

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

Part 1: Letter of Appointment

Dear Sirs

Letter of Appointment

This letter of Appointment is issued in accordance with the provisions of the Framework Agreement (RM3796) between CCS and the Agency dated Monday 23rd September.

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

Order Number:	FSA670 Purchase Order Number TBC
From:	Food Standards Agency ("Client")
To:	Glasgows ("Agent")

Effective Date:	1 st November 2019
Expiry Date:	End date of Initial Period 31 st October 2021 End date of Maximum Extension Period 31 st October 2023 Minimum written notice to Agency in respect of extension: 3 months

Relevant Lot:	2
Services required:	Set out in Section 2 (Services offered) and refined by: the Client's Brief attached at Annex A and the Agency's Proposal attached at Annex B.
Statement of Work	The Parties may enter into such Statements of Work as are agreed between the Parties under Clause 1.2

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Key Individuals:	FSA [REDACTED] [REDACTED] [REDACTED]
[Guarantor(s)]	N/A

Call Off Contract Charges (including any applicable discount(s), but excluding VAT):	See Agencies Financial Submission at Annex B
Liability	Agency Liability: [see clause 18.3 of Call Off Contract] Client Liability: [see clause 18.5 of Call Off Contract]
Insurance Requirements	public liability insurance to cover all risks in the performance of the Call-Off Contract of £10 million employers' liability insurance £5 million professional indemnity insurance adequate to cover all risks in the performance of the Call-Off Contract of indemnity of £5 million Product liability insurance cover all risks in the provision of Deliverables under the Call-Off Contract of £5 million
Client billing address for invoicing:	All invoices must be sent, quoting a valid purchase order number (PO Number), to: [REDACTED]

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

FORMATION OF CALL OFF CONTRACT

BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Agency agrees to enter a Call-Off Contract with the Client to provide the Services in accordance with the terms of this letter and the Call-Off Terms.

The Parties hereby acknowledge and agree that they have read this letter and the Call-Off Terms. The Parties hereby acknowledge and agree that this Call-Off Contract shall be formed

when the Client acknowledges (which may be done by electronic means) the receipt of the signed copy of this letter from the Agency within two (2) Working Days from such receipt.

For and on behalf of the Agency:

Name and Title:

[Redacted]

Signature:

Date: 23rd September 2019

For and on behalf of the Client:

Name and Title:

[Redacted]

Signature:

Date: 23rd September 2019

ANNEX A

Client Brief

A. THE SPECIFICATION

Background

This competition is being run through the CCS Communications Services (RM3796) framework under Lot 2 Events

The Specification

- 1.1 The Food Standards Agency is looking to appoint a supplier to provide Events Management services across the Agency covering its operation in England, Wales and Northern Ireland.
- 1.2 The supplier will carry out work as specified by the Food Standards Agency as requirements arise.
- 1.3 No particular volume of work is guaranteed under the auspices of this contract.
- 1.4 The supplier is expected to provide Events Management services across a range of areas including general events management and board meetings.

2 Service Provision

- 2.1 The Supplier will be responsible for the following aspects of the service as set out below and as notified for each specific event by designated contacts within the FSA.
- 2.2 The Supplier will be expected to provide ongoing continuous improvements and deliver value for money innovations to the FSA.
- 2.3 The extent of the service will vary with each particular event and will be advised by the relevant FSA representative as required usually with at least 4 weeks notice.
- 2.4 Services that are required include but are not limited to those set out in 2.4.1, 2.4.2 and 2.4.3 below.

2.4.1 General Events Management

There may be a requirement for the supplier to engage with consumers and stakeholders to communicate key FSA messages on food safety and in some areas healthy eating. In addition to the services detailed in 2.4.1, FSA requires full project & production management and logistical support for these events

Examples of our events include:

1. FSA Board meetings x4 per year

Board meetings will be held at least four times a year. Two meetings will be in the FSA's London offices, Clive House; one in differing locations in England outside London; and one in Cardiff or Belfast. All meetings outside London are held at external venues. Board meetings start at 9am, after a sound check, and tend to last up to five hours but can run over; the supplier is expected to be flexible and to ensure that the meetings can be extended. Members of the public as well as FSA staff and other government officials are welcome to attend Board meetings with an average of 10 attendees in the audience at a London meeting.

For further information about the current webcasting of Board meetings, please go to:

<https://registration.livgroup.co.uk/fsaboardmeetings/Webcast/>

In addition to the services outlined above, Board meetings require:

- Project Management
- Liaising with external meeting venues on technical requirements such as broadband capacity
- Liaising with FSA's IT provider and facilities team (only for events held in FSA offices)
- Storage and transportation of existing stage and equipment

2. FSA Wales - as required and briefed

3. FSA N.I – Balmoral Show

The Balmoral Show is the largest gathering of people for a single event in Northern Ireland each year, with approx. 30k visitors each day. FSA in NI use this event to promote key campaign messages in an engaging way and promote the organisation to NI stakeholders and other partner organisations.

4. Management Conference which takes place once a year in a major city with around 200 delegates over 2 days. Next year we are proposing doing a unique management conference for our 20th anniversary, incorporating a number of smaller, local events. This is yet to be determined.

2.4.2 Project Management

- Provision of overall events management for events as required
 - Delegate Management including management of relevant stakeholder lists, sending out and co-ordinating invitations, management of delegate responses (including web portal and by post) registration process and at meetings and collation of delegate feedback
 - Liaison with FSA's travel management supplier who are responsible for sourcing and booking venues & accommodation where required
 - Liaison with other third parties as appropriate (caterers, photographers etc)
 - Production of badges for staff and delegates

- Production of signage
- Consideration of event evaluation and compilation of post event report and de-brief containing as a minimum delegate attendance list, delegate feedback and where appropriate web stats from webcast, livestreaming etc
- Dealing with short notice events
- General events administration
- Account manager acting as Single point of Contact for the FSA
- Compliance with Health and Safety legislation, audience welfare, special needs and so on

- Ensuring equipment any FSA assets are of an appropriate standard prior to any event

- **Sound, Audio visual, CCTV**
 - Provision of appropriate sound system
 - Provision of sufficient quantity/quality plasma screens
 - Provision of sufficient quantity/quality cameras and operators to cover the requirements in the brief
 - Provision of translation facilities as required
 - Provision of appropriate transportation and safe storage of all equipment and stock to and from events

- **Creative**
 - Stand design
 - Artworking
 - Graphics
 - Production management
 - Communications material (internal/external)

- **Other Technical Issues**
 - Other Services that may be required in connection with events/meetings are:
 - Microsite hosting or equivalent and related hosting of meetings/events material
 - Video production
 - On line voting and similar measures for audience participation/interaction

- **Staffing**
 - Preparation and organisation of rotas including, where appropriate, the recruitment and management of temporary staff
 - Where required sourcing, hiring, briefing and managing of chefs for demonstrations, hosts, speakers and VIPS in conjunction with FSA

- **Merchandise and Promotion**
 - Liaison with FSA and its dedicated suppliers on the identification, sourcing and purchasing of merchandise for promotional materials and prizes
 - Liaison with the FSA and its suppliers with regards to the promotion of events. This may include booking media, local promotional campaigns (print/radio advertising or PR activity including writing and issuing of press releases)

- **Use of Subcontractors**
 - Consideration towards use of local subcontractors, particularly for events in Northern Ireland, where the additional costs for travel, subsistence and transportation of materials for bespoke events may not be financially viable.
- **Livestreaming via social media**

Many of our General Events will need to be livestreamed via the social media channel most appropriate for the target audience.

This	include	live	streaming	to:
Twitter Live				
Instagram				Stories
Facebook				Live/Stories
YouTube				Live

We will require the supplier to have in-depth knowledge of livestreaming to these platforms, and to new channels as they emerge.

The supplier will need to cover the provisions outlined in 'Sound, Audio visual, CCTV'. The supplier would need to understand security requirements and make recommendations based on this. This would also include advertising considerations when content is live and post live.

2.4.3 Board Meetings

Board meetings will be held at least four times a year. Two meetings will be in the FSA's London offices, Clive House; one in differing locations in England outside London; and one in Cardiff or Belfast. All meetings outside London are held at external venues. Board meetings start at 9am, after a sound check, and tend to last up to five hours but can run over; the supplier is expected to be flexible and to ensure that the meetings can be extended. Members of the public as well as FSA staff and other government officials are welcome to attend Board meetings with an average of 10 attendees in the audience at a London meeting.

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- Storage and transportation of existing stage and equipment

2.4.4 Webcasting via microsites or food.gov.uk

Board meetings are currently webcast via a microsite, as are some general events. For this, the FSA has the following requirements

- Production and secure UK hosting of an accessible microsite for FSA board meetings. Meetings should be hosted for a minimum of 2 years but will be specified.
- Microsite must follow FSA digital brand guidelines and use the FSA's pattern library (will be made available to successful supplier) and meet WCAG 2.1 Accessibility Standards, AA.
- From the microsite, viewers should be able to:
 - Send question prior to and during broadcast (email and text)
 - View agenda and papers
 - Download software to view broadcast and view test clip
 - View speaker profiles
 - Access technical help facility (text and phone line)
 - View social media streams
- Live broadcasts should be able to be embedded into food.gov.uk. Widget or accessible embed code should be provided for this.
- Microsite must use HTML as the default information page.
- Microsite should follow government website standards <https://www.gov.uk/service-manual>, and conform to W3C's Web Accessibility Initiative (WAI), Web Content Accessibility Guidelines (WCAG 2.1) to a minimum level of Level 'AA'.
<https://www.gov.uk/service-manual/helping-people-to-use-your-service/understanding-wcag/>
- Microsite must function and be responsive across a range of browsers and devices . See more: <https://www.gov.uk/service-manual/user-centred-design/browsers-and-devices.html> (note: including FSA default browsers)
- Microsite should pass W3C code validation for HTML/CSS <https://validator.w3.org/>
- Encoding and distribution of footage in appropriate formats to ensure accessibility.
- Recommending and arranging appropriate bandwidth for the above at the venue where it may not already be present
- Provision for allowing contributions from remote locations using available technology
- Provision of same day/overnight production, hosting and delivery of video on demand synchronised to agenda and presentation materials
- Production, hosting and same day/overnight delivery of podcast
- Provision of audio recording of event immediately (USB key)
- Provision of viewing statistics
- Provision of verbatim transcripts the day after meeting to meet statutory accessibility standards
- Continual use of new and updated technology to host microsites whilst ensuring older microsites are still accessible
- Provision of editing access to FSA

- Provision of iPads on loan for members of the public in the audience to access Board papers during attendance at Board meetings.

Publish a definitive list all the cookies (both first- and third-party) on the website with a clear link to this information.

Personal Data

Please outline in your tender how you will comply with the GDPR, recognising the commissioning authority's role as the 'data controller' and the contractors role as the 'data processor', and responding to the sections below. If successful you may also be asked to carry out a Privacy Impact Assessment (PIA), and a privacy notice may be required, which will be reviewed by the FSA data security team.

Data security

Please confirm in your tender that you have in place, or that you will have in place by contract award, the human and technical resources to perform the contract to ensure compliance with the General Data Protection Regulation and to ensure the protection of the rights of data subjects.

Please provide details of the technical facilities and measures (including systems and processes) you have in place, or will have in place by contract award, to ensure compliance with the General Data Protection Regulation and to ensure the protection of the rights of data subjects. Your response should include, but should not be limited to facilities and measures:

- to ensure ongoing confidentiality, integrity, availability and resilience of processing systems and services;
- to comply with the rights of data subjects in respect of receiving privacy information, and access, rectification, deletion and portability of personal data;
- to ensure that any consent based processing meets standards of active, informed consent, and that such consents are recorded and auditable;
- to ensure legal safeguards are in place to legitimise transfers of personal data outside the EU (if such transfers will take place);
- to maintain records of personal data processing activities; and
- to regularly test, assess and evaluate the effectiveness of the above measures.'

ANNEX B
Agency Proposal

ANNEX C

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Tender Application form for a project with the Food Standards Agency



- Applicants should complete each part of this application as fully and as clearly as possible
- Brief instructions are given in the grey boxes at the start of each section.
- Please submit the application through the Agency's electronic Public Procurement System (Bravo Solutions) by the deadline set in the invitation to tender document.

LEAD APPLICANT'S DETAILS

Surname		First Name		Initial		Title	Mr
Organisation	Glasgows Ltd	Department					
Street Address	Unit 5, Centurion Court, Farington						
Town/City	Leyland	Country	United Kingdom	Postcode	PR25 3UQ		
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	<input checked="" type="checkbox"/>	No		

TENDER SUMMARY

TENDER TITLE

Events Management (CCS Communications Services framework RM3796 Lot 2 Events)

TENDER REFERENCE FSA670

PROPOSED START DATE 1st November 2019 **PROPOSED END DATE** 31st October 2021

1: PROJECT MANAGEMENT (15%)

This contract will cover a variety of events at a variety of venues and the FSA wish to secure the services of a supplier who can manage this requirement.

Please answer all the questions below:-

Please detail your proposed methodology for project management.

For over 30 years, Glasgows has provided event services to central government departments and agencies. We have grown and developed our services to meet our clients' needs and anticipate their future requirements, and we feel we have become one of the most dependable and trusted suppliers on the Crown Commercial Service events framework. We have stayed ahead of the game to offer our clients the latest in effective event planning, state of the art audio-visual systems, contemporary graphic design, innovative 2D and 3D animation, and award-winning in-house filming, video production, and webcasting services.

Glasgows manages all projects, no matter what their size, in project teams. This allows us to provide our clients with highly specialised teams working within a clear management structure, where roles and responsibilities are defined, and the route for reporting and escalation is set out. To focus our work and provide our teams with a project management framework, we have found the logical structure provided by PRINCE2 coupled with Agile management processes fits well with both our customers' needs and the dynamic and changeable nature of events. Whilst PRINCE2 provides the robust

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framework and level of documentation and reporting often required by our clients, Agile allows us to be creative and dynamic in our approach and responsive to changes in an event's specification.

The Glasgows Project Manager will design packages of work to ensure delivery of all the requirements. Using Agile, tasks will be designed as short development cycles – 'sprints', allowing us to quickly complete and deploy elements of work which fulfil the requirements, such as setting up websites and registration systems. Should any further updates to the site be required following its launch, then this will be carried out using the Agile method. Following development sprints, our team will review the cycle, record learning and plan improvements, updates, additional client requirements and changes to the specification; ready for the next round of development. This method focusses on continuous improvement in the development of our service; taking feedback from the FSA, and if required any of your event stakeholders and delivery partners such as supporting NGOs and other government departments.

Where we have framework agreements with clients as their sole event services supplier, PRINCE2 also provides the management framework for the delivery of multiple simultaneous projects – programmes. Therefore, as well as there being a dedicated Glasgows Project Manager allocated, there will also be a Glasgows FSA Account Manager, who will take overall responsibility for the allocation of staff to projects, our quality standards and monitoring of an agreed SLA, and client satisfaction throughout the duration of our agreement.

We believe in a highly collaborative approach when working with our clients. We endeavour to create great relationships, which sees Glasgows becoming an extension of our client's teams and not merely the hired help. That said, we fully appreciate the precious little time our clients have available to spend working on the practicalities and logistics of their events, obviously that's one of the reasons why event contractors are appointed. Therefore, once briefed our project teams will only call upon your time to report on the status of the project, or seek approval on elements, at agreed times within the project plan. This leaves you free to concentrate on the policy content of the event and carry on with your day to day work.

Upon commencement of a project we will:

- Agree and set out clear roles and responsibilities
- Establish clear lines of communication and the route for the escalation of problems or issues
- Schedule a series of face-to-face meetings and planning teleconferences to reduce the need for ad-hoc calling and emailing
- Agree acceptable tolerances for time, cost, scope, risk and quality
- Understand the approval and sign off process at the FSA and factor any additional time required into the project plan.

At your request, we will work closely with any of your other suppliers, to provide a seamless approach to the management and delivery of your events. We propose that the Glasgows Project Manager retains overall control for the delivery of every element, liaising with your suppliers to agree deadlines. We understand this work may include sourcing and purchasing merchandise for promotions, and booking media including print and radio advertising, and writing and issuing press releases.

The FSA can rely upon Glasgows to provide all the requirements in the specification. Glasgows promotes itself as being the "one stop shop" for events services because we can provide all the core services for events, digital and video under one roof. This advantage will provide huge benefits to the FSA, not only in cost savings, but also in the speed and efficiency by which we can operate.

What monitoring/evaluation tools will be used throughout development to measure progress and keep delivery to the agreed timeline?

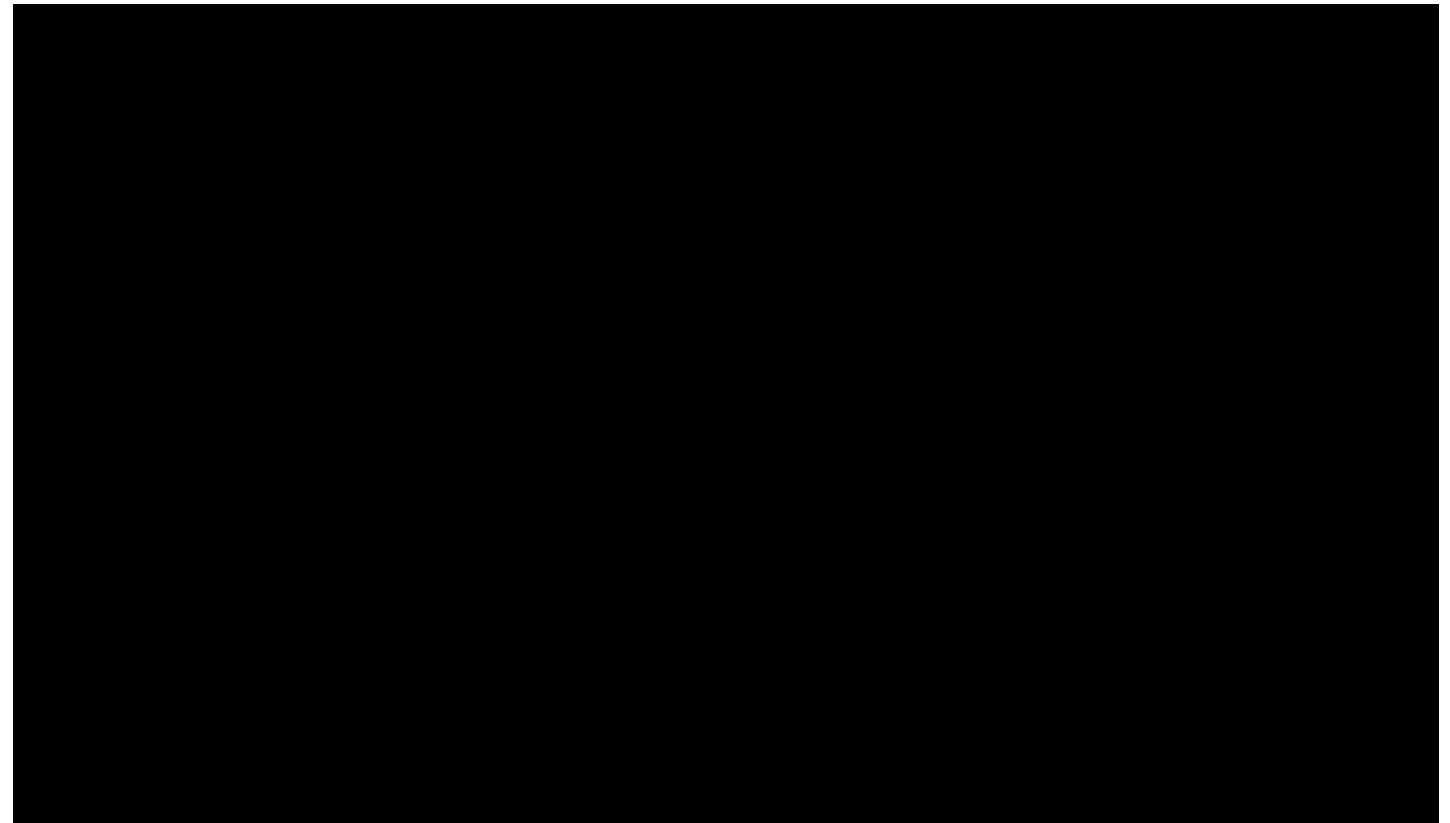
To assist us in planning projects we use an online project management tool called Teamwork. We have used Teamwork for many years and found it greatly supports our event planning and management. Teamwork follows both the PRINCE2 and Agile frameworks, allowing us to define the project through tasks, allocate resources, staff and time, track delivery, log and report project risks, and manage document version control through change management. We can also share the

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project plan and delivery timetable in a live environment with the client team, allowing the FSA to retain complete control and receive project delivery updates at a frequency they determine.

Setting up the project is carried out by the Glasgows Project Manager. They will provide secure logins for members of your team as required and provide simple instructions on how to navigate the system. Teamwork is fully GDPR compliant, providing us with a secure platform for sharing sensitive data, such as mailing lists containing personal information, delegate lists of those registered to attend the event, and financial information such as quotations and invoices.



For Glasgows, Teamwork allows deadlines to be set for task completion across the project team and interdependencies between tasks to be created. For parts of the project delivery where timescales are tight, it is useful when slack and the critical path are highlighted.

Teamwork allows all project team members to effectively monitor and evaluate project performance. The system provides automated email reminders to task owners and weekly digests to the client, Project Managers and the Account Manager, so they are always kept up to date.

We will use Teamwork for all our planning, monitoring and reporting of tasks, key dependencies and milestones. If required Teamwork can also provide secure access for clients to work collaboratively with us.

How would the FSA be required to work with your team? Please include reference to working across different geographical locations.

Soon after a project is confirmed, we will hold a kick-off meeting with the FSA delivery team to agree the core elements of the project. This will include gaining an understanding of challenges the FSA may be facing and your overall objectives, as well as establishing lines of communication, procedures, preferences, roles and responsibilities and the best ways of working together as a team. Our aim will be to establish working protocols that make the minimum call on the FSAs time, but which allow the FSA to retain overall strategic planning control. Following this meeting, and where an event brief has

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been provided and discussed, we will produce and maintain a live overall project plan, with milestones and deliverables. We will also finalise and agree budget expenditure.

Our aim in building a partnership with the FSA is to become as closely integrated with your business as we can possibly be to ensure optimum cross-team collaboration. To this end, we will:

- Assemble the right dedicated and experienced team to work alongside you to deliver your requirements
- Ensure enough staff resource to deal with all eventualities
- Ensure that the team assigned to the contract has induction and ongoing training on FSA's branding, work and communication preferences, mission, vision and values and that everything produced adheres to the FSA's brand guidelines
- Ensure that we do not undertake additional work or procure services without submitting written and costed proposals and gaining written approval from the FSA
- Share our experience and expertise to provide creative and innovative solutions
- Careful digital asset management to ensure that all team members have seamless access to essential documents, such as branding guidelines, design templates, photography, media files etc.
- Set up staff support systems, processes and procedures to ensure effective communication and dissemination of information
- Ensure that goals for every event and project are properly understood and effectively communicated to the team, with regular monitoring to ensure that every team member is still on-track
- Utilise strong task management practices so that everyone knows who is covering what and when
- Agree and implement effective reporting procedures
- Ask for, and act upon, regular formal and informal feedback
- Continually review workflows to make them smoother and improve end results
- Ensure that time is spent in each other's offices to facilitate strong relationships, social interaction and understanding
- Ensure seamless communication by agreeing the right communication tools with the FSA at the start of contract and ensuring their proper use through training and performance monitoring
- Explore with the FSA ways for our employees to become involved in your organisation, such as attending other FSA events, secondments and reciprocal shared learning events. In the past, we have placed members of our team in clients' offices and vice versa to gain a greater understanding of each other's work.

Glasgows office and warehouse is in Leyland, in the Northwest of England. We have found our location to be of immense benefit, not only because we have much cheaper operating costs than our competitors located in the Southeast and London, but we are also extremely well connected by road, rail and air. As more Central Government departments and agencies move from the capital, or where they have existing decentralised branches around the UK, they too are benefitting from Glasgows central location in the UK.

We understand the FSAs events requirements are diverse and varied, and there may be occasions where Glasgows Project Managers are asked to work directly with your policy teams located outside of London, in York, Birmingham, Belfast or Cardiff. We are used to working with client teams like this and we have a successful relationship with the Health and Safety Executive as their sole event services supplier. They too have headquarters in the Northwest, but also more than 20 regional offices serving England, Scotland and Wales with whom we work.

The tender specification states that the request for service provision will be notified to us by a designated contact within the FSA, and that this will usually be made at least 4-weeks notice. We would ask that the designated contact first provides notice of their event requirements using the dedicated FSA contact point at Glasgows. This would consist of a

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dedicated email address, which is automatically forwarded to the Glasgows FSA Account Management team; and a dedicated telephone number. Upon receiving the request, the Account Manager would log the details in Glasgows shared diaries and setup the project with its own unique job reference number, at this point, particularly for projects with short lead times, they may also assemble a project team so that work can begin in earnest as soon as we have received approval – usually in the form of a written acceptance, or official purchase order in response to our quotation.

Should the person making the request on behalf of the FSA not be our usual requester, the Account Manager will relay the requesters communication back to our designated account handler at the FSA. We do this for other clients with similar arrangements, so they are kept in the loop on requests being received directly, and for effective monitoring of spend over the contract.

Regular planning meetings between key personnel are critical to the success of events. Budget and time permitting, these can be face to face, but increasingly we find that online meetings using Skype for Business, Zoom, Go to Meetings and Webex, can be just as good. For larger scale projects, where there may be FSA staff working in offices across the UK and/or several stakeholders working with the FSA to form an event planning committee, online meetings will allow participants to join the meeting using video conference, teleconference or a combination.

We will hold regular internal meetings between Project Managers and Account Manager to ensure FSA projects are on track. Each project team will provide summary progress reports covering time, cost and quality to the Account Manager so they may report on our performance to the FSA at contract review meetings.

We propose to continual review and update our processes and the way we work with the FSA. This may follow informal feedback as and when required, but also following formal regular review meetings held with the FSA and Glasgows Account Manager. The frequency may depend on the volume of work undertaken, but they will allow us to perform an in-depth analysis of projects, looking at costs for each event and their overall impact, both in terms of return on investment and engagement with the public and stakeholders.

2: CREATIVE DELIVERY (10%)

Please answer the question below:-

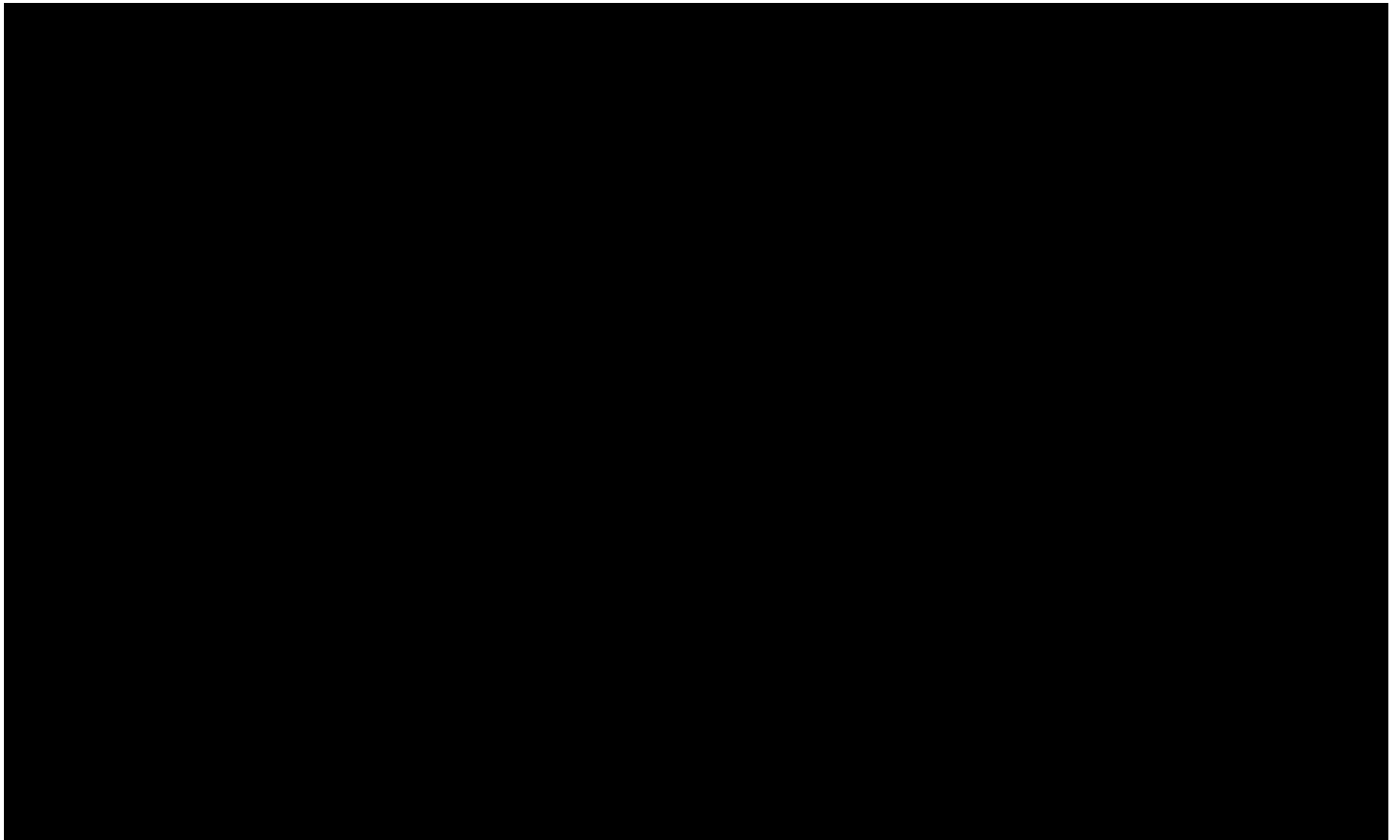
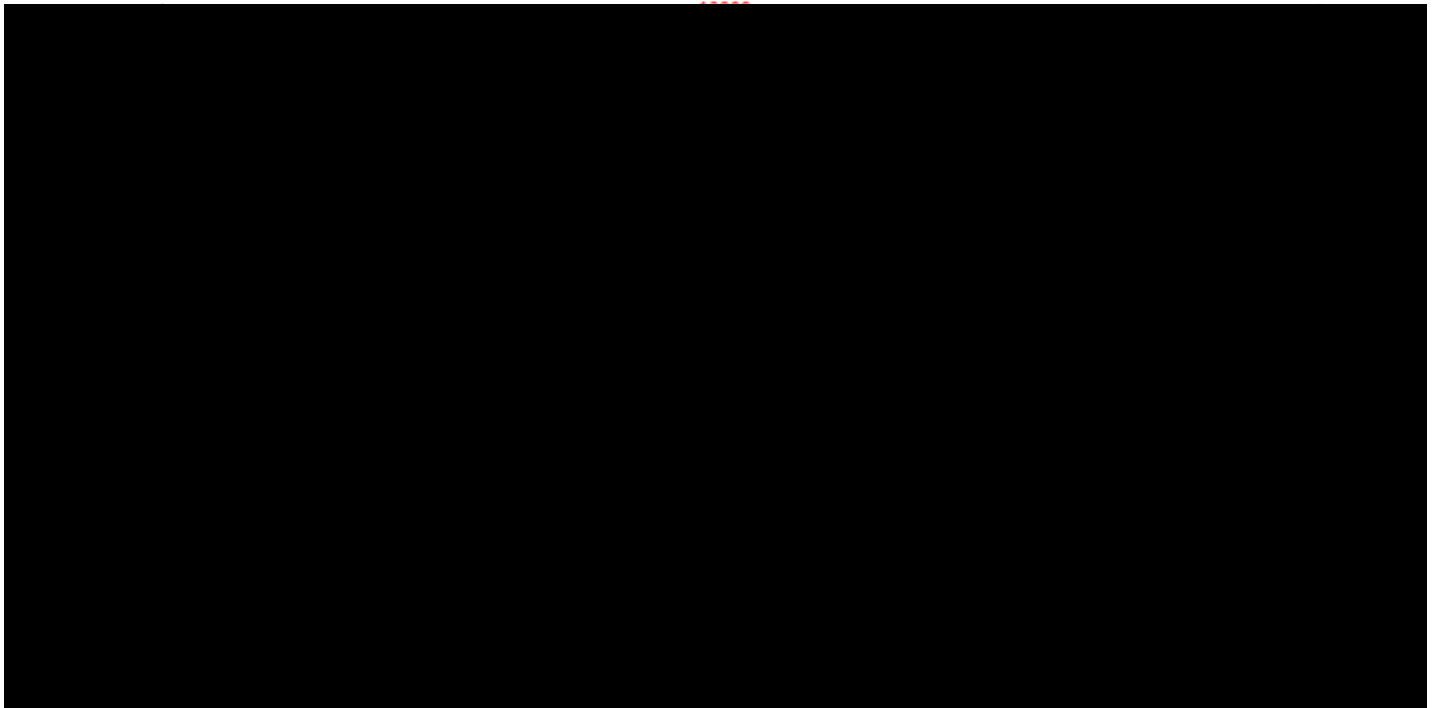
Please provide 1 example of where you have delivered an event that required a high level of creativity? This should include details of digital and print design, including exhibition stand design and build.

Earlier this year, working with [REDACTED] Glasgows pushed the boundaries of stand design and the use of video wall technology, creating a ground-breaking feature stand that received high commendation at [REDACTED]

The objective of the stand was to provide a platform to enable a range of technologies to be demonstrated and showcased in an environment designed to simulate a [REDACTED]. [REDACTED]

Each of the three vendors had their own ideas of how best to demonstrate their solutions, and this provided challenges for Glasgows to ensure the stand and the overall experience remained cohesive. A Glasgows Project Manager worked closely with [REDACTED] and the vendors, attending stand design and planning meetings to present early drafts of our proposals, and take note of vendors ideas and requests. Below is Glasgows first draft plan and visualisation for the immersive feature stand which we presented to [REDACTED] and the vendors at our first meeting.

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From the outset, we believed the immersive feature would best be achieved with the use of full height high-definition video walls. These would allow us to create an environment within the stand, such as the prison visitor's reception area and then change the environment as the visitor moved through the stand. The video walls could also be used by the vendors to demonstrate their products, showing videos and interactive content.

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[REDACTED]

Our first design was well received and there was little to change following our meeting with the vendors. We did receive requests to manufacture bespoke plinths, pedestals and a full height triangular totem onto which vendors could mount their technologies.

Separately, the Glasgows Project Manager met with each of the vendors to see first-hand how their products operated and what display and technology solutions could be provided. The three solutions were very different, and it would be difficult for each of the demonstration areas to setup in the same manner.

[REDACTED]

[REDACTED]

Glasgows devised content for the three video walls which was first storyboarded and scripted to present to [REDACTED]. We produced bespoke animations and using stock videos provided to us from the vendors, we created fully automated sequences, which as visitors moved around the stand provided onscreen content and voice overs to show the three solutions. To view the scene setting clip shown as visitors entered the stand, please [REDACTED]

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[REDACTED]

[REDACTED]

The stand was conceived, designed and specified by Glasgows. We worked with a trusted exhibition stand manufacturer to produce the stand, install a raised floor, structure and walls, and print full height wrap around graphics. Onsite, a Glasgows Project Manager oversaw the install and build, and Glasgows Production team installed stand electrics, network cables, the video walls and assisted with the install of vendors technologies.

Glasgows Digital Development team also produced a bespoke, secure and simple web-based booking system, which allowed hosts to log stand visitor contact details along with any follow up actions requested such as providing vendor contact details, and book time for them onto scheduled tours around the immersive feature. Post event, Glasgows [REDACTED]

[REDACTED]
and each of the three vendors.

[REDACTED]

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Glasgows Feedback –

has now worked on several successful projects with Glasgows via the Crown Commercial Service, which is the procurement process for the

We were firstly impressed with the detail of the tender that was submitted for the immersive feature. We received a comprehensive assortment of stand options that were tailored to branding and event requirements, from using highly detailed image renders to a comprehensive options list with accurate costings.

What we were most pleased about was the speed and efficiency at which the project was delivered. When certain aspects of the stand needed to be modified to suit technical requirements, brief changes and certain build barriers, new versions and renders were created within 24 hours. In this instance, the successful finalised design and delivery at the event was even more striking due to the extremely short turnaround and timescales they had to work with.

The comprehensive knowledge of target audience and goals for the stand build, programme and overall event were attributed to the fantastic project management from Glasgows. Being highly responsive and flexible at all times meant that any issues or immediate problems could be resolved almost instantly. The key relationships were built very early on in the process, which allowed for free-flowing ideas and better communication whilst streamlining the process and implementing appropriate vigour. A fantastic blend of precision and “getting stuck in” attitude allowed for a suitably eye-catching display.

We have thoroughly enjoyed working with Glasgows and would strongly recommend their high-quality service. If you want to work with a client focused organisation that feels like an extension of your team, then get in touch with them.

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3: TECHNICAL DELIVERY / ORGANISATIONAL EXPERIENCE AND EXPERTISE (25%)

Technology is an integral part of this requirement and the FSA are seeking to appoint a supplier who can provide support and suitable technical expertise.

Please answer all the questions below:-

Please provide a case study where you have delivered a digital interactive event for both internal and external audiences. This should include live broadcast an event or open meeting to online audiences around the world via social media and websites (for example Facebook live, YouTube live/Instagram Stories).

The Commonwealth Heads of Government Meeting (CHOGM) is a biennial summit meeting of the Heads of Government from all 53 Commonwealth nations. Hosted by the UK Government, 2018 was the first time since 1977 that the meetings have been held in London.

The week started with four Forum events, bringing together representatives from the worlds of business, civil society and government. The Forums offered an opportunity for Commonwealth dialogue and provided a platform for wider debate of some of the key issues and challenges, in advance of discussions by leaders at CHOGM. Taking place across three venues, 3000 in-person delegates took part in the Business, Youth, Women's and People's Forums. Each Forum consisted of a mix of plenary sessions, workshops and exhibitions. In addition, and for the first time, all the Commonwealth Forums came together in the same venue on a single day to discuss shared agendas, forge important new partnerships and celebrate common interests. The Forums were attended by many VVIPs including [REDACTED] and the [REDACTED]

As well as complete event management Glasgows teams also provided digital and interactive services to include:

- Online registration for over 20,000 Heads of Government, delegates, officials, host staff, security personnel, event operational staff, and staff working within venues, hotel and caterers; all with secure links for the UK security services to provide online vetting and accreditation of applicants.
- App based services including:
 - Personalised agendas
 - Interactive delegate list with photos, profiles and messaging
 - Social Wall
 - Questions to the organisers, speakers and panellists
 - Interactive venue floor plans showing the location of sessions updated each day
 - Exhibition floor plans with exhibitors' logos and links to their external sites
 - One-to-one meeting booking facilities
 - Online voting and polling

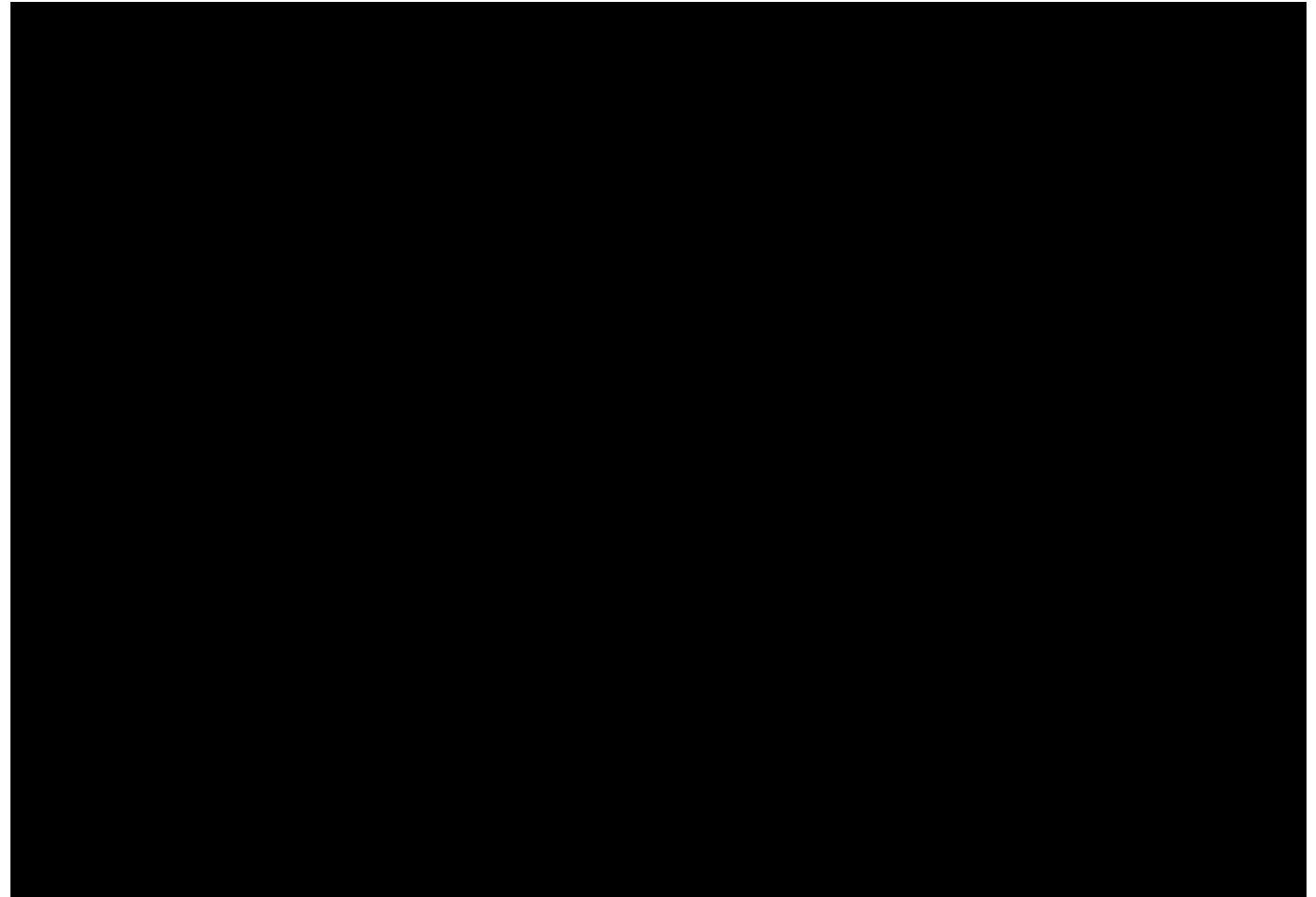
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- Access to a repository of daily updated resources including PowerPoint presentations made available as they were presented.
- Live webcasting to a multitude of platforms including Facebook Live, YouTube and Vimeo.

All Glasgows online systems were subject to rigorous penetration testing by [REDACTED], [REDACTED] [REDACTED]. In all tests, Glasgows systems were deemed as being excellent, and at no point was the tester able to hack into or inject malicious code into our systems.

Glasgows also managed the audio-visual production and broadcasting arrangements for the four Forums across a number of London venues, including QEII Centre, Guildhall and Mansion House.



Additionally, we were responsible for the live streaming of the Forums (across the various venues) and the official opening of the Heads of Government meeting. To enable this, we worked with [REDACTED] to produce a broadcast schedule that was managed at the media centre at [REDACTED]. We worked with the client teams and [REDACTED] to identify media requirements for specific sessions to ensure that audio and video feeds were available, there were suitable branded backdrops and the management of press accreditation.

The official opening of CHOGM and the ceremonial dinners was organised by another agency and Glasgows worked closely with them in the delivery of the 'Welcome to the UK' reception at the QEII Conference Centre, along with live streaming requirements.

[REDACTED]
[REDACTED]
[REDACTED] [REDACTED]

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Please detail the approach you will take and how you will deliver the requirements detailed in this specification? Including outsourced services – how are they managed between yourselves and the FSA?

Glasgows is a specialist event company experienced in supporting professional, well regarded, memorable events. We have been successfully delivering tailored event management services and audio-visual solutions for events for over 30 years. We have a large well-maintained hire stock of high-end audio-visual equipment with constant investment in new and emerging technology to further enhance our stock and service offering. We also have an extensive supply chain and great relationships with suppliers throughout the UK for specialised equipment, ensuring we always have access to the right equipment, maintained to the right standards wherever and whenever it is required.

Glasgows understands that there will be a requirement for us to engage with consumers and stakeholders to communicate key FSA messages. We will do this by supporting the FSA in the provision of project and production management, and logistical support at a range of events including Board Meetings, events for FSA Wales, the Balmoral Show for FSA Northern Ireland, and the Management Conference.

Once a project has been confirmed (as detailed in section 1 – Project Management how will you work with us) and the Glasgows project team has been selected, we will meet with the FSAs client team for our first planning meeting. We will provide a detailed Contract Report, detailing our agreed actions and deadlines by which they are to be completed. We will circulate the Contact Report within 48-hours of the meeting along with any updates required to our initial quotation.

Liaising with Venues on Technical Requirements

We understand that the technical provision at venues can vary greatly and experience has taught us that no two venues are ever the same. Although we have worked in many major conference venues across the UK, we highly recommend undertaking a site visit to ascertain exactly what can be provided in the way of power and broadband capacity before they are contracted. Glasgows Production Manager will carry out a comprehensive check of the venue's technical provision, and where in some instances audio-visual equipment may be provided as part of an inclusive room hire package, they will determine whether it is fit for purpose and can be utilised for the event, so saving on additional equipment hire costs. The Production Manager will also perform a broadband speed and bandwidth test. Although this will only provide a snapshot of when the test was performed, it will allow us to determine whether it is suitable for webcasting.

Liaising with FSAs IT Provider and Facilities Team

During the last eight years Glasgows has provided event services as part of a sole supplier agreement to Sellafield Ltd, whose majority of events take place on the nuclear licensed site in West Cumbria. Glasgows Production Managers liaise with the organisations IT and Facilities teams to arrange power and internet connectivity for events when required. Once agreed, the provision is documented and included in our method statement and plans, so that operational teams know what is to be provided. We will do the same for events taking place at FSA offices.

Storage and Transportation of Existing Stage and Equipment

Glasgows provides storage and transportation logistics of stage equipment and exhibition materials for several clients, including HS2 and Innovate UK. For the duration of the framework agreement with the FSA, we will provide storage of stage and equipment for the Board Meetings free of charge.

Liaison with FSAs Travel Management Supplier and Other Third Parties

Following introduction by the FSA, we will work with your other contractors as a key supplier to the event. Therefore, we will ensure they are aware of our agreed deadlines and incorporate them into the project delivery plan.

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Production of Badges and Signage

Glasgows can produce a wide range of full colour paper and recyclable Polypropylene badges in-house. Our badging system is linked to the online registration system therefore data is kept secure up to the point of producing badges.

We can also design and print full colour directional signs up to A3 size in-house, which can be mounted into free standing sign holders available from our hire stock. Typically, the Project or Production Manager will recommend the number of directional signs required following a site visit.

Registration Website

Our registration websites comprising four key areas, collectively known as GEM 3. We have provided information covering each area below:

- |
- |
- |
- |

[REDACTED]

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[REDACTED]

[REDACTED]

Registration Portal and Reporting

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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Tender [REDACTED]

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Sound Systems

We will install a comprehensive PA system, and our experienced sound engineer will ensure that speech, video content and music are reproduced clearly throughout the room and mixed for outputs to the webcast. All Glasgows radio microphones are twin diversity UHF and run on event specific, Glasgows licensed frequencies. We will provide MP3 recordings of all main room proceedings free of charge and provide the FSA with a copy immediately following the event. We will also provide the facility for music playback free of charge to provide background music for walk in/out, lunch/coffee breaks, and at the start and finish of webcast.

Graphics and Relay Screens

Glasgows has extensive stocks of hi-spec laser projectors, energy efficient LED screens and monitors of all sizes upon which to display graphical and video content. We can also provide high-spec Mac and PC laptops, along with backups from which to show PowerPoint, Keynote and digital video content.

We have state of the art vision mixers and switchers, allowing for multiple inputs to be seamlessly switched, including live camera relay. Switchers can also show picture-in-picture, so speakers PowerPoint presentations can be shown alongside live camera, just as it is currently for Board Meetings.

Comfort monitors can be placed in front of the lectern, and on the board table to show slides and videos. Our graphic switcher also allows for the display of presenter notes on the lectern comfort monitor if required.

Our experienced AV Technicians will be on site throughout to make any last-minute changes and control slide advancement.

We also have radio cue light systems with forward and back controls, along with programmable countdown timers, with 10" displays which can be sited at the lectern and seating area to ensure presenters and panel facilitators can keep to allotted session times.

Live Camera Relay

Glasgows has invested in state-of-the-art HD remote controlled cameras and mixing equipment specifically for live events. The remote cameras can be controlled by our camera director, which provides further cost savings against additional camera operators.

For Board Meetings, remote cameras can be placed in discreet positions around the room to capture shots of the Board, the lectern and audience. For larger conferences, the additional of a manned camera will allow us to relay dynamic shots of the audience during questions and answer sessions.

Lighting for Larger Events

Lighting can play an important part in enhancing presentations. Used to focus an audience's attention, lighting can highlight the lectern, seating area and logos applied to the stage set. Lighting can be flown from truss in venues where this appropriate and possible. We will install the stage lighting so that it is positioned to minimise light shining directly in presenter's eyes.

High-spec LED lighting battens can add depth and vibrancy to stage sets and used across an entire set backdrop to wash the set in a smooth, continuous, customisable colour. Glasgows Lighting Technician can create multiple colourful looks and change the ambience of the stage set to denote changes in speaker and to differentiate between sessions in the agenda if required.

Simultaneous Interpretation and Translation Facilities

Glasgows regularly works with simultaneous interpretation providers and companies providing translation services. We have existing contacts with [REDACTED] approved translators and at very short notice can provide simple simultaneous interpretation equipment for audiences up to 200. We understand the protocols when creating websites, invitations and promotions in dual languages.

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Creative

Our creative team includes graphic designers and illustrators, stage and exhibition designers, 3D CAD visualisers, CGI animators, PowerPoint and Keynote designers, video editors and producers, website designers and back-end database developers. These team members can provide standalone services, or link in with each other seamlessly to produce more complex creative solutions, from video editing with motion graphics and digital hot spots linking to online materials, or 2D brochures supplied as printed or online products including QR codes, embedded video or interactive media.

We have provided below a summary of the key services the creative staff provide:

Our graphic designers and illustrators provide:

- event branding; either from supplied design guidelines or from original concepts to fit in with client corporate identity
- design and production of original logos and event straplines
- design of full corporate identity packages covering all aspects of use in printed, exhibition and all electronic formats
- design and production of literature including invites, brochures, letterheads, newsletters, marketing flyers, guides, manuals, programmes, menus, badges, signage and backdrops
- production of print in foreign languages either in one or multiple language formats

Our website design and developers provide:

- creative design of sophisticated event websites including event information pages, on-line registration and secure payment facilities
- development of event apps with interactive functionality including voting, question and answer moderation, social functions to enhance networking opportunities
- development of bespoke interactive apps for use at exhibitions or experiential events
- development of secure client-accessible backend delegate databases with comprehensive search and reporting functionality
- interactive web browsing facilities including built-in social media functionality for Facebook, Twitter, LinkedIn, RSS feeds, etc.
- embedded streamed video content and live and video-on-demand webcasting including the provision of client Livestream and You Tube channels

Our stage and exhibition design team provide:

- stage set and exhibition stand design, including detailed technical plans and elevations
- photo-realistic 3D CAD visuals along with animated 'fly-throughs'
- artwork for stage set backdrops and exhibition stand graphics ready for full image output by associated graphics production company
- production management and delivery logistics

Our PowerPoint and Keynote designers provide:

- full PowerPoint and Keynote design services
- standard house-style title, text and graphic slides from content and source materials provided by presenters

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- fully animated graphic sequences for awards presentations and product launches
- on-site technical support for presenters during rehearsals and during the event to embed, amend and run PowerPoint and Keynote shows

Our film and video unit provide:

- on-site film crew including director/vision mixer and cameramen for live camera/relay, video recording and/or web streaming
- on-location film crew including director, cameraman and sound recordist
- full video editing services with titling, captioning and embedded graphics and sourcing and licensing of additional footage and music
- digital outputting to required on-line formats and other digital formats
- own in-house cameras, vision-mixing equipment and edit suite and access to HD camera and recording facilities

Our animators provide:

- CGI animations to bring logos and graphics to life for use on websites, in presentations and in advertisements

Our various creative teams would come together, as required, with a Project Manager to work closely with the FSA and, if required, its third-party designers, to develop highly creative solutions for all its events and campaign needs.

We pride ourselves on our reputation for meticulous attention to detail. Continuous investment in training and technology provides limitless creative options and added flexibility on production schedules.

Additional enhancements

We can also offer the FSA:

- **Speaker liaison** - we can provide a full speaker liaison service to include issue of speaker instructions and personalised guidance. All presentations will be collated and standardised using the FSA templates to ensure consistency and a professional look when being presented. We will also offer advice on making slide content more readable.
- **Speaker rehearsals** - as standard we will ensure that all technical rehearsals have been conducted and all kit in place prior to conducting sound checks (or rehearsals) in line with your speakers' requirements. We would recommend speaker familiarisation sessions onsite with each speaker and would schedule this in advance of the event at mutually convenient times.
- **Chairperson communications** - we can provide iPads for text-based communications system to enable the Chairperson to relay messages or receive messages from the Project Manager.
- **Video and graphic production** - we have extensive experience in producing graphical or video materials to support or replace traditional presentations. The production of a quality video can enhance the experience for the delegates and provide you with legacy materials to use online or at other events in isolation from specific presentations.

Please detail how you would handle a scenario where technology failed you during a live event?

We are fortunate never to have experienced a catastrophic technical failure during a live event. We attribute this to good planning, routine management and maintenance of our technical equipment, and having backup redundancy in our technical provision. Glasgows Production Managers will specify the necessary backup equipment required for each job based on their knowledge and likelihood of technical failure of each piece of equipment. We appreciate

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that there will always be instances where, unexpectedly, equipment will fail. However, our technical provision always includes backups and redundancy, therefore in the event of equipment malfunction, where we have hot backups in plan, we can immediately switch to the backup. This often goes unnoticed to the audience, because the hot backup is already synchronised and ready to take over instantly. This procedure is commonly used for data projectors in case the main data projector lamp fails and an already connected projector takes over. The only evidence of failure would be a slight dimming in the main screen as the failed projector goes off and the backup projector comes on.

If the technical failure was more apparent, and it became necessary to swap out the piece of equipment at fault, then the Glasgows Production Manager would immediately advise the Project Manager who would in turn would communicate with the FSA client team onsite and ask that a note be given to the Chairperson explaining the nature of the problem. We would make a recommendation as to whether to temporarily halt the meeting whilst the failed equipment was replaced – cold backup equipment, or whether we can replace the faulty kit without any disruption to the proceedings.

For live webcast events we will also provide redundancy and hot backups including laptops and encoding machines. It is more likely that technical failure occurs when a venues broadband connection drops out, and this can cause problems if occurrence is frequent during a webcast. Glasgows webcast encoding machines will buffer the audio and video streams in case of loss of connection, they will then recommence the stream once the connection is re-established. Where venue connectivity is unreliable and this was established at the site visit before the event, Glasgows may recommend installing either dedicated temporary lines, or where in locations where mobile signal is strong, a bonded 4G broadband connection.

Please provide evidence of your proposed staffing arrangements and their expertise for delivery.

The FSA requires the services to be delivered to a consistently high quality, reflecting best practice and standards expected in comparable organisations.

The service provided by the account management team and the professionalism of on-site staff are critical to the performance of the contract. All assigned staff will be properly trained and certified to carry out the works, as directed.

Glasgows will name provide a dedicated Account Manager to oversee all aspects of planning and delivery. The FSA requires senior members of the supplier's management team to have regular involvement with the contract and for the Account Manager to attend regular contract review meetings.

Operational and Strategic Management

We are highly experienced in delivering multiple and complex event projects for various clients; often working on simultaneous and back-to-back events.

Experience has taught us that to deliver multiple events, we need to form a close working partnership with the various client teams. Consistency of the team delivering the events is also paramount to ensure that each new event does not present a learning curve.

Staff

Glasgows can deliver FSAs requirements for event service using an experienced core team of existing employed members of staff. They will be supported by additional freelance resource on larger events and there will always be at least one senior member of the core team delivering every event.

We propose to provide the FSA with a dedicated team - comprising a Project Manager, Production Manager and, for delegate management, a Project Administrator - all under the overall supervision of our Account Manager who would be responsible for the overall delivery of the account to the FSA.

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When required, the delivery team can be supplemented by other member of Glasgows staff to provide additional resources to deliver simultaneous events at different locations or back-to-back events at locations where the travel distances would make it impossible for a single team to meet the logistical requirements.

Service Provided by Account Team

Upon award of contract we will ensure that the account management team, as well as on-site staff for this contract, receive induction training in FSAs requirements, branding, goals and values, and ongoing training, performance management and team development to ensure that we continue to deliver an optimum and responsive service to the FSA.

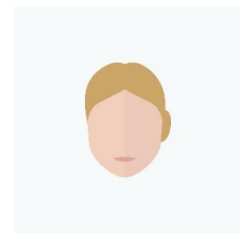
We propose to provide a core delivery team led by [REDACTED] who will undertake the role of Account Manager and contractual lead. [REDACTED] will be the principal point of contact for the contract and any new event projects as they arise and act as senior manager when called upon to give input into the larger event projects conferences. [REDACTED] will be supported by [REDACTED]



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[REDACTED]

[REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

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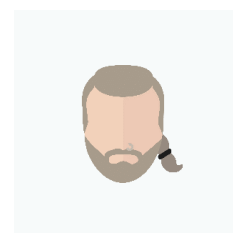
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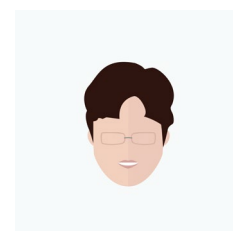
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[REDACTED]

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Fifty six percent of staff have been with us for over five years, and half of those for longer than ten years.

We attribute this to our resolute effort to encourage career development alongside a healthy work/life balance, which has helped us achieve Investors in People accreditation since 2000.

Use of our online project management tool, Teamwork, means that all roles and responsibilities are defined in a single, easily accessible Project Plan. This allows for emergency catapulting of a replacement staff member into the role of any team member who is unavoidably unavailable for work due to, for example, sudden illness or an accident.

As far as this contract is concerned, we see no need for the requirements to subcontract other than to bring in additional crew for the larger events. Over the years, Glasgows has collated the UK's best freelance crew and agreed extensive service agreements to ensure only the best work on our projects. Our competitive tender process involves industry-leading cost analysis, benchmarking, on-going measurement and negotiation frameworks: quality assurance and timeliness of delivery are key criteria in acceptance of services or products.

Working with a trusted team of freelance crew makes them act and feel like flexible extensions of our core team. We introduce them early to our planning, with representatives brought on board as soon as a requirement is identified. Once cleared, they become permanent members of the project team, involved in planning, meetings and site meetings. The benefits of this approach are immeasurable. Their ongoing understanding means they can flex or move into new roles, at speed, understanding the big picture, sensitivities, objectives and wider implications. This ensures added value in the form of constructive contributions, new ideas and rapid mobilisation when changes take place (rather than simply fulfilling an obligation). Our freelance crew are both valued and integrated into the team, incentivising delivery beyond expectation.

To maintain quality and control, Glasgows retain continual oversight of each subcontractor. Regular inspections and checks allow us to spot potential issues and add value, early in the process. Once on site any freelance member of the team is managed by our Production Manager, monitoring progress, working practices, quality and safety.

For local crew our preferred supplier is Connection Crew, a social enterprise committed to realising positive social impact throughout its business activities. It provides work opportunities to people with a homeless past with profits invested into

Work contracted by Glasgows from March 2016 to April 2019 generated 225 hours of work for people who have been homeless. Collectively, over the same period, generated 33,386 hours work for ex-homeless

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people. The amount of work provided to those in need of a second chance has been growing steadily over the years and we are working hard to make sure this trend continues. With the support of companies like Glasgows, 248 people with a history of homelessness have been employed in the last 13 years.

We respect and value our relationships with our supply chain. To demonstrate our ethical approach to doing business, we have become Approved Signatories under the Prompt Payment Scheme which recognises companies that follow best practise in payment procedures.

We regularly review our contractors to ensure we deliver the most ethically based services at the most competitive prices possible.

What post production support will you provide?

Glasgows offers a complete range of post-production services ranging from our award-winning video production services (Video Production award winners at the EVCOM Screen Awards 2016 in Communication Effectiveness and PR & Marketing) to the provision of comprehensive user engagement reports for our webcasting and interactive mobile event app. We believe that the postproduction stage is as important as the earlier project design and delivery stages. Therefore, at the inception of a project, the Project Manager will work with the FSA to determine the required outputs to ensure these are not missed.

Specifically, in the case of the Board Meetings, we understand there will be event evaluations, post event reports and de-briefs covering as a minimum delegate attendance, delegate feedback and web stats from the webcast and other engagement mechanisms, such as online voting, and questions and comments submitted via the live webcast, SMS text (if required) and the Glasgows mobile event app. We will work with the FSA to determine your preferred method by which all of this information is reported. We also understand that for some Board presentations, there will be a requirement to provide verbatim transcripts which we will supply well within 24 hours following the presentation. We will digitally record all proceedings and therefore can upload recordings for transcription as soon as a presentation or agenda item is finished. Often provided the same day, or in the case of late afternoon Board Meetings the next morning, we will provide access to the video on demand webcast and Podcast recordings. Each of the recordings can be chaptered so to provide easy access to individual presentations – an enhancement on the current video on demand provision.

For other events, the FSA may require more complex content and video editing of recorded presentations. We use tried and tested methods for working with our clients in this post-production phase to ensure it is completed with as minimal a call upon our client's time. In the project design phase, we can provide outlines and story boards to show how a finished edit may look. The client is able to provide comments and suggest changes so they can be confident their key messages are incorporated. This simple pre-production activity also saves time and money.

We are experienced in hosting post-event content such as video highlights using platforms such as YouTube and Vimeo with video containing Hot Spots. These allow the viewer to access links to other websites and content whilst watching a video, making the experience highly immersive.

We can also provide video and content on a whole range of take-away media such as USB and downloadable files. The Project Manager will work with you to determine the best media for the requirement.

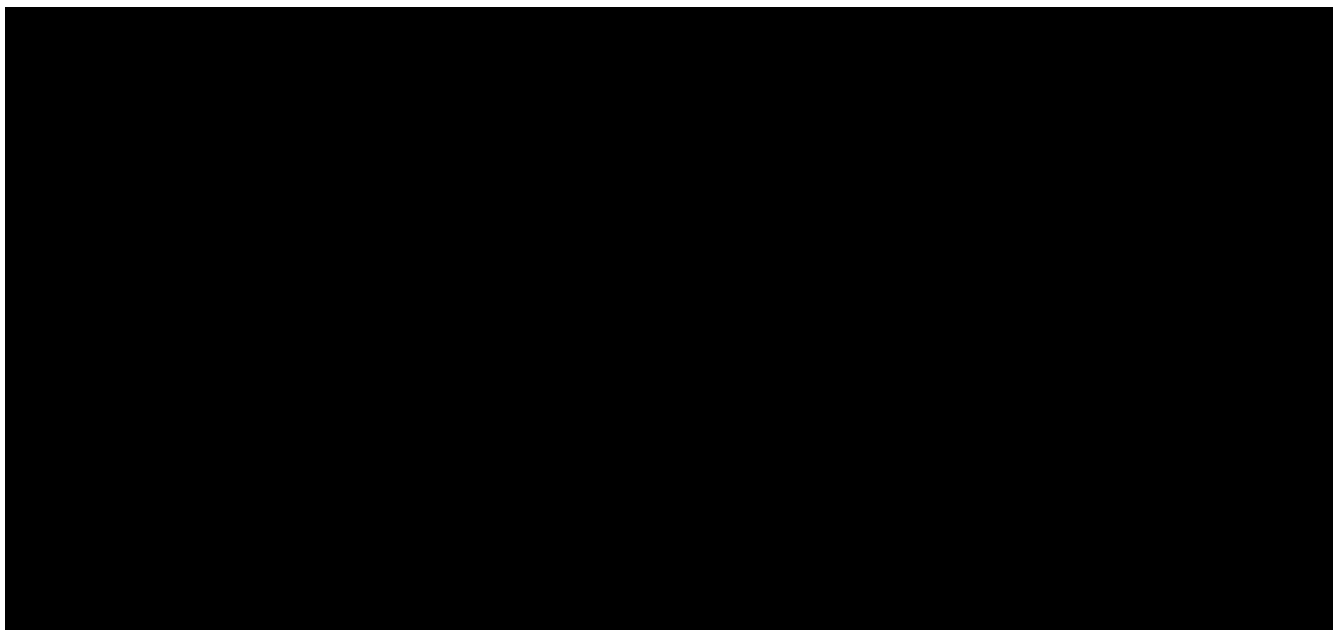
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4: RISK MANAGEMENT (10%)

Please answer all the questions below:-

What processes does your organisation have in place with regards to contingency planning?

In order to decide upon what contingency arrangements should be considered, we must first identify what risks are associated with a project.



Following the PRINCE2 methodology and using the features available to us within Teamwork, the Project Manager will compile a project risk register, scoring the probability and impact of a risk and then formulating the risk response or mitigating action.

In the course of planning and running an event, there are often situations and challenges that occur that cannot be foreseen or planned for. Glasgows are familiar in dealing with all kinds of problems and always look to offer solutions that have a minimum impact on the client and its guests.

The nature of the many events makes it imperative not only to have a contingency plan but to have the flexibility to deal with last minute changes, additions and the odd crisis. Our project management approach, which envisages the closest working relationship with the client, is based on the principle that things never go exactly to plan.

Unforeseen problems can range from the late arrival or non-attendance of speakers or workshop facilitators to resource and technical problems with audio-visual kit and venue. We feel that it is important to offer a flexible approach to problem solving and to keep clients and guests informed where appropriate. If speakers were late arriving, we would discuss with the FSA the option to postpone the start of the meeting or adjust the programme accordingly to accommodate the needs of the FSA, speakers and guests. As an example, if a speaker did not turn up, we would look to work with the client team to secure a substitute speaker or to rearrange timings within the programme to fill the gap or wait for the speaker to arrive.

With regards to resource issues, Glasgows can offer flexibility in terms of calling on its in-house facilities. The benefit of undertaking so many services in-house means we are not reliant on subcontractors.

Problems can often be pre-empted. We actively encourage guests to contact us in advance of the event to advise if they are not able to attend for some particular reason, and in these instances, we would look to see if a delegate pack and/or speaker presentations/event reports could be sent out after the event.

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Regarding financial planning, we understand the need for strict and transparent financial management. We never undertake any expenditure, not covered by the contract, without prior agreement and will always give ample warning of any unexpected or new expenditure, supplying the FSA with detailed quotations for consideration.

Should transportation problems arise, we would look to solve these prior to the event. If we knew in advance of any impending public transport strikes, we would endeavour to warn all guests beforehand. Should we be unaware, but anticipate, any strike action we would take every effort to inform all guests and advise them to check travel information prior to the event.

In all situations, Glasgows will remain flexible and be proactive to ensure the event runs as smoothly as possible.

Minimising risk

We follow a seven-stage process for conference delivery with every aspect of each task carefully considered, actions planned in a logical order, communication lines established, costs managed, and risks identified and mitigated. This process ensures delivery against the brief, delivery on or under-budget, consistent quality-excellence, meeting or exceeding expectations and the agility and flexibility to meet late or changing requirements.

The process commences at preparatory stage and comprises the following steps:

1. Acknowledge and clarify

Upon approval of our proposal, we will review the details, confirm the requirements based on the venue, number of delegates and specific conference details.

2. Define and timescale

We will draw up a scope of work, which will define the brief and how we will meet it. The scope will include sub-briefs for, e.g., set design or website development. A Project Plan with a critical path will be drawn up that shows the tasks, the resources required to action each, and key milestones. This will give the FSA confidence that we will meet your request on time and allow the FSA to plan their own resources to meet deadlines, such as the need to make themselves available for approvals and signoffs.

3. Confirm Costs

We will maintain a detailed cost schedule. Cost transparency and control will provide the FSA with visibility of how your budgets are balanced. If one area of a project is more critical than another and funds need to be reallocated, the FSA will be able to see how the spend on each activity is allocated. Costs relating to third party suppliers will be subject to a three-supplier quoting process to ensure value for money for bought-in services. No costs outside of the original scope will be added to the budget without clear FSA approval.

4. Resource

We will allocate qualified staff to work on each project. The Account Manager will be the point of contact for the FSA from the start to the close-out of each project. The Project and Production Manager will be responsible for planning and on-site delivery of the event, responsible for briefing all pre-production staff and onsite crew. Only experienced and qualified personnel will be assigned to FSA events.

5. Risk-assess

We undertake detailed risk management for every event. We highlight, assess, mitigate and where possible eliminate any risk to the successful outcome of the event. Risk management will require constant open communication between us and the FSA. At the proposal stage we will highlight any risks identifiable at that stage and continue to monitor a live risk register via Teamwork throughout the delivery period.

CONFIDENTIAL**6. Deliver, monitor and report**

We will provide an overview of how our Project and Production Manager, and technical specialists will execute the tasks set out in the scope, according to the timeline and costing, correctly mitigating identified risks. We will continually monitor and update the FSA, both formally and informally.

In steps 1 to 6 our Project and Production Managers will draw on the experience and skills of the Account Manager as required.

7. Evidence based learning

When available, we will review lesson logs from previous events (initially from your records and going forward from our own debrief documents) and provide proposed improvements where they can be identified.

The Project and Production Managers will conduct an internal debrief meeting before feeding back via a project debrief with the FSA team.

We have a robust supply chain of tried and tested suppliers and where on occasion, when a job requires additional support from a subcontractor whom we may have not worked with before, we pay particular attention to their expertise, CSR policy, track record, client base and financial stability. Glasgows has also been working closely with its key suppliers to explore a range of possible scenarios and outcomes that may arise from a no deal Brexit. We have made preparations to ensure the continuity of our services and safeguard our supplies of materials for at least six-months post Brexit.

How would you manage the risk of any unexpected setbacks during each project, or if the delivery date was brought forward by a month?

Our key strength and advantage over many of our competitors is that we are a full-service agency. We can provide event, digital, film and creative solutions ourselves, and can offer total flexibility in an extremely timely manner.

Everything we deliver is in-house, which makes us responsive and adaptable to meet various and changing requirements. When suppliers are reliant on outsourcing, any small change that is requested makes an impact all the way down the chain of supply. We do not have this problem.

We pride ourselves on our exceptional agility; i.e. our ability to react quickly to initial instructions, different types of work and changing circumstances (our company motto is: 'everything is possible'). The nature of many projects makes it imperative to have a flexible approach to deal with last minute changes or additions. Our project management approach, which envisages the closest working relationship with the FSA team, is based on this principle.

Capacity

We have the capacity, resources and experience to fulfil any individual events or projects which may arise, regardless of the volume or ad hoc nature of the work.

In the course of planning and producing events, situations and challenges may occur that cannot be foreseen e.g. inclement weather/strikes/facilities access/last minute requests. We will work proactively with you to ensure that these impacts are minimised and, where possible, offer contingencies.

Our work is scheduled and managed centrally on our networked project booking system, which tracks equipment, staff resources and transport. Even potential projects which are not yet confirmed are noted so that staff and equipment can be provisionally allocated to the project. As jobs are confirmed or cancelled, their status is changed; confirming or freeing up staff. This allows us to see where resources are required, when future pinch points may occur and allows us to manage tight timescales and quickly re-allocate staff at short notice. The staff and technical equipment for this contract come from our own resources and therefore we can respond with speed and agility when

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changes occur. Any commitments undertaken as part of the FSAs contract will always have priority over any new work.

All our key Production and technical staff are in-house and highly experienced in prioritising effectively and working dynamically to deliver a wide variety of projects within constantly changing parameters. We have an extensive stock of sound and projection equipment, lighting, set backdrops, furniture and staging together with the staff to install and operate it. Our flexible project team structure will enable us to co-opt in extra staff members when needed to deal with specialist skillsets or the size/timing of a project.

The following event scenarios are offered as examples of where we have demonstrated a flexible, agile and adaptive approach (case studies can be shared on request):

- [REDACTED]: During the set-up for this two-day event, our team came to realise that the venue had double-booked the conference room on the first evening for a dinner, meaning that the entire stage and AV set up would have to be removed after the first day and re-set overnight ready for an early start the next day. Our production team completed a new risk assessment and added additional last-minute crew to assist with the build. On top of this, the production team were informed by the client that one of the speakers at the conference was wheelchair bound and would require a ramp. The production team worked together overnight to ensure all these challenges were met effectively. One crew member drove back to our warehouse to get a DDA compliant ramp and rise-and-fall lectern to ensure that on the morning of the conference everything was ready to go, surpassing the client and delegate's expectations.
- [REDACTED]: With a few weeks' notice, the client changed a series of roadshows taking place over a three-week period to additionally accommodate training provider events to take place in the same venues on the same days. This resulted in having to negotiate with the venues and arrange additional event staff to cope with the added delegate management task.
- + [REDACTED]: we adapted our approach and the services we provided to meet a sudden change in the budget available.
- [REDACTED]: this is like the contract proposed by the FSA. This regulatory body organises multiple events each year for industry professionals to engage with and inform them about the latest legislation, standards and regulations. In this contract, we continually demonstrate our flexible approach to providing audio-visual and production support.
- [REDACTED]
[REDACTED] We provided facilitation of four forums, running consecutively across three different venues. This involved frequent de-rig and new rigs of different sets to use venues for multiple purposes over four days (including overnight rigs).

With the evidence provided here and the flexible and agile management approach we take, we do not foresee any major issues, which we cannot overcome, if an event delivery dates were to be brought forward by a month.

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5. ADDED VALUE / INNOVATION (5%)

Please answer all the questions below:-

A product or an idea becomes innovative when it stands out from the rest and truly makes the customers or staff's experience easier. Given the requirements listed in the Scope of Works, can you suggest innovative ways to improve the way FSA delivers events?

Innovation and creativity are at the heart of our services. We are passionate about delivering ingenious communication solutions, using the latest AV and broadcast technology. We excel in integrating state-of-the-art technology with creative and client-centred solutions. We provide high-quality equipment coupled with a dedicated team of diverse and highly experienced project and audio-visual professionals who have decades of experience in the events and entertainment industry.

We continually research, develop and adopt new technology to provide new and exciting approaches to the planning and delivery of events. Our professionals subscribe to trade press, use social media connections and regularly attend leading industry trade shows, such as PLASA, Confex, the Event Production Show, and EventTech Live to keep abreast of new/emerging technologies and products. At trade shows they meet suppliers to the event and AV industry, find out about the latest event technologies, watch new speakers and entertainers, and share ideas and best practice with other conference and events professionals. We have a programme of continued investment in our own equipment to ensure our solutions offer the very latest in technological advancements.

Due to our close working relationships with leading industry suppliers, we are always kept abreast of new kit and developments and invited to demonstrations. Throughout the contract we will implement new pieces of kit if they add value to the current solution and/or offer better value for money.

Our approach to innovation and creativity is staff-led. We believe that our happy, motivated, innovative and creative workforce is one of the key elements that sets us apart from our competition. To ensure that we continually nurture innovation, we give our people time to think, network, share ideas and discuss their work in relaxed surroundings. Our offices incorporate meeting spaces and informal meeting pods to foster creativity. We also actively encourage job shadowing across the company which provides staff with a useful insight into the work carried out by other departments. We encourage staff to take time to explore their industry through reading journals, online discussion forums and continuing professional development, and to share what they have found with others. The senior team host monthly staff meetings where staff from all levels are invited to present to others what they have been working on, share learning from their projects or experiences from visits to trade fairs and industry exhibitions.

We often use brainstorming/mind mapping when engaging with project teams. During these meetings everyone is an equal, with no idea being a bad idea. These meetings which are a melting pot of ideas have often led us into the creation of new and innovative services and development of our current offerings, such as the advancement and integration of sophisticated voting and polling within our own mobile event app. For creative events approaches, staff contributions are often made in the form of mood boards, where many different ideas and concepts can be communicated and shared with the team. These are further distilled into workable solutions for the client and costed options are then presented for consideration.

We also recognise the value of working with new talent and for many years our Project Services team has recruited students from Event Management undergraduate courses to work with us during their 12 months' work placement. Students come with energy, new ideas and a questioning mind, challenging us with 'why do we do it that way – is there a better way of working'?

Our staff have undertaken workplace exchanges and sabbaticals with our clients' staff. This has given us a special and unique insight into the work of our clients and the day-to-day pressures they are faced with when planning and organising events.

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Digital Technology

We have a dedicated Digital Team who continually monitor the digital and technology sector for emerging technologies to help support our work in events. They feed back to the Head of Digital Development, who in turn reviews and escalates any effective technology into our bespoke digital offerings for our clients. We constantly engage, via all our events, with a full spectrum of differing ages of attendees; and this also helps us get a broad spectrum of different technologies that suit a wide variety of audiences.

An example of some of our recent monitoring of technology over the last 12 months has brought artificial intelligence (AI) into play, and we are now building AI into our delegate system, and mobile event app ready for live testing by the end of the year. It's not just "in hand" technology that we continually watch out for, it's also infrastructure related. We are also currently keeping a close eye on 5G, and how this will play a pivotal role in cutting ties with the reliance on event venue wifi for connections, and help us deliver more media-rich content in real-time to attendees during pre-event build ups, in attendance, and post-event.

We use interactive technology extensively across our digital offerings. During the pre-event build up we can offer a range of interactive elements to our client/delegates including question submission, meeting bookings, private social walls and messaging. While in attendance the delegates will still have access to those facilities, and in addition: interactive voting, live presentation slides, live questions, delegate-to-delegate contact swapping and list building, a suite of networking tools, gamification, and immediate satisfaction mechanisms (which can be utilised on a multi-session basis, or even during a single speech).

We are also able to integrate social media platforms such as Twitter into our delegate system/mobile application by using specific hashtags, or accounts. Post event, we can provide a range of tools to continue the interaction through "own pace" surveys, continued social interaction via our social walls, and requests for feedback via our live engagement technology. We can provide detailed reporting on all these for your use in new marketing considerations, or communication plans.

All our Delegate Area/mobile application tools, and interactive technology, is built in-house by our specialist Digital Team. We have no reliance on any external third-party solutions. This ensures that we can remain agile when client requirements change, and we are able to effect change immediately across our digital technology, with little effort.

Recent additions to our portfolio of mobile event app add-ons include:

Instant Satisfaction Survey - accessed via the app to gather instant feedback as guests progress through an event. The interface uses simple emoji icons for attendees to select the one that matches their satisfaction and feelings during the day. The data gathered then displays as a live "satisfaction" graph available to the events team throughout the day to monitor how the event is going. It also provides important data for review post event, where we can identify specific times in the day where the feelings shifted, which can be cross referenced with the agenda to see what might have affected this.

One-to-one meeting schedule - allowing live scheduling of meetings during the event to enhance networking opportunities

Gamification - "Karma" (point) scoring via delegates use of the app, encouraging users to explore all the features, network with colleagues, comment on social walls and anything else our client wants to encourage. This can also be linked to visits to exhibition stalls, workshops or fringe events taking place at the event.

Live activity feed - displaying everything that's going on in the system to encourage delegates to become more engaged with the app and any activities happening during the event.

Audio Visual and Film

Bringing together our events, digital and creative teams we can harness the full potential of new technology to produce stunning events.

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A few examples shown in the showreel include projection mapping a 20m wide command centre stage set for the [REDACTED], utilising 3D models of tanks and fighter planes to dramatic effect. Our creative and technical teams have come together to design a bespoke 30m wide stage set consisting of LED tiled "tracks" for [REDACTED], supported by an ingenious curved truss support system, allowing moving lights to be mounted between the tracks as if they were floating in mid-air. We are experts in networked show control systems, meaning complex technical elements can be combined to create show content across multiple audio, video and lighting platforms.

We constantly strive to stay ahead of our competitors in delivering state of the art film solutions. Our producer is an expert when it comes to 360-degree filming, virtual reality and augmented reality. Although VR is a way off being commonplace in conference style events, AR is becoming standard in most mobile operating systems and so we are always looking for opportunities to add wow-factor utilising mobile technology.

In addition to this, we can also now offer Triple Motion 360 footage which takes 360 films to the next level. Triple Motion 360 keeps footage within a 16:9 'TV shaped window' for viewers who don't wish to move their device around accordingly to view the next segment, moving the footage around for them - great for screening at events or within presentations.

Gauging Opinions

It is imperative to assess how effective an event has been in meeting client objectives and expectations of delegates and stakeholders. In today's climate ROI and general value for money have become more important within the equation. We are experienced in implementing and processing a range of evaluation exercises. Using the different sources of technology there are many effective methods of getting feedback.

Pre-event

Pre-event questionnaires can be issued beforehand to provide a benchmark for analysis afterwards to see if opinions have been changed by attendance at an event. These can be provided as a link directly to the evaluation, as a link from an event website or microsite, or they can be enabled in the Glasgows Delegate Area and companion app (if using).

During

In addition to interactive polling and questions, we have provided three supplementary options for obtaining instant onsite digital feedback at the events.

Option 1

We can supply several iPads on stands or larger touchscreens space permitting, which are preloaded with an app to gather instant feedback as guests move from the registration area into the main room and around workshop sessions. The app uses simple emoji icons for attendees to select the one that matches their satisfaction and feelings during the day. The results can be shared during the day.



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Option 2

This option works in the same way as Option 1, but would be available as an additional interactive tab in the Glasgows mobile event app. The event chair will need to make delegates aware of it at the start of the day and encourage them to use it throughout each presentation. The data from this will show as a live “satisfaction” graph available to the client team throughout the day to monitor delegate satisfactions and their reactions during presentations. It will also provide important data for review post event, where we can identify specific times in the day where the feelings shifted, which can be cross referenced with the agenda to see what might have affected this.

Option 3

Using the polling functionality of Glasgows mobile event app, we can push a question live at key points during the day to monitor delivery. For example, questions might include, “How was your experience during registration this morning?”, “How was your lunch?”, “How was the Q&A session?” etc. This will again provide us with instant feedback to allow us to address any issues on the day.



Post Event

Immediately after the event, we can provide a link to an online evaluation or enable it via the delegate area / App (if used). A much higher percentage of delegates respond to this than evaluations sent in paper format. This can be used instead of, or as an addition to interactive polls. If appropriate, we have used the carrot and stick method to increase the response rate for post event evaluations by linking the CPD certificates to them, meaning the certificates only become available once the delegate completes the evaluations. We then make all certificates available once the deadline has passed, but don't advertise that to the delegates initially. Different versions of the evaluation form can be sent to delegates and sponsors/exhibitors to ensure the different groups are being asked the most relevant questions.

By combining these methods, a sophisticated analysis of delegate opinion can be achieved.

In addition to the delegate feedback, for the events with full event management and AV provision, we will provide a report to include:

- All data reports from the registration system
- Breakdown of event income and invoice report
- Breakdown of App downloads
- Number of interactions pre-event via questions submitted and the social wall
- Number of interactions at the event via interactive technology reports
- Final budget breakdown
- Summary of improvements for consideration at future events and elements that went well
- Access to Google analytics report

Using Social Media

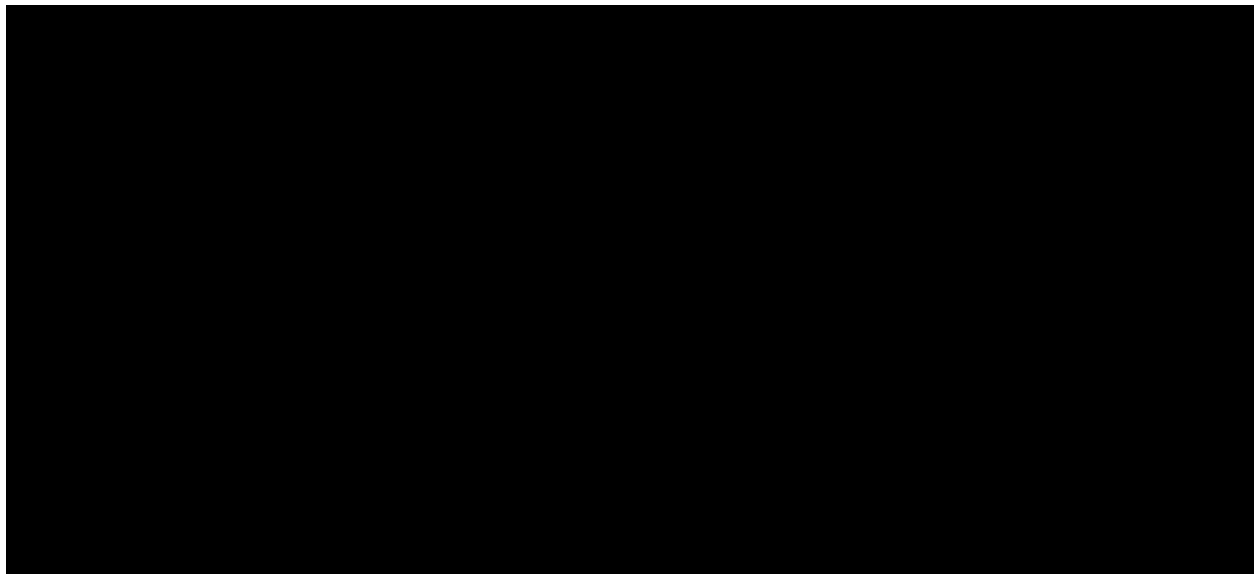
Twitter and other social media platforms have become commonplace at events and rather than asking delegates to turn off their phones at the start of a conference, they are quite often encouraged to tweet and comment live. We can provide an on-screen social media app, which can be configured in a variety of ways, for example to display a moderated feed using an event-specific hashtag pulling from both Instagram and Twitter. We can animate this on and off screen at any point.

We have also developed our own closed version of Twitter which can be incorporated into the companion app and allow delegates to 'tweet' about the event, for the event, without it being hosted publicly. These messages will be available to all delegates via the app, can be displayed on the presentation screen, and a final export will be provided to you following the event.

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Events are brought to life by technology and the way it is used. A great presentation is useless if it cannot be heard, and good visuals are essential to capture and hold your audience's attention. Meanwhile, lighting can alter the entire mood of an event. It is critical not only to be able to specify and supply the best available technology appropriate for the budget and the event, but also to know how to use it with maximum impact.



The FSA is seeking a creative and innovative provider that will be reactive to the constantly changing industry environment and will suggest solutions that will enable you to keep ahead of the game, especially in the digital media space. This includes introducing you to relevant new technology, product design improvements and cost savings in materials and efficiency, as well as being able to understand your objectives and budget for each event, offering design solutions that address these in the most creative and efficient ways.

How will the supplier ensure flexibility and sustainability?

Environmental issues remain at the forefront of our minds and we are doing everything we can to limit the impact our business is having on the environment.

We are BS8901 Sustainable Event Management compliant and we have achieved Corporate Assessment of Environmental, Social and Economic Responsibility (CAESER) certification.

In our offices every bottle, can and scrap of paper is recycled. We constantly review our travel arrangements and advice. By promoting public transport, car sharing, cycling and walking we are making progress within our business and at the events we organise.

For any event projects undertaken for the FSA, we will work to ensure that all aspects of the events are managed and delivered in the most sustainable way; throughout the whole life cycle of an event, from planning and marketing to setup and breakdown. We will also make sure that this sustainable activity is fully marketed as part of the events promotion.

The company has a detailed Sustainable Events and Environmental policy which is available on request.

Key elements we will deliver and promote when delivering FSA events will include:

- Providing information about public transport and encouraging delegate by public transport or car sharing
- Ensuring our own staff use public transport or car share
- Webcasting events to increase participation and reduce travel

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- Identifying and recording key travel and energy use that can be used to calculate the cost of carbon offsetting and providing delegates with the option to purchase carbon offsets themselves
- Using websites and email lists to promote an event and using on-line registration and event itineraries
- Allowing delegates to download handouts from the internet
- Loan iPads to delegates at Board Meetings so they may view electronic pdf copies of Board papers
- Using double sided printing and recycled paper where practical
- Using easily transportable portable display materials that can be reused
- Choosing venues with good public transport and “green” policies
- Asking venues to recycle paper and cardboard and to provide suitable recycling bins
- Selecting caterers who use local produce, tap water instead of bottled water, reusable crockery and cutlery
- Using hire panels and furniture stock in preference to bespoke construction
- Using low voltage lighting wherever possible and promoting energy efficiency by switching off lights
- Collecting unused items for use on other events items
- Sending out delegate questionnaires by email and distributing copies of presentations electronically

Whenever possible, we promote ‘closed loop’ waste management by purchasing reusable products or products with a recycled content or ethically sourced. We regularly review our environmental practices and encourage any stakeholders and our supply chain to do the same.

Glasgows delivers more than 200 exhibitions, events and installations each year and we are geared up to deal with complex multiple events and exhibitions in a wide range of formats and sizes. We have a team of 30 full-time staff who can hit the ground running. Our flexible structure and multi-skilled workforce enable us to establish project teams to undertake individual or series events. These teams can expand or contract dependent on the requirements of the client or contract. We have organised events for audiences of up to 4000 and undertaken individual contracts of £1M for complex large-scale events such as ministerial meetings. We also organise and provide technical support for small intimate meetings and training sessions.

All potential jobs are identified and placed on the spreadsheet with staff and equipment provisionally allocated to deliver them. As jobs are confirmed their status is changed or if they are deleted freeing up staff etc.

As soon as dates for FSA events are known they will be added to the spreadsheet and each will be given a unique Glasgows job number. This system has been successful and enabled us to deliver multiple venue roadshows, seminars, one-off conference events and short notice projects/installations/deliveries without experiencing problems. It is company policy not to accept a new project or contract if it will put any existing contract in jeopardy.

If an event is identified, we would immediately dedicate a team to the event that would be able to concentrate on the preparations. A timeline with critical paths detailed would be drawn up and approved with the planning team to ensure deadlines are realistic and achievable.

In addition, we recognise that last minute content changes often occur, and we understand the need to remain flexible enabling speakers to change their presentations and/or audio-visual sequences on the day of the event (and in some cases after the event has started). Our project manager, production manager and technicians are on hand to assist with any changes and to deal with video content across a wide range of formats. This is something we take in our stride as a matter of course. We provide dedicated show laptops pre-loaded with the latest presentation software for PowerPoint or Keynote as well as all the latest codecs to play back video content in a wide range of file formats.

Schedule 3

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Presentational material and changes can be embedded in the final show right up until the last minute and as we will always have a backup computer containing the same slides, together with a seamless graphic switcher, changes can be made even after the event has started.

ADDITIONAL SUPPORTING DOCUMENTS

Please note that any additional documents in support of the on-line application should be zipped into a single file (using WinZip). These should then be uploaded to Bravo into 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)

Page 1 of 1

Application form for a project with the Food Standards Agency Financials Template

Applicants should complete each part of this application as fully and as clearly as possible

Brief instructions are given in the boxes at the start of each section.

Some boxes have **blue** text and this indicates that the value is calculated automatically

Some boxes are shaded **red** and these boxes **must** be completed

Guidance notes on completion of fields can be removed from view by pressing the ESC key

Please submit the application through the Agency's electronic Public Procurement System (Bravo) by the deadline detailed on the Bravo system

This form should be completed by the project lead applicant and must include the collated costs for all participating organisations applying for the project work

Please note that once the cost for a project has been agreed by FSA and an agreement signed, no increase in cost for the specified work will be considered

All costs should be exclusive of VAT for the purpose of comparison of tenders.

Tender Reference FSA670

Tender Title Events Management

Full legal organisation name Glasgows Ltd

Main contact title

Main contact forename

Main contact surname

Main contact position

Main contact email

Main contact phone

Will you charge the Agency VAT on this proposal?

Yes

***Please provide your VAT Registration number below**

Please state your VAT registration number:

448190633

Project Costs Summary Breakdown by Participating Organisations

Please include only the cost to the FSA.

Organisation	VAT Code*	Total (£)
Glasgows Ltd	STD	£ -
		£ -

Total Project Costs (excluding VAT) ** £ -

* 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 below and in the Schedule of payments tab.

Project Costs Summary (Automatically calculated)

Staff Costs	£	-
Overhead Costs	£	-
Consumables and Other Costs	£	-
Travel and Subsistence Costs	£	-
Other Costs - Part 1	£	-
Other Costs - Part 2	£	-
Other Costs - Part 3	£	-
Other Costs - Part 4	£	-
Other Costs - Part 5	£	-
Total Project Costs	£	-

COST OR VOLUME DISCOUNTS - INNOVATION			
<p>The Food Standards Agency collaborates with our suppliers to improve efficiency and performance to save the taxpayer money. A tenderer should include in his tender the extent of any discounts or rebates offered against their normal day rates or other costs during each year of the contract. Please provide full details below:</p>			
<div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div>			
NAME			
DATE		29-Jul-2019	
REVISION DATE			Enter the effective date if this version of the template replaces an earlier version

Consumable/Equipment Costs - RATE CARD

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

Item	Quantity	Cost/Item(£)	Total
Event Administration			
[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] -
Website and Digital			
[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] -

[illegible]

[illegible]

[illegible]

[illegible]

[illegible][illegible]

--

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

	Frequency		Total Cost
Project Team/Crew Travel and Subsistence			
			£ -
			£ -
			£ -
			£ -
			£ -
			£ -
			£ -
Transportation of Equipment			
			£ -
			£ -
			£ -
			£ -
			£ -
			£ -
			£ -
			£ -
			£ -
			£ -
			£ -
			£ -
Total Travel and Subsistence Costs			£ -

Statement of Works

[To be used where the value of the Call Off Contract is less than £100k and there is a single Statement of Work]

Part 2: Call-Off Terms

