

Crown Commercial Service

Call Off Order Form for Management Consultancy Services

PART 1 – CALL OFF ORDER FORM

SECTION A

This Call Off Order Form is issued in accordance with the provisions of the Framework Agreement for the provision of Management Consultancy (MCF2).

The Supplier agrees to supply the Services specified below on and subject to the terms of this Call Off Contract.

For the avoidance of doubt this Call Off Contract consists of the terms set out in this Template Call Off Order Form and the Call Off Terms.

| | |
|--------------|------------------------------------|
| Order Number | FS101212 |
| From | Food Standards Agency ("CUSTOMER") |
| To | Ernst and Young LLP ("SUPPLIER") |

SECTION B

1. CALL OFF CONTRACT PERIOD

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|------|---|
| 1.1. | Commencement Date: 26 th November 2018 |
| 1.2. | Expiry Date: End date of Initial Period: 31 st March 2019 End date of Extension Period: 30 th June 2019 Minimum written notice to Supplier in respect of extension: 30 days |

2. SERVICES

2.1. Services required:

GENERAL INTRODUCTION

The Food Standards Agency is a non-ministerial government department governed by a Board appointed to act in the public interest, with the task of protecting consumers in relation to food. It is a UK-wide body with offices in London, Cardiff, Belfast and York.

The Agency is committed to openness, transparency and equality of treatment to all suppliers. As well as these principles, for science projects the final project report will be published on the Food Standards Agency website (www.food.gov.uk). For science projects we will encourage contractors to publish their work in peer reviewed scientific publications wherever possible. Also, in line with the Government's Transparency Agenda which aims to encourage more open access to data held by government, the Agency is developing a policy on the release of underpinning data from all of its science- and evidence-gathering projects. Underpinning data should also be published in an open, accessible, and re-usable format, such that the data can be made available to future researchers and the maximum benefit is derived from it. The Agency has established the key principles for release of underpinning data that will be applied to all new science- and evidence-gathering projects which we would expect contractors to comply with. These can be found at <http://www.food.gov.uk/about-us/data-and-policies/underpinning-data>

The proposed work links into to FSA Strategies on:
Regulating Our Future, EU Exit and Doing the Day Job Well

A. THE SPECIFICATION

Background

The FSA has responsibility at central Government level for the main body of feed and food safety law in England, Wales and Northern Ireland in that, the FSA is the Central Competent Authority (CCA) for these enforcement areas. Food Standards Scotland (FSS) undertakes a similar role in Scotland. The FSA, FSS, other Government bodies and local authorities have responsibility for monitoring and verifying compliance and for enforcing the requirements of The Official Feed and Food Control Regulations (2009). In accordance with legislation, part of the CCA remit of the FSA includes responsibility for ensuring the UK has sufficient laboratory capacity/capability to effectively deliver official controls in relation to the safety and standards of food and animal feedingstuffs.

Official feed and food laboratories are designated by the CCAs and include both public and private sector Public Analysts (PAs), Agricultural Analyst (AA) Laboratories, and Government laboratories including those for microbiological services with Food Examiners. The public-sector laboratories include those owned by Local Authorities and government departments across the UK. Laboratories that undertake work for the CCA and their agencies or Directorates, such as the Chemical Residues Directorate and the Veterinary Medicines Directorate, are also

designated official laboratories. This network of laboratories undertakes work for the FSA, Defra, Department of Health, Public Health agencies in England, Wales and Northern Ireland, the Scottish Government and Local Authorities and Trading Standards departments across the UK.

Public Analyst, Agricultural Analyst and Food Examiner services in the UK commissioned for enforcement and surveillance purposes are designated as Official Control Laboratories (OCLs). In addition, Government departments across the 4 countries also commission specialised services from a range of other official laboratories to undertake their own official control responsibilities. As part of the Regulations, Government departments also designate and fund a range of National Reference Laboratories (NRLs) to provide analytical and scientific support to the OCL network (PAs, AAs and FEs) to ensure their methods and standards are aligned with EU requirements.

Arrangements for commissioning laboratory testing services to support official control, enforcement and surveillance activities for food and feed differ in the four UK countries, encompasses a range of funding models with variable reliance on financial support and contract work from Local Authorities and Central Government, in addition to commercial income.

The number of Local Authority owned laboratories have decreased over the years as the work has been contracted out to other laboratories in the Official Laboratories network leading to a decrease in the overall number of Official Laboratories which can undertake food and feed enforcement. In light of the recent closures of Local Authority laboratories it is necessary to determine whether the FSA and OGDs have access to the necessary laboratory services after EU Exit in order to undertake their legislative Competent Authority responsibilities. This, along with wider issues on laboratory capacity/capability both pre- and post-EU exit, led to the FSA Board (in December 2017) endorsing a formal review of the UK official laboratory system.

The review of the UK enforcement laboratories system for food and feed will be undertaken in 2 phases which will be covered by defined issues. Phase 1 of the review is currently being undertaken and addresses access to laboratory services available to Government departments in order for Government to undertake its competent authority functions. The results of this phase can be used to inform the second phase of the review.

This tender (Phase 2) is to undertake a review of all official laboratories available to FSA, FSS, Local Government and Other Government Departments against the scientific and analytical expertise which is required to support the delivery of Competent Authority responsibilities. The review will address the capacity and capability of the whole official laboratory system with regards to current and future requirements relating to official controls for food and feed.

The successful tender will set up a panel of experts who have an understanding of the UK food and feed enforcement system to oversee the review. The successful tender will also work with all government Departments concerned to address the various issues in the review.

The Specification

Phase 2 of the review will address capability and capacity of the whole laboratory system in feed and food enforcement involving all relevant Government Departments. Members of the panel of experts will have knowledge and understanding of the complex layout of the UK food and feed enforcement system.

The following specific issues should be included:

- (a) the role of all official laboratories (Official Control Laboratories, National Reference Laboratories, Public Health Laboratories, and other government and private laboratories) which provide a customer service to all Government departments (central and local) on food and feed enforcement;
- (b) engage with Government Departments to elucidate the services received from official laboratories (FSA, FSS, Defra, Department of Health, Public Health departments in England, Wales and Northern Ireland, Local Authorities and Trading Standards);
- (c) highlight the gaps, deficiencies and areas of improvement and actions required to establish an efficient robust laboratory enforcement system for the long term;
- (d) the range, quantity of enforcement work carried out by each type of laboratory and the funding systems for each laboratory;
- (e) comparing the current UK system to those in other countries, evaluating the pros and cons of those alternative systems in order to provide suitable recommendations for improving the UK system (with new or existing alternative models) for official controls;
- (f) address the relevant legislation on Official Controls for feed and food and the consequences of proposed changes to the legislation.

Tenders are invited to:

Undertake a formal external review of the Official Laboratories involved in UK feed and food enforcement, specifically addressing

- the whole laboratory system in food enforcement involving all relevant Government Departments with regard to the Food Safety Act 1990, Sampling and Qualifications Regulations 2013, Regulation (EC) 882/2004 and Regulation 2017/625 on Official Controls;
- recommend options for short time and long-term improvement to ensure laboratory capability and capacity post EU Exit.

There should be no conflict of interest in the expert panel and successful tender with the organisations and departments addressed in the review.

3. PROJECT PLAN

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| 3.1. | Project Plan: See Annex A – Suppliers Technical Proposal |
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4. CONTRACT PERFORMANCE

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| 4.1. | Standards: Not applied |
| 4.2 | Service Levels/Service Credits: Not applied |
| 4.3 | Critical Service Level Failure: Not applied |
| 4.4 | Performance Monitoring: Not applied |

5. PERSONNEL

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| 5.1 | Key Personnel: As per Supplier's Technical Proposal in Annex A |
| 5.2 | Relevant Convictions (Clause 28.2 of the Call Off Terms): None |

6. PAYMENT

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| 6.1 | Call Off Contract Charges (including any applicable discount(s), but excluding VAT): See Annex B – Supplier's Financial Proposal |
| 6.2 | Payment terms/profile (including method of payment e.g. Government Procurement Card (GPC) or BACS): See Annex B |
| 6.3 | Reimbursable Expenses: Permitted |
| 6.4 | Customer billing address [REDACTED] |
| 6.5 | Call Off Contract Charges fixed for (paragraph 8.2 of Schedule 3 (Call Off Contract Charges, Payment and Invoicing)): |

| | |
|-----|---|
| | Call-Off Contract Period |
| 6.6 | Supplier periodic assessment of Call Off Contract Charges (paragraph 9.2 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)) will be carried out on: Not applied |
| 6.7 | Supplier request for increase in the Call Off Contract Charges (paragraph Error! Reference source not found. of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)): Not Permitted |

7. LIABILITY AND INSURANCE

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| 7.1 | Estimated Year 1 Call Off Contract Charges: The sum of £250,000 |
| 7.2 | Supplier's limitation of Liability (Clause 37.2.1 of the Call Off Terms); A sum equal to one hundred and twenty-five per cent (125%) of the Estimated Year 1 Call Off Contract Charges. |
| 7.3 | Insurance (Clause 38.3 of the Call Off Terms): No minimum insurance requirements specified in the requirement. |

8. TERMINATION AND EXIT

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| 8.1 | Termination on material Default (Clause 42.2 of the Call Off Terms): In Clause 42.2.1(c) of the Call Off Terms |
| 8.2 | Termination without cause notice period (Clause Error! Reference source not found. of the Call Off Terms): In Clause Error! Reference source not found. of the Call Off Terms |
| 8.3 | Undisputed Sums Limit: In Clause 43.1.1 of the Call Off Terms |
| 8.4 | Exit Management: Not applied |

9. SUPPLIER INFORMATION

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| 9.1 | Supplier's inspection of Sites, Customer Property and Customer Assets: |
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| | Not Applied |
| 9.2 | Commercially Sensitive Information: None Specified |

10. OTHER CALL OFF REQUIREMENTS

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| 10.1 | Recitals (in preamble to the Call Off Terms): Recitals B to E Recital C - date of issue of the Statement of Requirements: 21/9/18 Recital D - date of receipt of Call Off Tender: 17/10/18. |
| 10.2 | Call Off Guarantee (Clause 4 of the Call Off Terms): Not required |
| 10.3 | Security: Select short form security requirements |
| 10.4 | ICT Policy: Not applied |
| 10.6 | Business Continuity & Disaster Recovery: Not applied |
| 10.7 | NOT USED |
| 10.8 | Protection of Customer Data (Clause 35.2.3 of the Call Off Terms): Not applied |
| 10.9 | Notices (Clause 56.6 of the Call Off Terms): Customer's postal address and email address: Food Standards Agency, Foss House, Peasholme Green, York, YO1 1PR FSA.procurement@food.gov.uk Supplier's postal address and email address: Ernst & Young LLP, 1 More London Place, London, SE1 2AF ██████████ |
| 10.10 | Transparency Reports Not applied |
| 10.12 | Call Off Tender: In Schedule 15 (Call Off Tender) |
| 10.13 | Publicity and Branding (Clause 36.3.2 of the Call Off Terms) No specific requirements |

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| 10.14 | Staff Transfer |
| | Not required |

FORMATION OF CALL OFF CONTRACT

BY SIGNING AND RETURNING THIS CALL OFF ORDER FORM (which may be done by electronic means) the Supplier agrees to enter a Call Off Contract with the Customer to provide the Services in accordance with the terms Call Off Order Form and the Call Off Terms.

The Parties hereby acknowledge and agree that they have read the Call Off Order Form and the Call Off Terms and by signing below agree to be bound by this Call Off Contract.

In accordance with paragraph 7 of Framework Schedule 5 (Call Off Procedure), the Parties hereby acknowledge and agree that this Call Off Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of the Call Off Order Form from the Supplier within two (2) Working Days from such receipt.

For and on behalf of the Supplier:

| | |
|----------------|--------------------------------|
| Name and Title | [Redacted] |
| Signature | [Redacted] |
| Date | 27 th NOVEMBER 2018 |

For and on behalf of the Customer:

| | |
|----------------|--------------------------------|
| Name and Title | [Redacted] Category Manager |
| Signature | [Redacted] |
| Date | 27 th November 2018 |

Annex A – Supplier’s Technical Proposal

| LEAD APPLICANT’S DETAILS | | | | | | | |
|--|----------------------|----------------|----------------------|-----------|------------|-------|----|
| Surname | ██████ | First Name | ██████ | Initial | █ | Title | ██ |
| Organisation | Ernst & Young LLP | | Department | Assurance | | | |
| Street Address | 1, More London Place | | | | | | |
| Town/City | London | Country | United Kingdom | Postcode | SE1 2AF | | |
| Telephone No | ██████████████ | E-mail Address | ████████████████████ | | | | |
| Is your organisation is a small and medium enterprise . (EU recommendation 2003/361/EC refers http://www.hmrc.gov.uk/manuals/cirdmanual/cird92800.htm) | | | Yes | | No | X | |
| TENDER SUMMARY | | | | | | | |
| TENDER TITLE | | | | | | | |
| Review of Official Laboratories in Feed & Food Enforcement – Phase 2 | | | | | | | |
| TENDER REFERENCE | | FS101212 | | | | | |
| PROPOSED START DATE | | 19/11/2018 | PROPOSED END DATE | | 22/03/2019 | | |
| 1: TENDER SUMMARY AND OBJECTIVES | | | | | | | |
| A. TENDER SUMMARY | | | | | | | |
| Please give a brief summary of the proposed work in no more than 400 words. | | | | | | | |
| <p>Building on the Phase 1 work, we will develop a map of the current arrangements for Labs which provide official food and feed enforcement services in the UK. We will work with the FSA, relevant government departments across the devolved administrations and our Expert Panel to generate a comprehensive picture of actual and required services, capacity and capability after EU Exit. We will use this to assess the risks, complete a gap analysis and develop solutions (including proposals to respond to future legislation) in conjunction with our expert panel and key stakeholders across government. We will research arrangements in other industries and countries to inform our analysis and provide innovative short term recommendations along with a target operating model to drive improvement and cost effectiveness in the future.</p> <p>Current arrangements – including funding and responsiveness to a major breakout - are complex and it is not clear whether they are sufficient to address current Competent Authorities’ Lab requirements, let alone after EU exit. Our expert panel, drawn from industry, academia, government and regulators, will guide our approach, test our findings and conclusions and work with us to identify short and long term solutions to issues and risks we identify, including security and cyber hacking. They will help us to identify sources of information, elicit support of stakeholders and to understand the implications of our recommendations to ensure these will actually address the issues we find.</p> | | | | | | | |

Our worldwide networks will be invaluable to benchmark the current UK system against those in other countries. And we will report on the full range of impacts of EU Exit on Lab services, including potential loss of access to guidance on standards, interpretation of legislation and testing, and how demand for UK services will change after EU Exit both positively and negatively. We will consider the extent to which the UK network can cope with increased demand for new types of tests as science and knowledge of risks develops. We will use a developed understanding of the EU laboratory system to estimate the new capacity and capability requirements from the UK system after EU Exit.

Our work will also look to identify how the current Lab Network can be improved, made more robust and provide better value for money going forwards and, if appropriate, what economies of scale can be gained by working more closely with other national lab systems, eg police and health.

B. OBJECTIVES AND RELEVANCE OF THE PROPOSED WORK TO THE FSA TENDER REQUIREMENT

OBJECTIVES

Please detail how your proposed work can assist the agency in meeting its stated objectives and policy needs. Please number the objectives and add a short description. Please add more lines as necessary.

| OBJECTIVE NUMBER | OBJECTIVE DESCRIPTION |
|------------------|---|
| 1 | <p>Effective mobilisation including:</p> <ul style="list-style-type: none"> - Establishing the expert panel and formalising their engagement; - Reviewing the Phase 1 work provided by the FSA; - Working with the FSA, the panel and the available documentation to understand current capability and capacity of the UK Lab system (comprising some 20 Labs) , across the four devolved administrations; - Finalising the workplan and deliverables |
| 2 | <p>To quantify the UK's dependence on EU lab services and the impact of losing these following EU exit which could include:</p> <ul style="list-style-type: none"> • Loss of access to EU qualified workforce, working groups, guidance, funding, standards and analytical standards and techniques; • EU support with obtaining research visas and the like; and • The extent to which UK Labs provide services to the European Commission and potential future over/under capacity following EU exit. <p>We will do this by leveraging the research and findings from our work with Defra on food safety and APHW controls related to EU Directorate Sante F; internet research; using our Expert Panel members and EY Global network.</p> |
| 3 | <p>To identify the impact on the laboratory network of foreseen changes in legislation, regulation and government requirements for future food safety; and to identify additional legislative changes that would enhance the Lab network and ensure it is fit for the longer term future.</p> <p>We will do this by desktop research and interviews, and by leveraging our Expert Panel and our EY Global network to understand UK arrangements and how overseas legislation and regulation is developing to ensure feed and food safety.</p> |
| 4 | <p>To identify best practice in delivery of Lab services to CAs by:</p> <ul style="list-style-type: none"> • Mapping global best practice, using comparable countries such as Canada, Australia, etc; • Reviewing cross-industry practices for laboratory systems design (eg police, health and/or academic lab systems). <p>We will do this by leveraging the EY network and benchmarking services, and working in conjunction with our Expert Panel to identify relevant third parties to provide insights into good practice or innovative provision of services to CAs.</p> |

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| <p>5.</p> | <p>To map the “as is” situation re UK Labs Network, identify the gaps, risks and issues for the UK after EU Exit and to map a “to be” scenario in which the most significant risks have been addressed.</p> <p>We will do this by drawing together the knowledge we have collated from the previous workstreams and applying our audit, assurance and compliance expertise to identify how the current UK system is vulnerable after EU exit and where there may be inappropriate capacity to address the needs of the UK into the future.</p> <p>We will identify potential solutions to address the risks and gaps and produce a report recommending improvements to the UK system along with a “To Be” scenario, which will effectively form a pragmatic Target Operating Model.</p> <p>Our work will be informed by our Expert Panel, who will also “stress test” our conclusions and recommendations.</p> |
| <p>6</p> | <p>To produce a report setting out recommendations to enable delivery of a Target Operating Model (TOM) which will provide a fit for purpose lab system for the foreseeable future which:</p> <ul style="list-style-type: none"> • Delivers UK CA requirements following EU Exit and is sufficiently flexible to accommodate future legal and regulation changes within the UK while maintaining the responsiveness required by CAs and readiness to respond in case of a major outbreak; • Effectively delivers controls over feed and food enforcement functions of CAs; • Includes a range of funding models; and • Represents value for money and good practice based on learning from UK and other countries and other types of lab service. <p>We will work with relevant government departments to identify changes required in terms of how the feed and food Lab Network operates and where there are synergies with other lab networks which will facilitate development of a more robust, and cost effective, system in the future.</p> <p>We will provide a single point of contact to other Government departments and stakeholders to project-manage consideration of the impact of all necessary changes as part of our recommendations.</p> <p>We will use the agile techniques described above to produce solutions and the TOM quickly and cost effectively.</p> |

[Redacted text block containing multiple paragraphs and bulleted points, all obscured by black bars.]

3: THE PROJECT PLAN AND DELIVERABLES

A. THE PLAN

Please provide a detailed project plan including, the tasks and sub-tasks required to realise the objectives (detailed in Part 1). The tasks should be numbered in the same way as the objectives and should be clearly linked to each of the objectives. Please also attach a flow chart illustrating the proposed plan.



B. DELIVERABLES

Please outline the proposed project milestones and deliverables. Please provide a timetable of key dates or significant events for the project (for example fieldwork dates, dates for provision of research materials, draft and final reporting). Deliverables must be linked to the objectives.

For larger or more complex projects please insert as many deliverables /milestones as required. Each deliverable should be:

- i. no more 100 characters in length
- ii. self-explanatory
- iii. cross referenced with objective numbers i.e. deliverables for Objective 1 01/01, 01/02 Objective 2 02/01, 02/02 etc

Please insert additional rows to the table below as required.

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2. [Redacted]

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Project value

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| | | | |
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| Risk of getting inaccurate data in relation to EU arrangements | Medium | High | Given the current political situation, we recognise that it may be difficult to obtain information relating to EU Lab services. However, the EU's transparency policy means most of its policies and reports are publicly available, and we will also use our offices in the EU to obtain insights where this is appropriate. We will assess reliability of the data received and will make required assumptions (in consultation with the panel of experts) to be able to draw reliable conclusions. |
| Risk of political changes that might change direction of the project | Low | High | We will use agile programming methodology which ensures flexibility in our project planning and enables speedy revisions to the work programme should major changes occur. |
| Risk of poor engagement/information relating to Lab arrangements in the Devolved Administrations | Medium | Medium | We will work with the FSA and our panel to secure engagement and commitment to this work across the 4 Devolved Administrations. If this is not possible, or not secured across all 4, we will agree an appropriate methodology to address the issue, eg estimation based on known data. |

7. QUALITY MANAGEMENT

A. QUALITY MANAGEMENT

Please provide details of the measures that will be taken to manage and assure the quality of work. You should upload your Quality Assurance policy in the supporting documents section of your application.

This should include information on the quality assurance (QA) systems, which have been implemented or are planned, and should be appropriate to the work concerned. All QA systems and procedures should be clear and auditable, and may include compliance with internationally accepted quality standards specified in the ITT e.g. ISO 9001 and ISO17025.

Specific to science projects and where relevant, applicants must indicate whether they would comply with the [Joint Code of Practice for Research \(JCoPR\)](#). If applicants do not already fully comply with the JCoPR please provide a statement to this effect to provide an explanation of how these requirements will be met. The FSA reserves the right to audit projects against the code and other quality standards

The lead principle investigator is responsible for all work carried out in the project; (including work supplied by sub-contractors) and should therefore ensure that the project is carried out in accordance with the Joint Code of Practice

[REDACTED]

[REDACTED]

[REDACTED]

We have a mandatory quality management framework, compliant with ISO 9001 standards, which provides the processes, procedures and policies, to manage and continually improve our performance. We will:

- Embed clear ways of working together – we work to the highest quality standards, and will be clear on what is expected from each party, mitigating misunderstandings that might arise. An initial session as a joint team will document expectations into a partnership charter.
- Be upfront and honest – we build relationships based on doing the right thing. If, based on our experience, we feel you are heading in the wrong direction, we will tell you.
- Work through solutions collaboratively – we are fully committed to your objectives, and understand that there are always challenges on the way. We will closely collaborate with the Panel Experts and FSA to focus on resolving issues and achieving objectives set.

Our team will work in partnership with you, delivering detailed dashboard reporting and programme reviews, regularly seeking feedback to ensure that we are meeting your objectives. We will agree an appropriate communications plan

and work on the basis of “no surprises” so share our thinking on an ongoing basis to ensure we remain on track. Quality control processes, which underpin delivery of exceptional client service, are embedded throughout our delivery approach and methods across all stages. We have robust resourcing processes that look beyond the basics of skill and availability. We will identify the right people, with the right skills, in the right countries at the right time. To establish our Panel of Experts we will deploy the best experts in food and feed legislation, industry experts (locally and globally), looking at best people in the academic, professional and industry network.

[REDACTED] will conduct an initial meeting with FSA at the start of the project to gain a deeper understanding of your expectations and what exceptional client service means to you. This is the Expectation of Service Quality (ESQ) and is the first stage in our leading practice Assessment of Service Quality (ASQ) process. Alongside our standard independent review process we will embed quality assurance into our delivery of the project, including:

- Regular reporting and comms with dashboards to show progress and compliance with our quality commitments
- Walkthroughs of key deliverables with our panel, representatives from relevant government departments and other key stakeholders
- Individual work streams will use an agile approach to delivery to inject pace and assure quality.

Note that while we will use EY’s data storage tools, recognising the sensitive nature of the work, all information relating to this engagement will be secured on a dedicated UK server which will not be accessible by anyone beyond those authorised by the project team

B. ETHICS

Please identify the key ethical issues for this project and how these will be managed. Please respond to any issues raised in the Specification document

Please describe the ethical issues of any involvement of people, human samples, animal research or personal data in this part. In addition, please describe the ethical review and governance arrangements that would apply to the work done.

Applicants are reminded that, where appropriate, the need to obtain clearance for the proposed project from their local ethics committee. This is the responsibility of the project Lead Applicant. However, if a sub-contractor requires such clearance the project Lead Applicant should ensure that all relevant procedures have been followed. If there are no ethical issues please state this

- EY has taken all appropriate steps to identify potential ethical issues in relation this project. No key ethical issues relating to people, human samples or animal research were identified.
- EY views the protection of personal data as fundamental to doing business. We are committed to protecting information assets, personal data and client information. In the section below we cover EY policy in GDPR in more detail.
- We follow EY Independence Policy and Engagement Acceptance Procedures to ensure no independence issues arise.
- All EY employees adhere to a Code of Conduct.
- Wherever possible we use virtual networks and communications to minimise travel and support our sustainability objectives.

C. DATA PROTECTION

Please identify any specific data protection issues for this project and how these will be managed. Please respond to any specific issues raised in the Specification document.

Please note that the successful Applicant will be expected to comply with the Data Protection Act (DPA) 1998 and ensure that any information collected, processed and transferred on behalf of the FSA, will be held and transferred securely.

In this part please provide details of the practices and systems which are in place for handling data securely including transmission between the field and head office and then to the FSA. Plans for how data will be deposited (i.e. within a community or institutional database/archive) and/or procedures for the destruction of physical and system data should also be included in this part (this is particularly relevant for survey data and personal data collected from clinical research trials). The project Lead Applicant will be responsible for ensuring that they and any sub-contractor who processes or handles information on behalf of the FSA are conducted securely.

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D. SUSTAINABILITY

The Food Standards Agency is committed to improving sustainability in the management of operations. Procurement looks to its suppliers to help achieve this goal. You will need to demonstrate your approach to sustainability, in particular how you will apply it to this project taking into account economic, environmental and social aspects. This will be considered as part of our selection process and you must upload your organisations sustainability policies into the eligibility criteria in Bravo. Please state what(if any) environmental certification you hold or briefly describe your current Environmental Management System (EMS)

EY shares the Food Standards Agency's commitment to leaving a positive legacy for future generations. Our purpose of Building a Better Working World extends far beyond our everyday jobs, referencing our responsibility to help address the societal challenges of deepening inequality and lack of opportunity, particularly for young people. We believe the answers lie in taking the knowledge and experience we use in our business and applying it to where we can make the largest positive impact on people in our communities.

As a proud participant in the United Nations Global Compact, EY is committed to helping solve society's toughest challenges, which includes the environmental challenges that we can address through supporting our clients in delivering their climate change and sustainability strategies as well as delivering our own.

We believe business can and must do more to empower as many people as possible to contribute to and share in the benefits of economic growth. Through our social impact programs, we're extending the value of our knowledge, skills and experience to people and places we might not otherwise reach, applying them to help address some of society's toughest challenges. With support from our Corporate Responsibility Governance Council, which includes nine members of the EY Global Executive, we're bringing greater scale, focus and cohesion to our efforts to drive inclusive growth in our communities. Inclusive growth requires long-term, collective effort to drive systemic change. Examples of EY leading and participating in such collaborative efforts include continuing to work with key stakeholders in the public and private sector through our Women Fast forward program to help accelerate achievement of gender parity in the workplace, and also, the launch of the Embankment Project to work on a proof-of-concept reporting framework that encourages and measures long-term value creation for all material stakeholders.

EY's commitment to promoting principles of inclusiveness, sustainability and responsibility — including in relation to human and labour rights — extends beyond our own organization. It also includes our continued efforts to promote high business standards within our supply chain, and to maintain and grow a diverse supplier base that reflects the markets, clients and communities we serve. Our Supplier Code of Conduct sets out the standards expected of our suppliers. We view their performance as an integral part of the EY value chain and expect all suppliers to meet high legal, ethical, environmental and employment-related standards. Identifying, developing and doing business with diverse suppliers is a key component of our strategic sourcing and procurement activities. Through our D&I procurement initiative, we actively encourage small and minority-owned businesses to become registered suppliers and support them to achieve their full potential.

Wherever they occur around the world, climate shocks hit the poorest in society hardest, putting inclusive growth at risk. EY remains committed to driving purposeful action that minimises the negative impacts of businesses' activities on the environment. We continue to make our most valuable contribution as a leading provider of climate change and sustainability services, while challenging ourselves to work in a more environmentally sustainable manner. Our Climate Change and Sustainability Services (CCaSS) teams help organizations assess and respond to, and measure and report on, some of the world's most significant resource and environmental challenges. In particular, CCaSS teams have innovated in areas such as climate resilience, the circular economy, renewable energy, water accounting and alternative waste treatment. We continue to contribute to the broader sustainability dialogue, sharing global viewpoints on some of the key issues our clients are facing — such as addressing environmental, health and safety risks — and shining a light

on the increasing importance of meaningful environmental, social and governance (ESG) analysis for institutional investors. We continue to challenge ourselves to work in a more environmentally sustainable manner.

We will apply EY's high standards of sustainability (economic, environmental and social) to this project:

- The EY team's behaviour on this project will be guided by our Global Code of Conduct. Our Global Code of Conduct provides a clear set of standards that guide our actions and our business conduct. It is aligned to our values which state that we are people who demonstrate integrity, respect and teaming; people with energy, enthusiasm and the courage to lead; and people who build relationships based on doing the right thing. To ensure compliance with our ethics, we have a Code of Conduct Committee who are responsible for evaluating certain breaches of the EY Global Code of Conduct and recommending appropriate consequences and sanctions for misconduct. Our EY Ethics Hotline provides a safe place our people, clients and others outside of the organisation with a means to report activity confidentially that may involve unethical or improper behaviour that may be in violation of professional standards or otherwise inconsistent with the EY Global Code of Conduct.
- As a regulated audit firm we have a rigorous process for starting and continuing business relationships with other firms and individuals. This looks at actual and potential conflicts but also our firm values prior to beginning a relationship. This process has been completed with respect to engaging in a business relationship with the FSA prior to the submission of our tender application.

- We will engage a diverse and inclusive team to deliver the project - we fully believe that diversity and inclusiveness drives our growth and success. If we are to provide innovative solutions for our clients, we must allow our own diverse talent to thrive, so as to harness a range of thoughts, experiences and skills. We are constantly investing in our Diversity & Inclusion (D&I) journey for example evolving our recruitment entry points and policies, devolving more responsibility to our regional offices with regional client bases, having specific D&I initiatives (e.g. to support Neuro diversity). We will leverage this investment to bring you our best team and share with you our expertise in how to build successful diverse and inclusive teams.

- We will take a proactive approach towards health and safety that we employ with our staff such as using our robust procedures for identifying and managing health, safety and wellbeing risks. Our approach is fully aligned to our internal audit process for Safety, Health & Environmental (SHE) with an additional focus on creating an atmosphere of trust. We will continue to put health and wellbeing on a par with safety, and continue to recognise the role of vitality in high performance through our EY leadership model. We further actively encourage our teams to prioritise their wellbeing and make full use of our various EY initiatives such as Health EY, which provides physical and mental health services, embedding a behavioural and preventative approach.

- We will follow EY's plastics reduction strategy, designed to eliminate single-use items in our workplace. We will use our biodegradable Vegware catering consumables, non-plastic alternatives for stationery items and corporate merchandise and our reusable cups and bottles. Since EY's plastics reduction strategy was launched in February, EY has reduced its all single use plastics by over 90%.

This project will be delivered in the most sustainable way possible. We continue to invest in ways to address our biggest environmental impacts of office energy use and business travel, and to improve the way we measure our progress. With a number of EY member firms already pursuing bold targets, up to and including becoming carbon and water neutral by 2020, we have developed a new global environment statement to galvanise further efforts to minimise environmental impacts right across our global organization which will come into force in 2018. We have invested significantly in technologies such as telepresence and pull printing to help us avoid non-essential travel and waste, the latter avoiding more than 150 million pages of waste (the equivalent of over 18,000 trees) since 2013. We've grown rapidly over recent years, from a global organisation of just under 145,000 people in 2010 to more than 230,000 in 2016. More people serving more clients means more business travel – our biggest source of greenhouse gas emissions – and while per capita emissions remain flat, this has seen our global carbon footprint increase in absolute terms. We will use our teams from various offices (e.g. EY Scotland and EY teams from around the globe) to perform work locally, Skype to host virtual meetings, and data analytics technologies of collecting data to eliminate any unnecessary travel.

E. DISSEMINATION AND EXPLOITATION (Science Projects Only)

Where applicable please indicate how you intend to disseminate the results of this project, including written and verbal communication routes if appropriate. Applicants are advised to think carefully about how their research aligns with the FSA strategy, what is the impact that their research has on public health/ consumers and decide how the results can best be communicated to the relevant and appropriate people and organisations in as cost-effective manner as possible. Please provide as much detail as possible on what will be delivered. Any costs associated with this must be documented in the Financial Template.

The applicant should describe plans for the dissemination of the results for the project team as a whole and for individual participants. Details should include anticipated numbers of publications in refereed journals, articles in trade journals etc., presentations or demonstrations to the scientific community, trade organisations and internal reports or publications. Plans to make any information and/or reports available on the internet with the FSA's permission are also useful, however, this does not remove the requirement for Tenderers to think how best to target the output to relevant groups.

If a final report is part of the requirement, please make sure, as part of the executive summary, that aims and results are clear to the general audience and that the impact of the research on public health/consumers and it's alignment to FSA priorities is clearly stated.

Please note that permission to publish or to present findings from work supported by the FSA must be sought in advance from the relevant FSA Project Officer. The financial support of the FSA must also be acknowledged.

Please indicate whether any Intellectual Property (IP) may be generated by this project and how this could be exploited. Please be aware the FSA retains all rights to the intellectual property generated by any contract and where appropriate may exploit the IP generated for the benefit of publichealth.

In this part Applicants should demonstrate the credibility of the partnership for exploitation of the results and explain the partnership's policy in respect of securing patents or granting licenses for the technology (if applicable). It should deal with any possible agreements between the partners to extend their co-operation in the exploitation phase and with relevant agreements with companies, in particular users, external to the partnership

NOT APPLICABLE to this project.

ADDITIONAL SUPPORTING DOCUMENTS

Please note that any additional documents in support of the on-line application, as well as the Gant/PERT charts requested for the Project Plan section, should be zipped into a single file (using WinZip). These should then be uploaded to Bravo in to the *Supporting Documents* section of the technical envelope. Each supporting document should be clearly marked with the following details:

- the tender reference number,
- the tender title,
- the name of the lead applicant submitting the proposal and
- the part number and title to which the supporting evidence appertains (e.g. Part 3 Deliverables)

Annex B – Supplier’s Financial Proposal

| | |
|------------------------------|-------------------|
| Full legal organisation name | Ernst & Young LLP |
|------------------------------|-------------------|

Will you charge the Agency VAT on this proposal?

Yes

Please state your VAT registration number:

GB 773
8314 08

Project Costs Summary Breakdown by Participating Organisations

Please include only the cost to the FSA.

| Organisation | VAT Code* | Total (£) |
|------------------------------|-----------|-------------|
| <i>Ernst & Young LLP</i> | STD | £254,750.00 |

| | |
|---|--------------------|
| Total Project Costs (excluding VAT) ** | £254,750.00 |
|---|--------------------|

* Please indicate zero, exempt or standard rate. VAT charges not identified above will not be paid by the FSA

** The total cost figure should be the same as the total cost shown in table 4

** The total cost figure should be the same as the total cost shown below and in the Schedule of payments tab.

Staff Costs Table

| * Role or Position within the project | Participating Organisation | Daily Rate (£/Day) | * Daily Overhead Rate (£/Day) | Days to be spent on the project by all staff at this grade | Total Cost (incl. overheads) |
|---------------------------------------|----------------------------|--------------------|-------------------------------|--|------------------------------|
| [Redacted] | [Redacted] | [Redacted] | | [Redacted] | [Redacted] |
| [Redacted] | [Redacted] | [Redacted] | | [Redacted] | [Redacted] |
| [Redacted] | [Redacted] | [Redacted] | | [Redacted] | [Redacted] |
| [Redacted] | [Redacted] | [Redacted] | | [Redacted] | [Redacted] |
| [Redacted] | [Redacted] | [Redacted] | | [Redacted] | [Redacted] |
| [Redacted] | [Redacted] | [Redacted] | | [Redacted] | [Redacted] |
| [Redacted] | [Redacted] | [Redacted] | | [Redacted] | [Redacted] |
| [Redacted] | [Redacted] | [Redacted] | | [Redacted] | [Redacted] |
| Total Labour Costs | | | | | [Redacted] |

***Please provide full details below of how you have calculated your total overhead costs**

As per the Consultancy 2 T & Cs, we are the using standard C2 ratecard and 8 hour day

Consumable/Equipment Costs

Please provide a breakdown of the consumables/equipment items you expect to consume during the project

| | | | |
|--|---|--|---|
|  |  |  |  |
|  |  | | |

Please provide, in the table below, estimates of other costs that do not fit within any other cost headings

| | |
|--|---|
|  |  |
|  |  |

Travel and Subsistence Costs

Please provide a breakdown of the travel and subsistence costs you expect to incur during the project

| Purpose of journey or description of subsistence cost | Frequency | Cost each (£) | Total Cost |
|---|-----------|---------------|--|
| Allowance for T & E - will only claim actuals | | £ - | <div style="background-color: black; width: 100px; height: 15px;"></div> |

Total Travel and Subsistence Costs

The Pricing Schedule

| Proposed Project Start Date | 26-Nov-2018 | Amount | | | | |
|-----------------------------|--|------------|-------------|--|---|----------------|
| Invoice Due Date | Description as to which deliverables this invoice will refer to | *Net | ** VAT Code | § Duration from start of project (Weeks) | § Duration from start of project (Date) | Financial Year |
| | No sub contractors | £ - | | | | |
| 31-Dec-2018 | 1) Mobilised team; expert panel engaged; detailed work plan agreed leveraging Phase 1 findings (01/01) 2) Report summarising impact on the UK lab network of loss of access to EU laboratories and their services (02/01) 3) Report defining risks and challenges resulting from planned legislation and list of potential amendments to legislation (03/01) | ██████████ | | 5 | 31-Dec-2018 | 2018-19 |

| | | | | | | |
|---|--|------------|--|----|-------------|---------|
| | 4) Summary of learning from overseas and cross-sector plus evaluation of pros and cons for adoption in the UK (04/01) | | | | | |
| 31-Jan-2019 | 5) "As Is" scenario; summary of risks and gaps; "To Be" scenario with recommendations to deliver pragmatic TOM (05/01) | ██████████ | | 9 | 31-Jan-2019 | 2018-19 |
| 28-Feb-2019 | No February deliverable | ██████████ | | 13 | 28-Feb-2019 | 2018-19 |
| 31-Mar-2019 | 6) Report setting out actions to address risk and implement a TOM to deliver fit for purpose system for the future (06/01) | ██████████ | | 18 | 31-Mar-2019 | 2018-19 |
| 30-Apr-2019 | Final payment on delivery of final report | £ - | | 22 | 30-Apr-2019 | 2019-20 |
| Retention/ Final Deliverable | *** | ██████████ | | | | |

| | |
|--------------|--------------------------|
| Total | ██████████ ██████████ |
|--------------|--------------------------|

* Please insert the amount to be invoiced net of any VAT for each deliverable
** Please insert the applicable rate of VAT for each deliverable

*** 20% of the total project budget is withheld and will be paid upon acceptance of a satisfactory final report by the agency.
§The number of weeks after project commencement for the deliverable to be completed

Summary of Payments

| Financial Year (Update as applicable in YYYY-YY format) | Year 1 | | |
|--|---------|-----------|--------------------|
| | 2018-19 | Retention | Total |
| Total Amount | | | £254,750.00 |