



Request for Quotation

Work Package Number:
Work Package Title: Enterprise Level Regulation - Next Sectors (franchise caterers, food manufacturers and contract caterers) – Discovery
Available Budget: £100,000 - 22/23
Supplier Name: Deloitte
Specification of requirements
<p>Overview</p> <p>The food landscape has changed dramatically in the three decades since the current regulatory system was introduced. Although regulation has continued to evolve, our assurance model has not kept pace with the significant changes in the food industry.</p> <p>It has been identified that in the retail sector, 10 large businesses provide 95% of consumers groceries and these businesses therefore wield a great deal of influence on the food sector and supply chains. The opportunity to regulate these businesses differently is being explored through a proof-of-concept trial.</p> <p>Having identified the possibility of regulating large food businesses in a different way, without lowering safety standards, we want to explore the potential for other large food businesses in other sectors of the supply chain to be regulated in a more effective way at an enterprise level. The ABC Programme Board has identified that the next sectors we wish to explore are franchise caterers, manufacturers and contract caterers. By influencing large businesses in these sectors, it is strategised that the FSA will be able to utilise their reach to effect change across the food system as a whole; thereby using regulatory effort economically.</p> <p>At this stage we do not have a sufficient insight into how the large businesses in these sectors are structured and their business models and we need to understand the landscape and their approach to food safety management in much more detail to assess whether an enterprise level approach is feasible.</p> <p>Objectives</p> <p>The ABC team wishes to explore whether enterprise level regulation would be possible in a number of other sectors of the food chain. To make this decision the ABC team needs a better and more detailed understanding of the business and operating models of the largest businesses in the franchise catering, food manufacturing and contract catering sectors and is therefore asking for answers to the questions identified in Annex 1.</p> <p>The ABC team has identified the largest businesses in each of the sectors to be the focus of the discovery work as follows:</p>

Franchise caterers

The following businesses have been identified:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Manufacturers

Covering only manufacturers solely under the regulatory remit of local authorities, the following businesses have been identified:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Contract caterers

The following businesses have been identified:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

For the businesses in each of the sectors we wish to understand more about their business models and business structures.

A set of discovery questions for the first phase of this discovery work has been developed for each sector and these are attached in Annex 1

A second phase of discovery work may be conducted in any or all of these 3 sectors should this initial discovery indicate to the ABC programme team that it would be worth doing so.

Outputs

- Full written reports in a 1-3-25 style containing an executive summary and detailed findings, for the Annex 1 questions for each of the 3 sectors.
- Presentation of findings for dissemination amongst key FSA stakeholders.

The FSA will review all outputs, suggesting alterations and amendments, before final versions are approved for sign-off. Project timescales should be appropriate to account for this review process.

Deliverables (with milestones)

	Deliverable	Expected delivery date
1	In relation to the 3 sectors and the large businesses identified under each (above), produce a report for each sector that provides detailed answers to the questions set out in Annex 1	
	Specification to Strategic Delivery Partner	w/c 5 th Dec 2022
	Proposal from SDP	w/c 5 th Dec 2022
	Finalisation of specification with SDP	w/c 12 th Dec 2022
	Review after 1 week discovery	10 th Jan 2023 (Break point)
	Response from FSA to 1 week discovery	16 th Jan 2023
	Interim findings	3 rd Feb 2023
	First draft of report with findings across the 3 sectors produced to FSA for review	10 th Feb 2023
	Comments and suggest amendments from FSA	14 th Feb 2023
	Final report to FSA	17 th Feb 2023

The Contract has a subjective Break Point after the submission of the initial discovery work in week 1. The Buyer shall confirm the agreement to proceed in writing prior to commencement with the additional work.

Additional scope may be added to the proposal, this shall be agreed in writing by both the Supplier and Buyer, all changes to the scope of work and additional costs will be captured in a Contract Variation.

Supplier response – please provide a detailed methodology of how you will deliver the requirements

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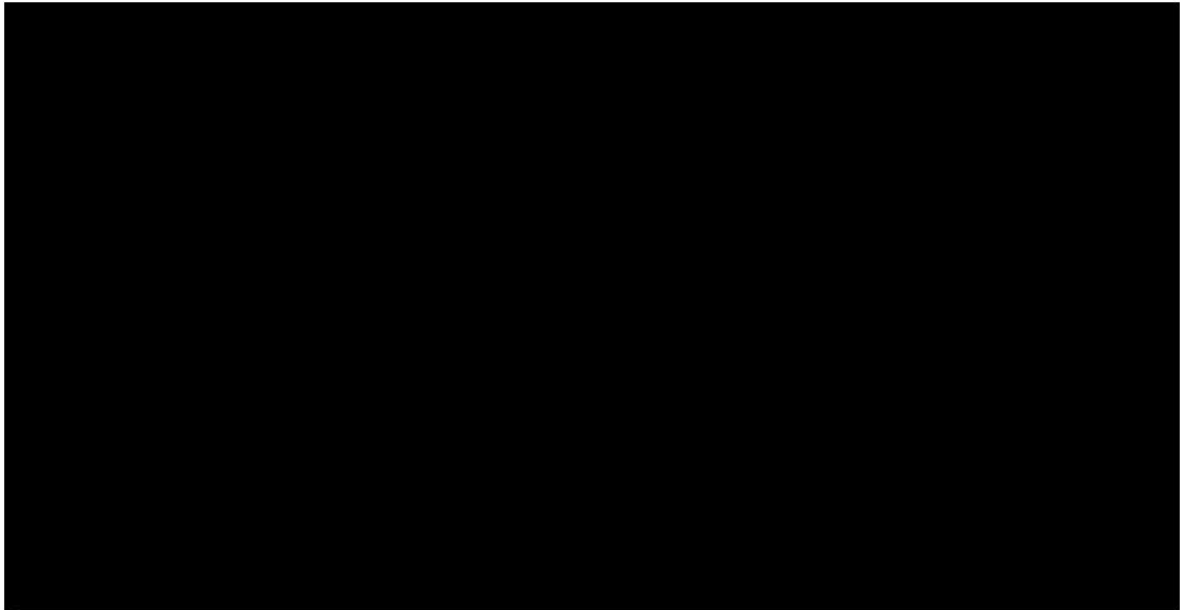
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Plan for Phase 1

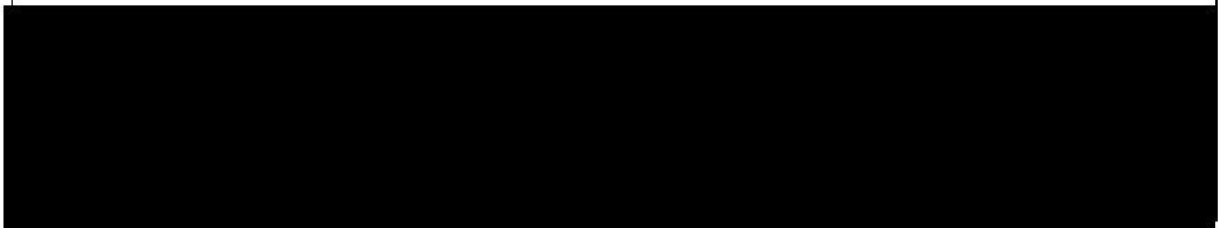
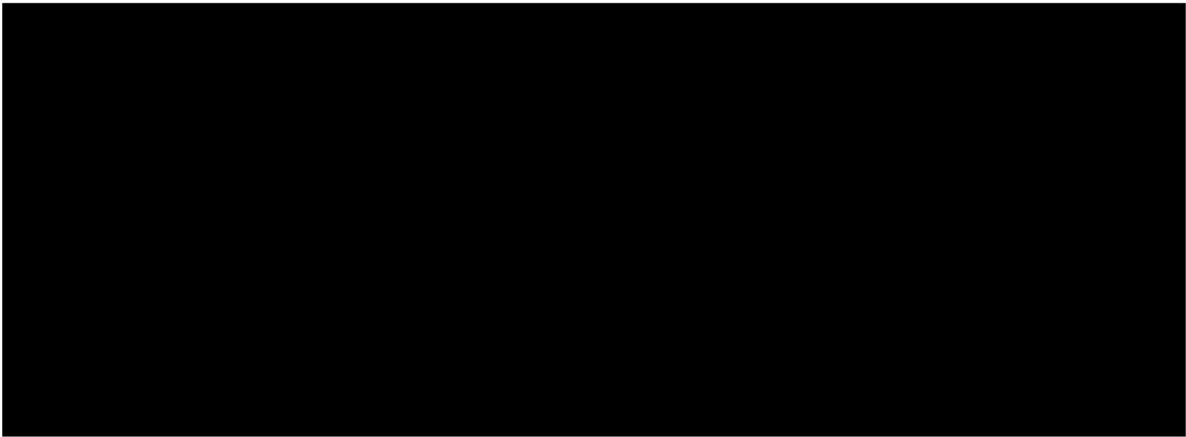
Indicative Project Schedule

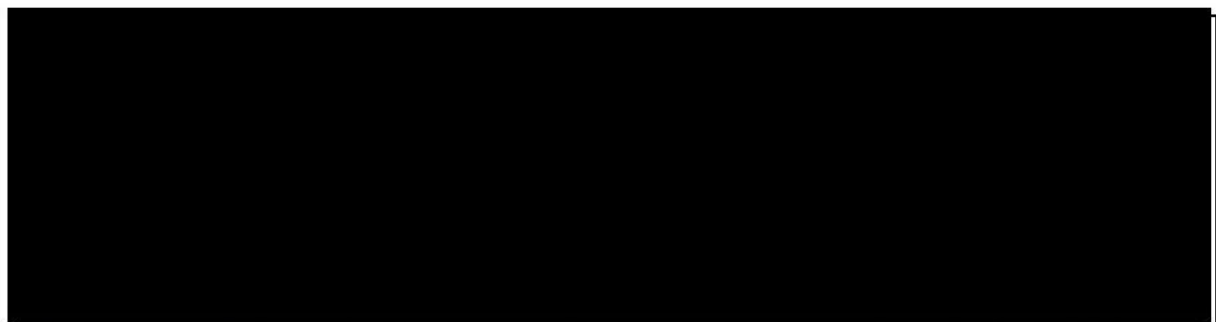
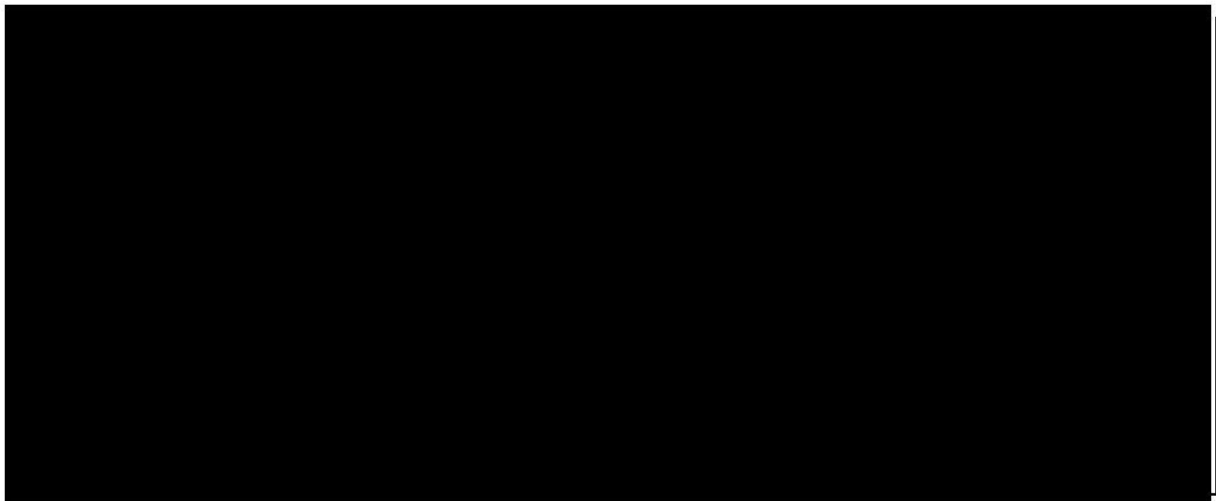


Note: The proposed timeline is indicative and subject to change.



Our proposed project milestones are as follows:





The FSA will reimburse the Supplier on a fixed fee basis of £65,000 excluding VAT for Phase 1.

Invoicing: A single invoice for the full fee issued at the end of each of Phase 1.

GDPR - Processing, Personal Data and Data Subjects	
Description	Details
Identity of Controller for each Category of Personal Data	No personal data will be processed as part of this agreement
Duration of the Processing	N/A
Nature and purposes of the Processing	N/A

Type of Personal Data	N/A	
Categories of Data Subject	N/A	

Plan for return and destruction of the data once the Processing is complete UNLESS requirement under Union or Member State law to preserve that type of data	N/A
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Completed by: Deloitte LLP

Date: 16/12/2022

Date quotation accepted by FSA: 16/12/2022

Work Package start date: 3rd January 2023

This quotation for the above mentioned Work Package has been agreed between the Food Standards Agency and the Supplier under the terms and conditions of the call-off contract FS

Signed on behalf of the FSA

Signed on behalf of the Supplier

Annex 1

Discovery questions for:

Franchise caterers

- Detail of food safety legislation which applies to this sector, both general and specific (if there is any)
- The scale of the franchise market within the food industry in England, Wales, and Northern Ireland, including number of premises and percentage of market share of restaurant/takeaways.
- Detail and rank the 13 franchises based on market share, highlighting any significant food franchises that are not on the list
- Business details of any other large food franchises identified that are not on the list, their category (ie type of food supplied) and size (ie number of franchisees)
- Description of the overarching business model and company structure of each of the 13 franchises listed across England, Wales, and Northern Ireland – including are they a single legal entity or multiple entities
- Number of franchisees in total per business, broken down by England, Wales, and Northern Ireland
- The number of franchises per franchisee
- Location of the premises of the 13 franchises and name of enforcing local authority
- How is the franchise purchased and subsequently managed? Are there a set of contractual obligations they need to follow as outlined by the owner? How much autonomy do franchisees have as regards food safety controls?
- Are they members of any recognised trade bodies
- Do they use any type of third party / or contracted auditors
- Any additional common themes or points of interest discovered because of the research carried out

Manufacturers

- Detail of food safety legislation which applies to this sector, both general and specific (if there is any)
- Description of the business model, ownership details and how the business is structured across England, Wales, and Northern Ireland – including are they a single legal entity or multiple entities
- Number and location of manufacturing sites across England, Wales, and Northern Ireland and of these sites which are solely under Local Authority regulatory remit for hygiene.
- What categories of products are produced at each site for the UK market, including branded and own label and whether these are considered by the business and/or Local Authority high, medium or low risk products
- Do they export products and if so from which sites
- Where do they export to – EU and/or non-EU
- Identification of products destined for a non-UK market under LA enforcement remit
- What types of businesses they supply to and whether this includes the large retailers, franchise caterers and contract caterers
- Do they belong to any recognised accreditation scheme or professional body
- Do they use internal auditors?

- Do they use any type of third party / or contracted auditors
- Any additional common themes or points of interest discovered because of the research carried out.

Contract caterers

- Detail of food safety legislation which applies to this sector, both general and specific (if there is any)
- Description of the business model and company structure across England, Wales, and Northern Ireland – including are they a single legal entity or multiple entities
- Scope of the business – what sectors do they provide catering for, including clarity of those services provided in private and public premises and if their delivery models differ between the two
- Do they supply any businesses that fall into the ‘vulnerable’ categories, eg hospitals, care homes, schools
- Market share based on the most up to date financial year figures available
- Location of the business HQ and details of the Local Authority where the HQ is registered.
- Other premises, what is the spread and function of other premises, eg do they have central preparation kitchens, distribution centres,
- Confirmation that the contracts span Local Authority boundaries and indicating whether they span England, Wales & NI or combinations of regions
- Any additional common themes or points of interest discovered because of the research carried out.