS across all activity in a consistent and timely format;
- (c) evaluation and reporting to demonstrate effectiveness (as defined by the Client);
- (d) provide CCS with login rights for appropriate read only and where required, administrative access to all advertising technology platforms used to buy advertising on the Client's behalf and (where required by the Client) to online and offline data including via API access. The Agency will implement a fully disclosed and transparent programmatic trading desk model for the Government and will provide an itemised breakdown of all costs and/or fees for any aspect of the Government's programmatic trading desk but not limited to tech, media, data, custom engineering;
- (e) provide CCS with full and timely access to data generated on behalf and in respect of CCS/Clients as outlined in Section 7 (Record keeping, confidentiality and transparency) of this Framework Agreement;
- (f) provide timely data to CCS/Clients in an agreed format, taxonomy and structure within agreed timeframes;
- (g) 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; and
- (h) operate a transparent media buying process, giving the Client full oversight of all media buying costs, rebates and any other costs incurred as a result of buying advertising space on the Client's behalf.

1.10 Required Services: Working with others

1.10.1 The Agency will be required to:

- (a) work collaboratively on projects with other Clients of this Framework Agreement, and
- (b) manage multiple relationships with the Client and Client related organisations at the Call-Off Contract level to ensure greater value and best results for the Client.

1.11 Required Services: Media buying services

- 1.11.1 The Agency shall fulfil all of the services obligations set out below (and as further set out in Framework Schedule 1B (Services), the relevant Call-Off Contracts and Briefs).
- 1.11.2 The Government may consider/request owning direct ad technology vendor contracts (such as demand-side platform, brand safety tools, ad fraud detection tools, viewability etc.). The Agency shall comply with such request(s) and include the ability for the Government to own direct ad technology contracts in the bidding process during the Term and ensure it is accounted for in the Agency's Charging Structure.
- 1.11.3 The Agency will execute media plans to purchase media space regionally, nationally and internationally across a range of different channels and platforms to reach all audiences as required by the Client.
- 1.11.4 The following non exhaustive list for Government provides example channels to target consumers, business audiences (B2B) and any other governmental audiences, that the Agency will be expected to buy for the Client(s) in UK and International campaigns:

Regional media	Vod/AdSmart
Hyper Local Media	Radio
Print – National Press	Digital Radio
Print – Local Press	Out of Home (OOH)
Print – Consumer	Out of Home (OOH) Digital
Print – Trade Press	Digital Display
Print – Financial Press	Experiential
Print – Magazine	Direct Mail
Print – Specialist Titles	Email Marketing
Print – Recruitment	Pay-per-click (PPC)
TV	In-app
Regional TV	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)

- 1.11.5 The Agency shall provide highest possible standards of transparency and understanding of the digital value chain in relation to the Services provided to the Government, CCS and all Clients, covering ad fraud, viewability, brand safety and audience targeting approach and outcomes.
- 1.11.6 The Agency shall provide brand safety to the highest possible standards using defined guidelines agreed between Client and Agency, with an ongoing monitoring and evaluation and improvement process for mitigating and eliminating risks in digital and addressable advertising by Government, CCS and all Clients, including using latest technology protection procedures, process controls, testing environments, reporting structures and escalation procedures.
- 1.11.7 The Agency will provide a remuneration structure to deliver:
- (a) media neutrality (no incentive to spend budget with specific media types or Media Owners);
 - (b) outcome based measures, focus on value, rather than lowest cost;
 - (c) best advice on budget requirement to deliver outcome key performance indicators;
 - (d) fees at risk (for example linked to service delivery, business performance)
- 1.11.8 The Government and CCS are committed to paying fair remuneration for outcome based media buying, quality of service and transparency. The pricing grids provide an "Agency Cost" tab for the Agency to provide the remuneration requirements under four areas:
- a) Agency commission - as each call off operates independently agency services will need to be paid for using a commission based model. The agency is asked to consider the above provision in structuring a commission model to drive media neutrality and best advice.
 - b) Programmatic trading desk - within each digital media requirement the role of programmatic trading desk using a disclosed model, needs consideration. A commission model is expected to work alongside other media commissions, to identify any additional fees required.
 - c) Rebates - declaration of 100% of rebates from Government spend is required, to ensure return of media owner benefits from agency/group trading proportionate to Government share of spend. The agency should provide an annual estimate of rebates by media type, and contract compliance audits will be conducted to ensure full disclosure and correct returns.
 - d) Performance incentives - Government is keen to ensure agency remuneration is linked to agency success in delivering better outcomes for media buying budgets. A remuneration framework with incentive achieved and incentive missed laddering profiles is required to base additional remuneration for above expectation

delivery, but also recognising any shortfall in delivery. Suggested metrics for performance incentives should consider the level of incentives and a suitable mechanism for funding of payment; metrics may include delivery of outcomes, quality of service and media pricing.

1.12 International

1.12.1 The Agency shall execute media buying plans on an international basis across the same channels mentioned in Clause 1.11.4.

1.12.2 The Government call offs for international activity has a wide range of target audiences including (but not limited to) consumer, business and government for media activity. This requires the agency to provide specialist B2B and government audience targeting , in addition to the same consumer targeting from UK activity .

1.12.3 Typically international campaigns can require multiple regional market implementation by regional agency teams in America, EMEA and APAC, coordinated by a UK based agency central team.

1.12.4 Indicative spend levels by media are provided in Bid Pack 3, Part D clause 11.1, covering consumer and B2B requirements. The Agency must be able to create and execute plans on an international basis for consumer and B2B specialist audiences. International briefs will require coordination from UK, and inclusion in dashboard reporting.

1.13 Regional and local

1.13.1 Government has a duty to communicate with audiences in every region in the UK. The Agency must be able to create and execute plans on a regional / local basis in the UK.

1.14 Sponsorships, Promotions, Advertorials, media partnerships.

1.14.1 When required in writing the Agency will, on behalf of the Client, negotiate custom packages and partnerships with Media Owners. The cost of each elements of the package should be made transparent to the Client and any discounts achieved.

1.15 Clash management and audience saturation

1.15.1 The Agency will have measures in place to prevent artificial price rises as a result of the Client's biddable campaigns competing over the same audiences.

1.15.2 The Agency will put in place frequency caps across all channels where measurable, not only on individual campaigns, but for audiences as well to prevent over-saturation and message fatigue for Government campaigns.

1.16 Standards

1.16.1 The Agency shall at all times during the Term and the term of any Call Off Contract comply with the supplier code of conduct (as updated from

time to time) as found at <https://www.gov.uk/government/publications/supplier-code-of-conduct>.

1.16.2 The Government expects viewability standards (i.e. Viewable Impressions) are to be implemented as standard across relevant digital advertising. While these are the expected standards, specific viewability levels will be confirmed in the Call-Off Contracts for each campaign and Brief.

1.16.3 Government definition of a viewable ad impression: A served ad impression where the ad was contained in the viewable space of the browser window, on an in-focus browser tab, with 100% viewability and the following specific durations across the following digital advertising placements:

a.) Display – 100% in view, for a minimum of 1 continuous second

b.) Video (e.g. pre-roll) – 100% in view for half the duration of the ad (15 second cap, sound on)

c.) In-feed Video in Social – 100% in view for half the duration of the ad (15 sec cap, no sound)

The 'In-feed Video in Social' standard refers to video inventory bought on an impression basis across applicable social media platforms

d.) Native/Outstream Video - 100% for half the duration of the ad (15 second cap, no sound)

1.16.4 Campaigns buying below the viewability standards for a Viewable Impression will be required to show evidence for this decision in their respective Briefs and any further documentation as required.

1.16.5 The Agency shall work with the Client to test different viewability standards across campaigns in order to inform longer-term decision making around expected standards and to achieve the most effective outcomes for campaigns.

1.16.6 The Agency shall accept responsibility to have the appropriate measurement technology in place in order to accurately measure Viewable Impressions and viewability standards.

1.17 **Key Performance Indicators (KPIs)**

1.17.1 The KPIs listed below are how CCS will monitor and manage the Agency's overall performance under this Framework Agreement.

1.17.2 CCS reserves the right to adjust, introduce new, or remove KPIs throughout the Term. However, any significant changes to KPIs shall be agreed between CCS and the Agency in accordance with Section 11 of the Framework Agreement (Variations to the Framework Agreement).

1.17.3 The Agency shall comply with all its obligations related to KPIs set out in this Framework Agreement including Section 6 of the Framework

Agreement (Management Information and Management Charges) and shall meet the KPI Targets identified in the table below – 1.17.5

The Authority will measure KPI targets through a customer satisfaction survey. See KPI 4.1 under table 1.17.5.

Without prejudice to any other rights or remedies arising under this Framework Agreement, including under Clause 9.2 (Termination for material Default), if a Persistent Failure occurs, the Agency acknowledges and agrees that CCS shall have the right to exercise (in its absolute and sole discretion) all or any of the following remedial actions. CCS shall only undertake the following remedial actions where there has been a 100% response rate from Central Government Body Clients and minimum response rate of 25% Clients in the wider public sector to the relevant customer satisfaction survey under KPI 4.1 in the table below. CCS shall use reasonable endeavours to encourage a 100% response rate to customer satisfaction surveys from all Clients who have an active Call-Off Contract in force. The remedial actions which CCS may take are as follows:

- a) CCS shall be entitled to require the Agency, and the Agency agrees to prepare and provide to CCS, an Improvement Plan within ten (10) Working Days of a written request by CCS for an Improvement Plan. This Improvement Plan shall be subject to Approval and the Agency will be required to implement any approved, Improvement Plan, as soon as reasonably practicable.
- b) CCS shall be entitled to require the Agency, and the Agency agrees to attend, within a reasonable time 1 or more meetings at the request of CCS in order to resolve the issues raised by CCS in its notice to the Agency requesting such meetings.
- c) CCS shall be entitled to serve an Improvement Notice on the Agency and the Agency shall implement such requirements for improvement as set out in the Improvement Notice.

1.17.4 In the event that CCS has, in its absolute and sole discretion, invoked one or more of the remedies set out above and the Agency either:

- (a) fails to implement such requirements for improvement as set out in the Improvement Notice; or
 - (b) fails to implement an Improvement Plan which is approved by CCS;
- then (without prejudice to any other rights and remedies of termination provided for in this Framework Agreement), CCS shall be entitled to terminate this Framework Agreement for material Default.

1.17.5 Key Performance Indicators

Key Performance Indicator (KPI)	KPI Target	Measured by
Performance		
Outcome based objectives feature in all applicable campaigns	Every campaign to be assessed for suitable outcome based metrics	Call off brief and media agency proposals
Media selection choices are validated with performance data	Every campaign selection has clear rationale	Media buying agency proposals
Usage of previous results and best practice to inform media proposals	Every campaign proposal features previous learnings or best practice references	Media buying agency media proposals
Quality		
Full usage of implementation campaign framework types –Strategic / Support / Buying	Each campaign to be allocated implementation type, and assessment of allocation as part of post campaign reporting	Adherence to framework approach from agency and client
SLA for campaign delivery	Adherence to timeline targets, turn-around times and deliveries compared to contractual commitments	Monthly monitoring of overall performance by Media buying agency / CCS
Demonstration of value measurement including both quality and cost	Value measurement approach across all campaigns	Media buying agency media proposals, plans and measured results
Transparency		
Implementation of transparency across media buying process	Demonstration of media neutrality in media buying decision and proposal process	Client understanding of agency delivery of transparency

Data access to deliver outcome based solutions and transparent measurement of campaign performance	Agency providing data solutions to deliver transparency	Client experience of agency data approach to measure campaign performance
Delivery of dashboard solution to ensure clarity of value delivery	Usage of dashboard solution for client team engagement and communication of best practice	Client usage levels of dashboard solution
Talent		
Team delivery across campaign implementation types	Quality of team delivery: briefing engagement, delivery from proposal to post campaign reporting, and client interaction	Client experience across campaign implementation types
Performance of agency board lead	Impact of agency board lead on transition and delivery of agency team	Client experience of agency point Board person and leadership team
Quality of talent and levels of service provided	Client satisfaction with quality of service and resource levels	Monthly client/agency meetings to assess team performance
Partnership		
Transition process delivery	Delivery and implementation of agency transition plan and commitments	On boarding of personnel and team build compared to committed plan
Data integration to drive value	Agency integration of data and insights across relationship	Client experience of agency data usage and insights
Future vision	Clear articulation and steps required for agency future vision for client	Client perception and experience of agency
Competitive pricing		
Delivery of agency cost commitments	Benchmarking of agency pricing commitments across	Reporting by agency of delivery commitment

	all media and adherence to commercial terms (including programmatic trading)	and validation using performance audit by third party
Quality of media selection process	Agency demonstrating value choices rather than cheapest media price	Client experience and feedback on agency decision making process for call off proposals
Understanding impact of quality of media	Agency builds measurement of value choices (not just cheapest media price) and the influence of quality of media to drive better outcome performance	Client assessment of agency delivery
1. Framework management		
1.1 Management Information (MI) returns: All MI returns to be returned to CCS by the 7th Working Day of each month	100%	Confirmation of receipt and time of receipt by CCS (as evidenced within the MISO system)
1.2 All undisputed invoices to be paid within 30 calendar days of issue	100%	Confirmation of receipt and time of receipt by CCS (as evidenced within the CCS finance system known as the CODA system)
1.3 Agency self-audit certificate sent to CCS in accordance with the Framework Agreement	100%	Confirmation of receipt and time of receipt by CCS
1.4 Actions identified in an Audit Report to be delivered by the dates set out in the Audit Report	100%	Confirmation by CCS of completion of the actions by the dates identified in the Audit Report
2. Operational efficiency/price savings		

2.1 The Agency to deliver against the Agency Action Plan to derive further cost savings over the Term via continuous improvement and innovation	100%	Confirmation by CCS of the cost savings achieved by the dates identified in the Agency Action Plan
3. Demand management services		
3.1 The Agency to deliver against the Agency Action Plan to derive further cost savings over the Term continuous improvement and innovation	100%	Confirmation by CCS of the cost savings achieved by the dates identified in the Agency Action Plan
4. Customer satisfaction		
4.1 Services to be provided under Call-Off Contracts to the satisfaction of Clients This survey will measure agency performance based on KPIs in section 1.17.5	80%	Confirmation by CCS of the Agency's performance against customer satisfaction surveys
5. Annual reconciliations	100%	Through Supplier Relationship Management process
The following reconciliations to take place annually 5.1 Unbilled media (one Pricing Year in arrears) 5.2 Rebates for all media 5.3 Over / under delivery and performance against		

pricing guarantees included in Schedule 3 (Charging Structure)		
6. Additional management information	N/A	All to be received and validated by the Authority. Independent verification, spot checks may occur.
<p>6.1 Forecast for next month to be provided to the Authority on the 7th of each month, to include – spend in Net Media Value and Advertising Cost to the Customer (Net Media Value plus fees) and a 12 month rolling pipeline</p> <p>6.2 Any amends to rolling 12 month pipeline</p> <p>6.3 Late bookings - number and value of late booking penalties in a Month with supporting information on efforts taken to remove/reduce them</p> <p>6.4 Campaign deferrals – number and value of deferral penalties in a Month</p> <p>6.5 Clash management performance to ensure adherence to 1.15 Clash management and audience saturation</p>		
7. Media Audit Compliance	N/A	6 monthly media audit

<p>7.1 Fully comply with the reasonable data requests of the external Media Auditor and provide Key Personnel attendance at audit feedback sessions.</p> <p>7.2 Validation of Pricing Guarantees by the external Media Auditor on a 6 monthly basis.</p>		
<p>8. ASBOF/BASBOF payments</p>	<p>N/A</p>	<p>Spot checks carried out by the Authority or an auditor.</p>
<p>Ensure prompt payment and accurate records of ASBOF Charge /BASBOF Charge payments are maintained.</p>		

1.18 Required Services: Digital Media Services - Content Verification and Brand Safety

1.18.1 The Client will agree with the Agency which brand safety and content verification tools ("CV Tools") will be used in relation to the Client's Digital Media Placements to enable the Client to monitor content verification, viewability measurement and fraud detection. The Agency shall disclose to the Client the partnership agreements it has entered into, together with the underlying measurement criteria, relating to the CV Tools. The parties will monitor the performance of the CV Tool on an ongoing basis and the cost of such CV Tools shall be charged to the Clients on a pass through basis. The Agency shall also disclose to the Client any interests that it or the Agency Group has in any technology suppliers used in the course of the Services.

1.18.2 The Client must be provided with access to full reports from the CV Tool on an ongoing basis regarding the Client's Digital Media Placements including data on the number and rate of Viewable Impressions, total impressions, click-throughs and any other applicable engagement metrics agreed between the parties in relation to each Digital Media Placement. Where available, the reports shall also include details of any brand safety issues, ad collision and any actual or suspected traffic fraud in relation to each Digital Media Placement. The Client and its representatives will be provided with full access to the CV Tool in relation to the Client's Digital Media Placements. Where ads are placed in connection with any fraudulent, non-viewable and/or unsafe traffic and such ads are paid for by the Agency, the Agency must use reasonable endeavours to recover the value of such ads placed in cash, credits and/or other compensation on a proportionate basis Each Client using an appropriate

monitoring tool shall receive a proportionate share of any sums, credits or other compensation where the same is recovered by the Agency.

- 1.18.3 The Client shall only pay for ads that have been declared as Viewable Impressions and in order to enable the Client to verify this, the Agency shall provide the Client with access to monthly campaign level viewability reports and administrative access to the Client's account on the viewability platform. Where the Agency is not obliged to pay for ads (whether declared as Viewable Impressions or not), the Client shall not be required to pay for such ads. Where ads are placed in connection with any fraudulent, non-viewable and/or unsafe traffic and such ads are paid for by the Agency, the Agency must use reasonable endeavours to recover the value of such ads placed in cash, credits and/or other compensation on a proportionate basis. Each Client using an appropriate monitoring tool shall receive a proportionate share of any sums, credits or other compensation where the same is recovered by the Agency.
- 1.18.4 The Agency will provide the Client with a list of websites that appear on its brand safe list so that the Client can create its own list of third party approved websites ("Client Whitelist"). The Agency will only run Media Placements on websites if they appear on the Client Whitelist. The Client shall have the right to amend the Client Whitelist on 2 Working Days' notice to the Agency.
- 1.18.5 The Agency shall not put Media Placements on websites that it should reasonably be aware contain or link to the following content ("Blacklist Content") unless otherwise approved by the Client in writing:
- (a) obscene, indecent or pornographic content (including child pornography);
 - (b) content that is hateful, threatening, harassing or abusive;
 - (c) violent content;
 - (d) content liable to incite racial hatred or other forms of unlawful discrimination;
 - (e) content liable to incite acts of terrorism;
 - (f) content containing excessive profanity;
 - (g) content relating to illegal drugs or drug paraphernalia;
 - (h) content relating to the sale of firearms, ammunition or other weapons;
 - (i) content that is defamatory or trade libellous;
 - (j) content relating to the sale or promotion of counterfeit goods;
 - (k) content that infringes any third party's Intellectual Property Rights, other proprietary rights or rights of publicity or privacy;
 - (l) content that contains viruses, trojan horses, worms, time bombs, cancel bots or other computer programming routines that are intended to damage, surreptitiously intercept, detrimentally interfere with or expropriate any system, data or personal data;
 - (m) content that is otherwise harmful, unlawful or illegal;
 - (n) alcohol-related content;
 - (o) gambling-related content;
 - (p) tobacco-related content;
 - (q) content relating to prescription drugs;
 - (r) unmoderated forums; and/or

- (s) content that is harmful to minors in any way or otherwise unsuitable for them to view,

and shall use appropriate software tools to verify that the websites on the Client Whitelist do not contain any Blacklist Content. The Client shall not pay for ad impressions, clicks or post-campaign conversions delivered on inventory that contains any Blacklist Content. In the event that the Agency discovers or is notified that a Media Placement has appeared on a website that contains or links to Blacklist Content it shall use its best endeavours to remove the Media Placement as soon as possible and in any event within twenty four (24) hours of discovery or notification. Notwithstanding the foregoing, the parties acknowledge news reporting editorial about content considered to be Blacklist Content ("**Editorial Content**") may feature on Client Whitelist websites and that the Agency shall not be in breach of this paragraph or any clause in this Framework Agreement if Media Placements are made on Client Whitelist websites featuring such Editorial Content.

1.18.6 The Agency shall, in conjunction with the Client, conduct quarterly reviews and updates of the Blacklist Content and quarterly audits of the Blacklist Content against ad network buys, programmatic trading and promptly share the results with the Client. The Client shall be entitled to request for specific websites to be removed/blocked from its digital campaigns (provided such notice is given at least twenty four (24) hours before activation) and the Client must approve the use of any ad network before any insertion orders (IOs) or trading deals are signed off by the Agency.

1.18.7 The Agency is aware of the Digital Trading Standards Group ("DTSG") "Good Practice Principles" and will comply with those principles, including using its reasonable endeavours to minimise the risk of ad misplacement, when supplying the Services.

1.18.8 The Agency shall not place media on websites that appear on the Police Intellectual Property Crime Unit ("PIPCU") Infringing Website List.

1.19 **Required Services: Digital Media Services - Programmatic Trading**

1.19.1 In relation to Programmatic Media procured by the Agency, the Agency shall:

- (a) outline, log and report to the Client in relation to the full time equivalents (FTE) working across the programmatic trading of the Client;
- (b) disclose to the Client managed services fees and explain and demonstrate how they will be calculated and applied;
- (c) disclose to the Client any additional margins or profit from managing the Client's Programmatic Media;
- (d) disclose to the Client rebates or preferred vendor arrangements, including areas such as discounted tech platform fees, shared platform managed services staffing support, rebates tied to spend tiers, etc;
- (e) disclose to the Client its programmatic preferred media or data deals that the Agency has brokered for its agency trading desk in order to avoid bias;
- (f) grant the Client appropriate read only and administrative access to all media-buying platforms, including access to reports and (where required by the Client) to online and offline data including API access. The Agency will implement a fully disclosed and transparent programmatic trading desk model for the Government and will provide an itemised breakdown

of all costs and/or fees for any aspect of the Government's programmatic trading desk but not limited to tech, media, data, custom engineering;

- (g) comply with the Client's strict programmatic optimisation and trading controls including tolerance of bid prices, floor prices, buying strategy on Open Marketplace (OMP) and Private Market Place (PMP) deals, strategy budgets, campaign budgets including all standard campaign management controls in order to avoid unwarranted trading.

1.20 Required Services: Digital Media Services - Ad Fraud

1.20.1 The Agency shall adopt policies and strategies to identify traffic fraud and mitigate its impact including implementing technology to detect and prevent such fraud and filtering traffic through vendors who prioritise fraud detection.

1.20.2 Where ad fraud tools are employed, the Client shall only pay for ad impressions, clicks or post-campaign conversions verified by the ad fraud tool as being human traffic and, to enable the Client to verify compliance, the Agency shall provide the Client with access to monthly campaign level ad fraud reports and administrative access to the Client's account on the ad fraud detection platform. Where ads are placed in connection with any fraudulent, non-viewable and/or unsafe traffic and such ads are paid for by the Agency, the Agency must use reasonable endeavours to recover the value of such ads placed in cash, credits and/or other compensation on a proportionate basis. Each Client using an appropriate monitoring tool shall receive a proportionate share of any sums, credits or other compensation where the same is recovered by the Agency.

1.21 Required Services: Digital Media Services - Data

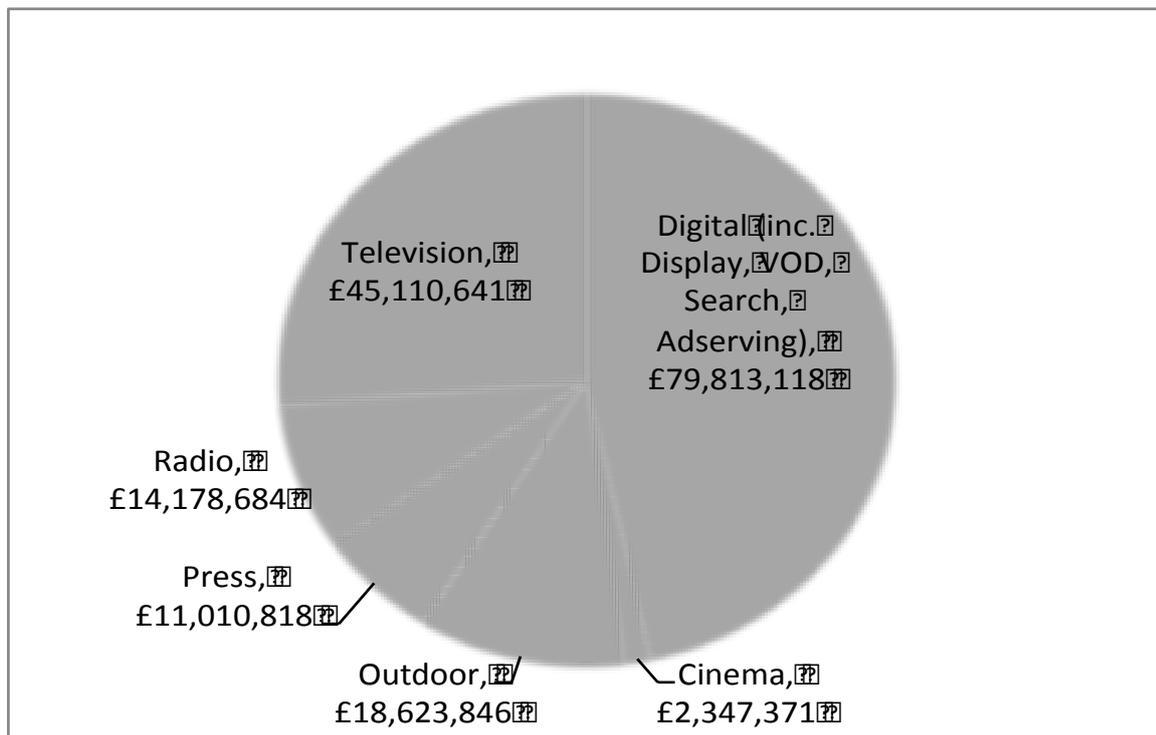
1.21.1 Where access to Client's data management platform is granted, the Agency shall:

- (a) produce, for the Client's approval, a suitable data retention and management policy which includes user controls to prevent unauthorised and/or accidental sharing or use of the Client's data;
- (b) as soon as reasonably practicable, destroy the Client's data upon request or on termination of this Framework Agreement;
- (c) disclose any data collection and shared data workspaces where the Client's data might be at risk of being disclosed and/or be co-opted into an unauthorised data pool and confirm that the Client's data is being logically separated;
- (d) undertake due diligence of the data management platforms and other ad technology vendors with regards to data security, data privacy compliance, system and user controls and EU GDPR and ePrivacy regulations and all other Data Protection Legislation; and
- (e) the Agency will provide a dedicated seat on the Demand Side Platforms (DSP) in order to treat Government's data separately from the Agency's programmatic trading desk.

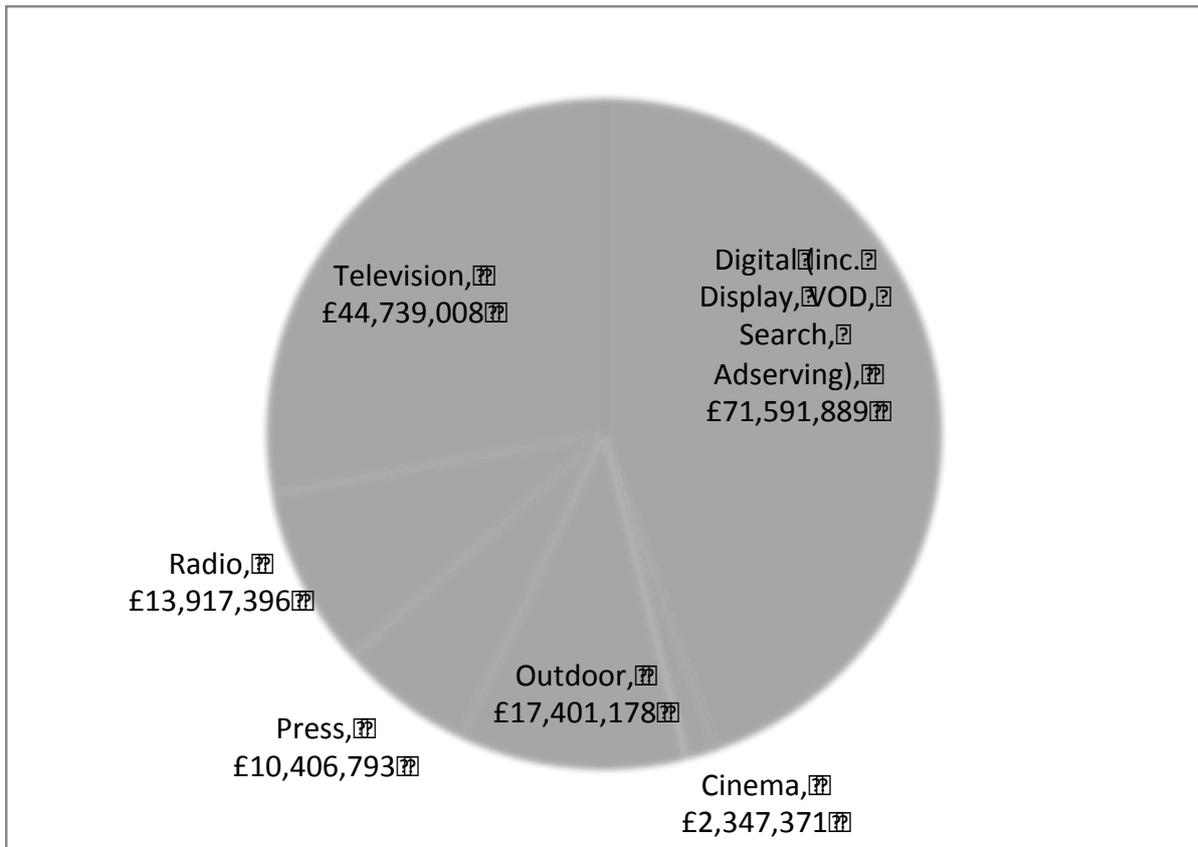
2 Trend Summary

Whilst the Authority is looking to award a framework, which offers no guarantees of volumes, the following graphs give an indication of current trends and activities under the existing framework. These are subject to change and are for information only.

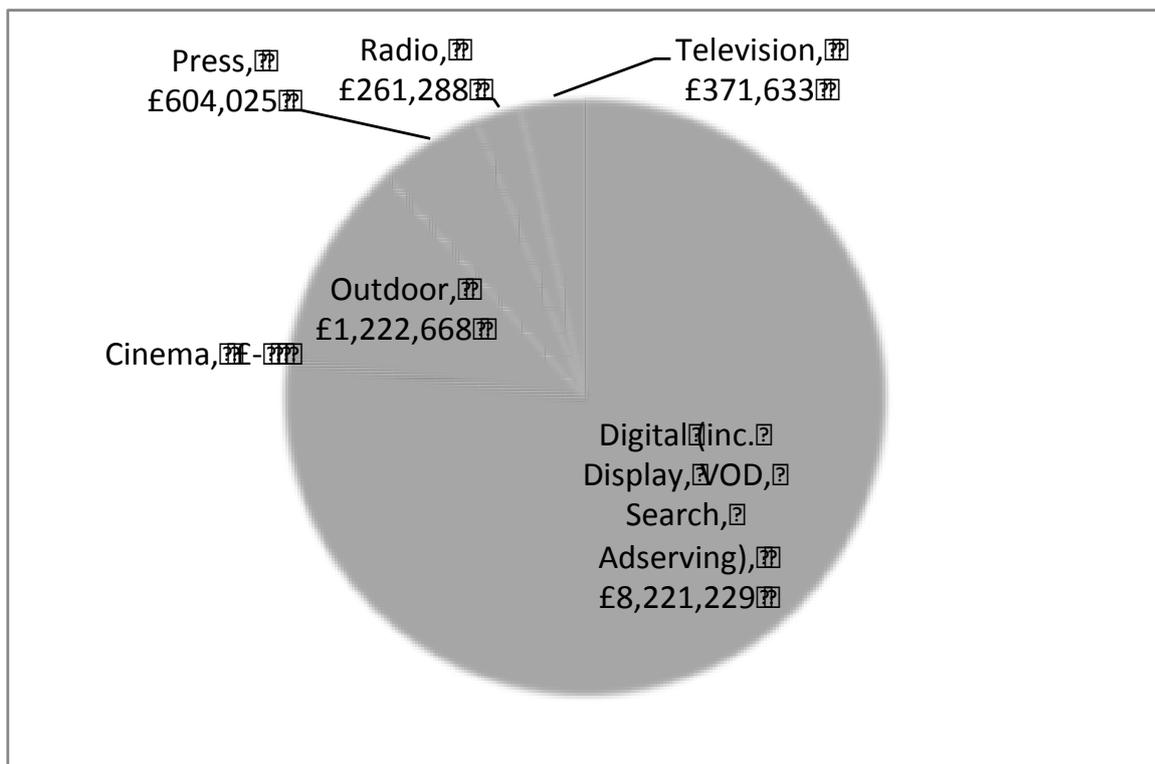
16/17 Total spend by channel*



16/17 Domestic spend by channel*

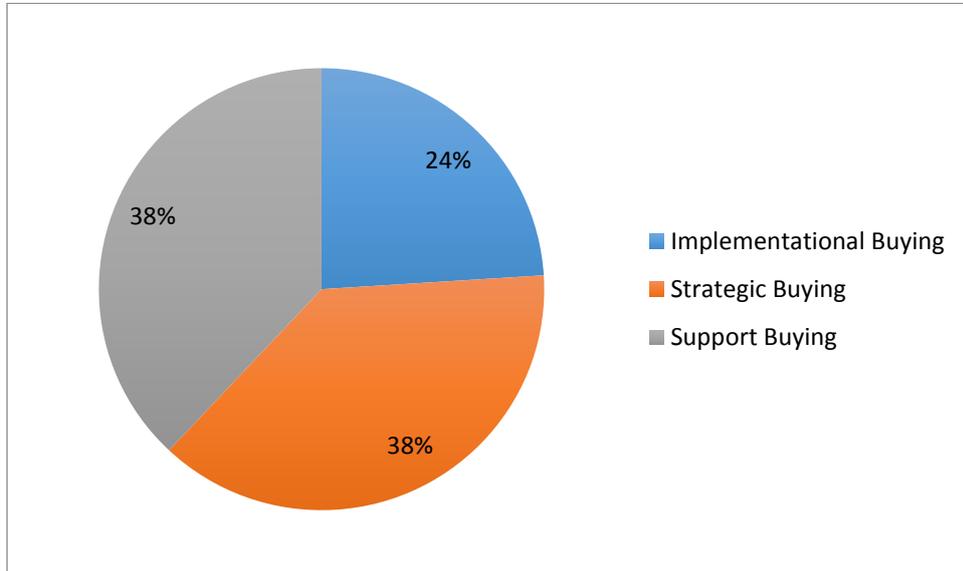


16/17 International Spend by channel

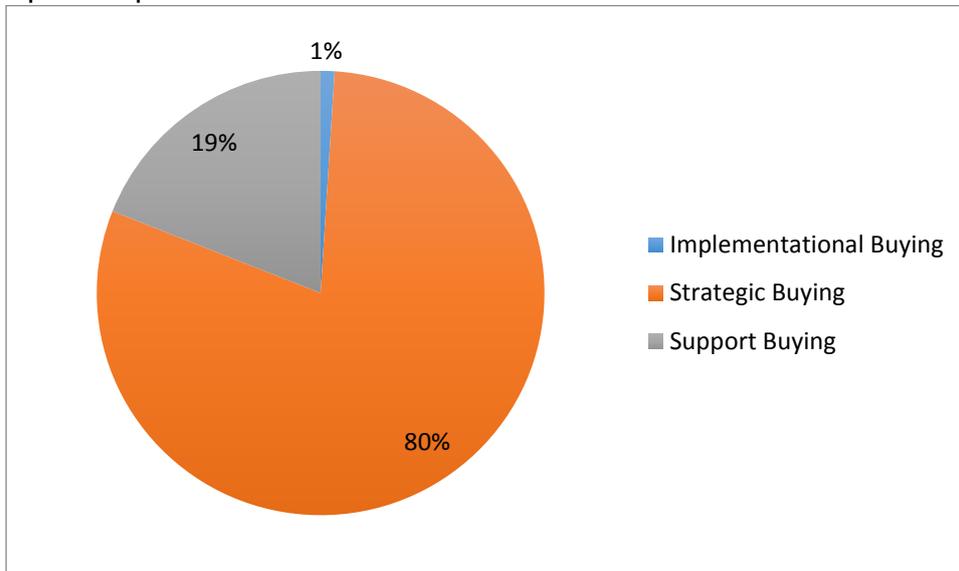


*Source: Management Information submitted by the current media Agency
Spend is the total advertising cost to customer (net media value & commissions)

Split of clients:



Split of Spend:



3 Call off agreements

3.1 How a Call Off Contract is structured

If a customer decides to buy from you, you and the customer will form a Call Off Contract. The terms of the Contract will incorporate:

- 3.1.1 If you enter into a Framework Agreement with us, then you could be awarded business by customers using the framework. A customer will follow the Call Off award process to do this, as per Framework Schedule 5 (Call Off Procedure).
- 3.1.2 If you are successful in being awarded business by a customer, a Call Off Contract
- 3.1.3 The Call Off Terms and Conditions will be supported by a range of Framework Agreement schedules and Call Off schedules. Please see Attachment 1 – Framework Agreement Terms and Conditions and Attachment 7 – Call Off Contract.