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**UK SBS Market Research Frameworks LOT 4: Performance/Reputation  
Audit and Customer/Stakeholder Satisfaction.**

**CONTRACT FOR THE PROVISION OF:**

**FSA's Omnibus Survey (Random Location Sampling) Requirements**

This document forms the contract for the Services between;

**Food Standards Agency ("Client") having its main or registered office at  
Aviation House, 125 Kingsway, London WC2B 6NH**

And

**TNS UK Ltd having its main or registered office at 6 More London Place,  
London, SE1 2QY**

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**FOOD HYGIENE RATING**

[food.gov.uk/ratings](http://food.gov.uk/ratings)



## **CONTRACT DOCUMENTS**

### **The Contract consists of the following sections:**

1. This Form of Agreement
2. The Standard Framework Conditions for this UK SBS Market Research Frameworks LOT 4: Performance/Reputation Audit and Customer/Stakeholder Satisfaction.
3. The Research Requirement
4. The Tender Response – Technical
5. The Tender Response – Financial
6. Administration Instructions

## **SECTION 1: FORM OF AGREEMENT**

THIS AGREEMENT is made between the Food Standards Agency ("the Authority") having his main or registered office at Aviation House, 125 Kingsway, London, WC2B 6NH

and

TNS UK Ltd ("the Contractor") having his main or registered office at 6 More London Place, London, SE1 2QY together referred to as ("the Parties")

The Contract duration shall be effective from 3rd November 2014 until 2nd November 2016 unless varied by extension.

IT IS AGREED THAT:

1.This Form of Agreement (Section 1) together with Sections 2 to 6 inclusive are the documents which collectively form "the Contract" (as defined in paragraphs 2 and 3 below).

2.The Contract effected by the signing of this Form of Agreement constitutes the entire agreement between the Parties relating to the subject matter of the Contract and supersedes all prior negotiations, representations or understandings whether written or oral.

3.Where this Contract differs in any respect from the information contained in the original Framework Agreement (Section 2), then the content of this Contract shall have precedence.

For the Contractor	For the Authority
   <hr/>	   <hr/>
(Signature)	(Signature)
   <hr/>	Nick Streets
(Full Name)	(Full Name)
   <hr/>	Head of Procurement
(Position held on behalf of the Contractor)	(Position held on behalf of the Authority)
   <hr/>	   <hr/>
(Date)	(Date)

**SECTION 2: THE STANDARD FRAMEWORK CONDITIONS FOR THE UK  
SBS MARKET RESEARCH FRAMEWORKS LOT 4:  
PERFORMANCE/REPUTATION AUDIT AND CUSTOMER/STAKEHOLDER  
SATISFACTION.**

Refers to the Framework Agreement for UK SBS Market Research Frameworks LOT 4: Performance/Reputation Audit and Customer/Stakeholder Satisfaction, signed between UK SBS and TNS UK Ltd.

## **SECTION 3 – THE RESEARCH REQUIREMENT**

### **THE SPECIFICATION, INCLUDING PROJECT TIMETABLE AND EVALUATION OF TENDERS**

#### **GENERAL INTRODUCTION**

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

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

This research specification below is for a contract to provide random location sample omnibus survey services to the Agency over a two year period, with an option to extend for a further year. An omnibus survey is defined as a regularly running survey on which clients can buy space to ask a short set of questions.

#### **A. THE SPECIFICATION**

##### **Background**

The FSA is an evidence based organisation. When appropriate, the inclusion of survey questions on omnibus surveys provides evidence for use in policymaking or to track trends in attitudes and behaviour. The FSA makes regular use of omnibus surveys for a number of recurring research projects, and also occasionally has a need to commission the inclusion of questions on an ad-hoc basis. Both the recurring and ad-hoc requirements will be provided by the winning contractor.

## The Specification

1. The FSA seeks a contractor to provide its omnibus survey requirements over the next 2 years (with possibility of a 1 year extension). The subject matter of the research questions the Agency will wish to place on a survey can be diverse, ranging across the Agency's responsibilities for food safety and hygiene in the UK. The number of questions for inclusion, the sample size, and relevant demographics will vary across requirements. This contract will only cover a face-to-face, adult respondent, random location sampling methodology.
2. At this stage (although subject to change), likely recurring elements of this contract are as follows. At this stage, only the questions forming (i) are settled enough to allow tenderers to provide a specific cost per wave. Question suites (ii) and (iii) are to be confirmed imminently, and for now give an indication of the likely scope of work:
  - i. The FSA's 'bi-annual public attitudes tracker', which gathers information on consumer attitudes toward, and awareness of, key Agency issues and policies. The survey reaches circa 2,400 adults aged 16+ across the UK, and includes sample sizes in all four UK nations sufficient to conduct statistically significant analyses across them. While the tracker survey has until now consisted of 10 questions (as set out in Annex B of the most recent report, linked to below), the intention is to remove questions related to the Food Hygiene Rating Scheme in future iterations. *Tenderers should therefore provide a quote for running questions 1a to 6a inclusive on their omnibus survey.* The survey runs in May and November, with the next wave of research to be run in November 2014.  
<http://www.food.gov.uk/sites/default/files/multimedia/pdfs/science-research/tracker-may2014.pdf>
  - ii. A bi-annual suite of questions (to be determined) designed to explore consumers' awareness of and attitudes toward the Agency's Food Hygiene Rating Scheme. This suite will likely include questions 7 to 10b that were previously part of the bi-annual public attitudes tracker, as well as a number of further questions. Tenderers can assume the sampling requirements will be similar to (i). The first wave of research will be run in November 2014, and the question suite will run in May and November thereafter.
  - iii. A bi-annual suite of questions (to be determined) designed to provide evidence about consumers' knowledge and reported practices related to campylobacteriosis, in order to provide data to track progress on the consumer strand of the Agency's Campylobacter Risk Management Programme.  
<http://www.food.gov.uk/science/microbiology/campylobacterevidencaprogramme#toc-2> A first wave of questions was run in May 2014 – the next (reformulated) wave will run in November 2014, and the

suite will run in May and November thereafter. The suite is likely to comprise roughly ten questions. Tenderers can assume the sampling requirements will be similar to (i).

3. Additionally, the Agency may wish to place questions on an omnibus survey in an ad-hoc manner, in response to new research needs. As an example, the FSA may wish to use omnibus surveys to evaluate communications campaigns, such as Food Safety Week.  
<http://www.food.gov.uk/news-updates/campaigns/campylobacter/fsw-2014>. Tenderers can assume similar sampling requirements to 2 (i). Tenderers should specify the notice period required in order to place questions on their omnibus survey.
4. To reiterate, tenderers should provide a specific cost per wave for running 2(i) over six waves (that is, the two-year initial period and potential one-year extension). Further to this, tenderers should provide a complete schedule of prices for different questions types and different sample sizes.
5. Tenderers should provide all salient information about their omnibus surveys, to include: geographical coverage across the UK; frequency of survey in each UK nation; details of any sub-contractors used; minimum and maximum sample size per survey; minimum and maximum number of questions to be placed on any one survey by clients; complete range of question types available (including the availability of a 're-contact' question that would allow the FSA to conduct further research with respondents if desired); whether it is possible to show respondents video/other media (to include details of maximum length, format etc.); whether placement of Agency questions early in the relevant omnibus survey (and before any other questions on a similar topic) could be guaranteed; details of respondent recruiters and interviewers, including how they are recruited, trained and briefed; details of quality control procedures; and details data cleaning and preparation procedures, including the production of any derived variables.
6. Tenderers should confirm the extent of the socio-demographic and socio-economic information that the omnibus survey collects from respondents as a matter of course (i.e. without the FSA needing to include such questions itself).
7. In certain circumstances, the Agency may wish to ask questions of certain demographics within the general population that are not identifiable without the use of an initial screening question - for example, those who do or do not eat certain foods. In these cases, tenderers should confirm whether those who are 'screened out' would

count toward the total agreed sample size. For example, if the group of interest is vegetarians, and the agreed sample size is 1000, would 'screened out' non-vegetarians count toward the sample size, or would tenderers continue to place the question suite on their omnibus survey until 1000 vegetarians were reached?

8. Following the running of Agency questions, the contractor will deliver data tables to the Agency (pdf and excel formats) with question responses broken down by socio-demographic and socio-economic sub-groups of the Agency's choosing, as well as cross-referenced with responses to the other survey questions. Statistically significant findings should be clearly marked, allowing Agency analysts to easily interpret the data. All verbatim responses should be available on request. Alongside data tables, raw data itself should be provided (SPSS format).
9. At times, the Agency may require the contractor to analyse and report upon the data it has collected on the Agency's behalf. Tenderers should confirm whether this service is available, and provide an indication of costs and details of experience in this area.

## SECTION 4 – THE TENDER RESPONSE TECHNICAL

4.1 The tender response submitted by TNS UK Ltd shall form Section 4 of this Contract.

### Tender Application form for a project with the Food Standards Agency



LEAD APPLICANT'S DETAILS							
Surname	Bowden	First Name	Penny	Initial		Title	Ms
Organisation	TNS UK	Department	Omnibus				
Street Address	6 More London Place						
Town/City	London	Country	GB	Postcode	SE1 2QY		
Telephone No	0207 160 5528	E-mail Address	penny.bowden@tnsglobal.com				

#### TENDER SUMMARY

##### TENDER TITLE

Contract to fulfil the FSA's omnibus survey (random location sampling) requirements

**TENDER** FS409003

**PROPOSED** 26/10/2014 **PROPOSED END** 25/10/2016

#### 1: TENDER SUMMARY

##### A. TENDER SUMMARY

Please give a brief summary of the proposed work in no more than 400 words.

The FSA has a requirement to continue tracking consumer attitudes and behaviours on a range of topics, as well as commissioning ad hoc consumer surveys when the need arises. The current scope of the FSA's requirements include a bi-annual public attitudes tracker designed to deliver robust sample sizes in each of the four UK nations; a separate bi-annual tracking survey in relation to the FSA Food Hygiene Rating Scheme; a bi-annual survey on understanding and behaviour in relation to the risk of campylobacter, and additional surveys to evaluate communications campaigns as and when the need arises. This is likely to include upcoming public and/or business-focused communications around food hygiene and food safety in

The FSA is seeking a supplier who can offer an in-home survey using random location sampling methods. A face to face omnibus survey offers a cost-effective and easily accessible route to delivering results from a broad cross-section of the UK adult population.

In our proposal we outline our approach to omnibus survey conduct, managed by our specialist team at TNS – which has extensive experience in the conduct of omnibus research for high-profile social research influencing Government policy and communications activity. We are of course also able to combine omnibus research with other approaches where this adds value for you. Our team also has the benefit of being able to combine expertise and knowledge from across 'Team FSA' at TNS to inform survey approach, content, reporting and dissemination.

#### 2: DESCRIPTION OF SCIENTIFIC APPROACH/SCOPE OF WORK

## A. SCIENTIFIC APPROACH/SCOPE OF WORK

Please describe the scientific or technical problem being addressed and summarise how you will deliver this. You must explain the scientific/\ technological approach for the proposed work. Describe and justify the approach, methodology and study design that will be used to address the specific requirements and realise the objectives outlined above. Where relevant (e.g. for an analytical survey), please also provide details of the sampling plan. Please explain in what respect the project advances knowledge in the area and may be expected to provide the information or outcome indicated by the Research Specification document. Please explain how the proposed objectives will meet FSA policy needs.

The TNS Omnibus is the leading omnibus survey provider in the UK, having been delivering large scale weekly general population surveys since 1971. The Omnibus team have spent many years working directly with government organisations as well as the commercial sector, covering a range of topics from straightforward brand awareness and usage checks to long term tracking studies. We have worked with the FSA on a number of projects in recent years via our face-to-face omnibus which provides quick and cost-effective access to large representative samples of UK consumers.

The Omnibus team also work in partnership with TNS social research teams in the role of a survey data provider whilst TNS sector experts deliver deeper analysis and insights for clients. As an example, as a combined team we provide fieldwork and data for a number of campaigns run by the Department of Health and PHE (e.g., behaviour change and communications work for Change 4 Life) with survey design, insights and recommendations being delivered by the specialist social research team at TNS BMRB. Where we are able to combine insights and data from across our TNS teams – as we would be able to do for the FSA, given our long-standing and cross-cutting history of research with you.

In particular, we are able to work with the TNS BMRB Social Qualitative team – who conduct a wide range of ‘Citizens’ Forum’ and other qualitative research for the FSA; the TNS BMRB Quantitative team – who run the Food and You surveys; our Communications Research Centre – who advise a wide range of Government departments on cutting-edge and behavioural-insight informed approaches to communications tracking and evaluation; and our Head of Behavioural Insight, Ben Toombs - who can advise on potential attitudinal and behavioural factors to include, as relevant, in omnibus survey work.

### Summary of our offer

TNS Omnibus interviews thousands of respondents each week across a range of omnibus surveys. It is unique in being able to offer two face-to-face surveys (2,000 interviews x 2 for GB), two online surveys (1,200 interviews x 2) and a telephone survey (1,000 interviews). We can offer full UK coverage where needed.

As well as being able to measure mass opinion, because it offers such large sample sizes, it is an ideal way of reaching target groups quickly or to build samples over time such as respondents in specific regions or people with specific dietary needs.

TNS Omnibus has particular strengths managing large and complex surveys. For larger surveys, we recommend a pilot survey amongst a small sample of omnibus respondents to test the survey and to obtain feedback from respondents and interviewers before moving ahead with the full scale survey.

TNS BMRB is one of the longest-standing social research agencies in the UK and has a long history of working across all Government departments, as well as academia and the third sector. We provide market-leading expertise across a number of research areas including:

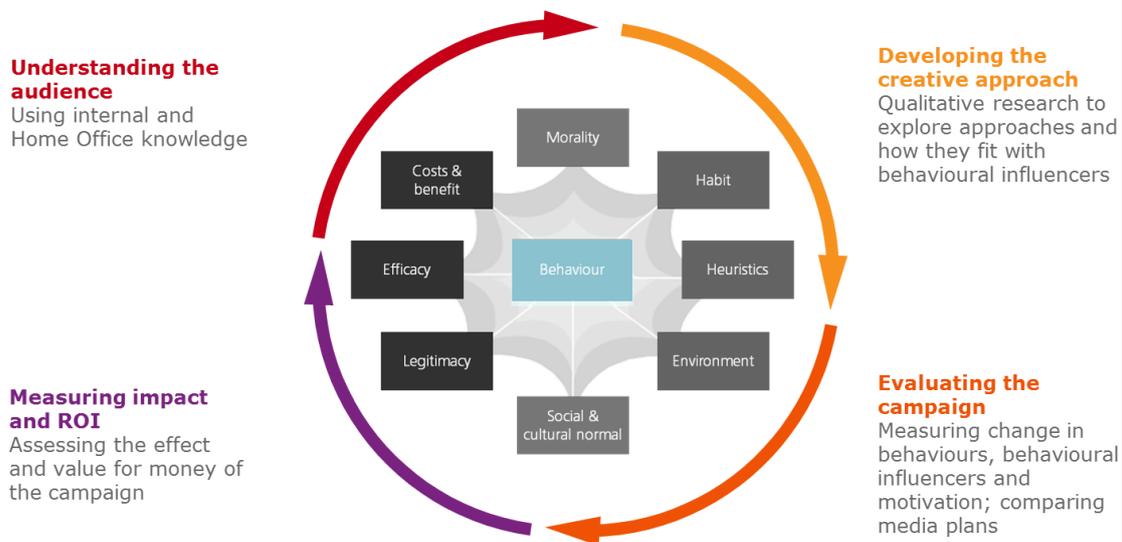
- Campaign development and evaluation
- Social marketing strategy
- Brand and message development
- Behavioural insight
- National statistics
- Service development
- Policy and programme evaluation
- Deliberative and public dialogue

Our practice includes a team of over 70 dedicated social researchers, and capabilities in qualitative, quantitative and mixed methods. We maintain specialist qualitative and quantitative research teams,

reflecting the skill sets and expertise required for each discipline; these teams work closely on mixed-method projects, bringing the benefits of a fully integrated approach from design through to reporting of findings. TNS BMRB is part of the global WPP Government and Public Sector Practice, which shares international expertise in social marketing for governments around the world. Within TNS BMRB, the Communications Research Centre is a team of over 20 researchers which currently develops and evaluates numerous high-profile public-service communications campaigns.

Where possible – particularly for communications work – we are happy to work with you to embed omnibus findings within the larger policy cycle. Our approach to campaign evaluation reflects the recently published Government Communications Plan and Performance Framework. We see all our work as part of a formative and evaluative cycle with an understanding of behaviour at its heart. We can offer a fully integrated qualitative-quantitative approach, as illustrated below:

## The campaign cycle



The model in the centre of this figure is the TNS Behaviour Web, a synthesis of a number of academic models of behaviour with a dual processing approach. We use it to ensure that we understand and evaluate behaviours which are automatic and which people may not be aware of, as well as those which are more rational and apparent.

### Face-to-face omnibus overview

We understand that a face-to-face omnibus approach is preferred for this tender.<sup>1</sup> Twice a week, our interviewers visit the homes of a nationally representative sample of more than 2,000 adults. It's a highly structured, high quality survey using tablet computers for data collection. We can easily show images, logos or play ads to respondents during the survey. The surveys have been used extensively for the purposes of continuous market measurement.

CAPI communications evaluation can take many forms, including basic awareness and response measurement to develop or evaluate campaign materials; attitude and behaviour tracking via pre and post surveys; our AdEval tool for measuring motivation and engagement with creative; We would also

<sup>1</sup> We are of course also able to offer telephone and online research alternatives where appropriate. Our communications team is also happy to advise on alternative methodologies for communication evaluation – for example, quasi-experimental methods; cross-linking with administrative data or panels of retail data to feed into evaluation models where appropriate; triangulation with real behaviour measures (e.g., pedometers, 'autographer' visual diary tracking, etc.); Affectiva, to measure emotional response to advertisements; social media monitoring; market segmentation and brand evaluation tools, etc.

be guided by the initial qualitative research to identify the key behavioural influencers and ensure we tracked any change in these. Where appropriate, we can also work with our qualitative colleagues to supplement survey work with quali-halls or other qualitative methods to get beyond immediate responses to what might be complex reactions to the campaign.

We offer outstanding reach and capacity for omnibus data collection: we can survey up to 4,000 adults aged 16+ each week in GB or the UK resulting in some 100,000 interviews per year, thus access to target groups can be achieved quickly and cost effectively. Given such large sample sizes, we can, for example, interview people in specific regions, building samples across multiple surveys. Hence, should the FSA require a sample of 1,000 respondents in a specific target group, we can include questions across a series of omnibus surveys until the sample size is achieved. This is reflected in the costing process as questions asked of sub-samples can be considerably cheaper per survey than those asked of everyone.

The face-to-face omnibus operates over 50 weeks of the year. Fieldwork is conducted over a five day period from Wednesday to Sunday and with another omnibus survey in field from Friday to Tuesday. The methods used in both of these surveys are identical. Assignments are conducted over two days of fieldwork and are carried out on weekdays between 2 p.m. and 8 p.m. and at the weekend.

For each survey, we agree the final draft of questions approx. 4 days before the start of fieldwork and tabular results are sent approximately four days from the survey closing to allow for checking and coding of results.

The number of sections included on the face-to-face survey is variable by week and great care is taken to ensure that the topics covered in each section will be unlikely to influence responses to other clients' surveys. The interview length is limited to average no more than 30 minutes to avoid respondent and interviewer fatigue. Given the range of topics included, we put those in the best order to create a logical flow for the interview. Where surveys are repeated over more than one omnibus, we aim to position the section at about the same length of time into the interview. For surveys on behalf of the FSA, these have been positioned to appear within the first five minutes of the interview.

The face-to-face Omnibus can also be used to build samples of specific groups in the population for re-contact purposes.

#### Sample design

**Paragraph redacted under FOI Act Section 43: Commercial interests.**

#### Questionnaire design process

Our approach to developing questionnaires is based on an understanding that question design is an critical potential source of survey error. Our researchers have extensive formal training in questionnaire design and senior staff lead on questionnaire design. We work closely with our clients at the questionnaire development phase and aim to design questions that adhere to the key principles of best practice design:

That questions measure what they are intended to

That respondents understand them in a consistent and expected way

That people are willing and able to answer them.

Particularly for communications work, we also believe it is critical that we work with you to ensure that we ask the questions that matter to respondents – drawing on any existing behavioural insight to ensure that we capture key attitudes, motivations, and emotions that might influence any behaviours or responses being explored by the survey work. For example, in recent communications evaluation with DWP we included bespoke attitudinal measures developed in partnership with our qualitative colleagues, who had conducted the creative development work, to ensure we understood the range of drivers underpinning responses to the campaign. Again, our FSA team is a unique position to offer this for you, given easy access to a wealth of qualitative and quantitative data on UK attitudes and behaviours around health, food safety, responses to food regulation and policy, etc.

Finally, we believe strongly that, as well as ensuring our questionnaires are designed to meet our clients' needs, it is our responsibility to ensure that the respondent's time is used effectively and that thought is given to the quality of the experience for the respondent.

Questionnaires are designed in partnership with the client, using previous experience, and tried-and-tested questions where possible.

Questionnaire design is led by the Senior Researcher involved in the project. The senior researcher will work with the FSA (and other internal TNS teams, as relevant) to draft the questionnaire. Throughout the drafting process all drafts will be prepared by the research team and reviewed by the senior researcher before submission to the FSA. All questionnaires are required to be signed off by a senior researcher before the commencement of fieldwork.

Where they are relevant and add value for money, we are also able to include specialist TNS Tools in our survey work. Our most commonly used campaign evaluation tool is **AdEval**.

#### *Inclusion of specialist tools*

AdEval theory is based on the idea that advertising works by involving the audience, and through involving, ultimately motivates individuals to respond. Following exposure to the advertising within the interview, respondents are asked six or seven simple questions. Based on the combination of responses given, the AdEval model classifies people into three groups:

*Involved and Motivated:* Respondents who have been motivated as well as involved by the ad/campaign. This group is most likely to respond to the call to action for the campaign

*Aware and Involved:* This group has found the ad/campaign relevant but not found sufficient power in the message to be motivated

*Aware only:* Respondents who have played back the communications but have not found them relevant or motivating

The AdEval Scale is a measure of the impact of an ad or campaign. We look at the short term effectiveness of the campaign based on how motivated people are when viewing the ad. This analysis will not only provide us with an indication of how engaging the campaign is, but also allow us to look at differences by key sub-groups: for example, size of business, gender or age.

#### Script checking

Once the final questionnaire has been agreed it will be converted into an interview script for fieldwork. TNS uses a systematic and comprehensive approach to script specification and checking to ensure that programming of questionnaires is 100% correct before they are released into the field. Further details of this process are available on request.

#### Analysis and reporting

The standard demographic information that is available for all of our face-to-face omnibus surveys covers:

- Gender
- Exact age (grouped in bands to client's requirements)
- Social grade
- Region – Government, TV
- Working status
- Presence of children in household and ages
- Household size
- Marital status
- Internet access
- Cable/satellite TV
- Tenure
- Ethnicity
- Respondent status – main/joint shopper, chief income earner
- Main grocery shop (on request)
- Readership or other media consumption (on request)

Any of this data can be used for cross analysis for the FSA's questions. And any other demographic

that is required for a specific survey can be added as an extra question and included in the pricing of the survey.

#### *Tracking survey output*

The results are usually delivered as electronic tables with cross-breaks agreed for each survey. These can be supplied in PDF or Excel or Winyaps format. For tracking surveys on behalf of the FSA we would provide data tables that allow comparison of results between different stages of the research and to include significance testing. \*\*SPSS, CSV and Excel formats would be available for data from all surveys at no additional cost.

#### *Communications research*

Above the standard 'field and tab' approach to omnibus delivery, TNS has the expertise to work with other divisions with dedicated financial researchers and analysts to provide more complex analysis and reporting. For any FSA projects that required more than 'field and tab' outputs, TNS BMRB would take the lead in discussing analysis requirements and producing outputs. We would discuss and agree our analytical approach in advance with you, agreeing key priorities for investigation – our core approach tends to include a mix of more structured analysis of the statistical data, but also drawing upon the expertise and insight of our communications team via group brainstorms and discussions. Key to our analytical approach is moving beyond description of the data, to the development of insight about *what this means for you*, including targeted strategic recommendations about what to do next, for who, and why. As elsewhere, our standard practice at analysis stage is to combine primary data with existing data and insight from across TNS' 'FSA team' to ensure we are building upon and extending your knowledge base.

Where AdEval is used, as well as understanding more about the profile of those who are more motivated by the campaign, we can identify which elements of the campaign (e.g. channel) are more likely to drive response by comparing answers to other questions between those who are motivated and those who are not.

However for most campaigns to be successful they also need to have a long term impact, whether it be on brand or behaviour. Recent developments have shown the factors which are indicators of long term impact and we have questions which tap into dimensions that show us whether the campaign will be noticed and assimilated into the long-term memory. For example, these might include:

*Novelty:* To what extent, if at all, did this ad convey something differently to how you'd have expected?  
*Affective Impact:* How vividly, if at all, does the ad you've just seen remind you about things you personally care about?

*Relevance:* When you think about what is best for you, to what extent, if at all, did this ad contain information that is relevant to you?

The combination of these factors help for affective memories – those which are hard wired into our consciousness and bypass conscious thought to drive long-term decision-making. The combination of short term and long term measures allow us to advise on issues such as how well the execution is working, the hardest working channels, immediate response such as cut through, take out and engagement as well as likely impact in the longer term, broken down by key groups. This provides a rounded evaluation.

#### *Marketing sciences*

Our research team can also work with the Marketing Science Centre (MSC) at TNS to formulate an analysis plan for projects where required. MSC has extensive experience of using a wide range of analytical techniques to report and analyse changes in attitudes and behaviour in time-series studies.

We expect to use both bi-variate and multi-variate techniques to draw out insights from the survey data, including logistic regression to identify variables that are significant predictors of key dependent variables, and factor and cluster analysis to develop typological groups that can be targeted via policy or communication interventions.

MSC use statistical modeling and analysis to increase the usefulness and usability of the data, uncovering additional insights, e.g. what is driving behavior, making results more targetable and actionable, e.g. demand forecasting or scenario modeling. We also provide assistance with interpretation, to maximise research value.

### Research Outputs

TNS has a strong focus on producing useful, engaging outputs – and we would take a bespoke approach depending on the particular needs of the project in question. Outside of the usual ‘field and tabs’ delivery, we are happy to provide verbal debriefs, workshops, or a variety of written reporting options.

We are used to working as part of an ‘all agency’ team, and providing tailored evidence, insight and recommendations to a diverse range of campaign stakeholders including campaign managers, policy leads, technical experts and the PR, creative, digital, media and other agencies involved as well as wider audiences such as external stakeholders and ERG. This means we need to ensure outputs are suitable to the wide range of stakeholders and audiences, from summary infographics to input into ERG reporting. We find a verbal debrief is the best means of engaging key data users, allowing queries to be resolved and discussions of next steps to be started immediately. Presenting to multi-agency groups facilitates a coordinated strategy, as recommendations around media plans, campaign execution and engagement strategies can be discussed and action points agreed as a group. However, we also often prepare tailored debriefs for particular stakeholders, as needs can vary considerably in terms of coverage and detail, and what is vital to one can be much less relevant to another.

We also find that the use of visual outputs in reporting can help aid up-take and dissemination of findings (See Section D for examples).

## B. INNOVATION

Paragraph redacted under FOI Act Section 43: Commercial interests.

## 3: ORGANISATIONAL EXPERIENCE, EXPERTISE and STAFF EFFORT

### A. PARTICIPATING ORGANISATIONS’ PAST PERFORMANCE

Please provide evidence of up to three projects (contracts, funded grants, core funded research etc) that the project lead applicant and/or members of the project team are currently undertaking or have recently completed. Please include:

- The start date (and if applicable) the end date of the project/(s)
- Name of the client who commissioned the project?
- Details of any collaborative partners and their contribution
- The value
- A brief description of the work carried out.
- How the example(s) demonstrate the relevant skills and/or expertise.
- What skills the team used to ensure the project (s) were successfully delivered.

TNS Omnibus works on a vast range of projects from one off ad hoc ‘quick dip’ measures to ongoing tracking surveys. We currently manage a bi-annual tracking survey for the FSA itself. Other examples include:-

#### GB Tourism Survey

Continuous weekly tracking of consumer behaviour in relation to leisure breaks in the UK. The project has been ongoing for a number of years, with TNS Omnibus providing fieldwork and data, with insights and client service delivered by TNS’s team of travel and tourism research experts. It is key to the success of the survey to be able to reach large samples in order to identify small sub-groups on a weekly basis and that the methodology will stand up to scrutiny.

#### Financial Conduct Authority Tracking Survey

Bi-annual tracking survey to check consumer understanding and opinions of a range of financial services. The data is used to compare results from previous surveys and to highlight areas where consumer understanding of products is poor.

#### Department for Transport Surveys

One off studies in 2013 and 2014 to gauge consumer understanding of the classification of roads and opinions on Government spending priorities.

Our communications team has a vast amount of experience of conducting campaign evaluation.

We focus on providing insight which helps improve communications on a test, learn, refine model whether it is advising on changes to the execution, the media strategy or providing audience insight in order to get the best value from campaigns on an ongoing basis.

We are not set formal KPIs with clients although we do perform on time, to budget and within brief which our referees would confirm.

We have undertaken a wide range of campaign evaluation research which has given us an excellent understanding of the government communications sector. Set out below are some examples of campaigns we have evaluated with a variety of research objectives, which illustrate the range of learnings and insight we have provided for clients.

For GREAT Business (BIS) we are assessing the impact of transferring the highly successful overarching GREAT campaign to the domestic small business market. We will be using research data to calculate ROI across the range of growth behaviours that the campaign promotes. A combination of qualitative research and telephone research has been conducted with businesses to assess their views on the campaign.

For Universal Credit (DWP) we are integrating qualitative and quantitative measures and building behavioural measures such as self-efficacy into ROI modelling to demonstrate effectiveness in terms of movement along the behaviour journey as well as the ultimate impact on finding work. Different media strategies are being used in different areas to test which provides the best return on investment and feed into decisions on how best to roll out the campaign nationally.

For HMRC we have evaluated a number of campaigns including the self assessment campaign to encourage compliance in completing self assessment tax forms, using AdEval to identify the best route going forward. The campaign was very successful and went on to win an IPA effectiveness award.

For Change4Life (PHE) we are meeting the challenge of measuring real behaviour change through the use of pedometers, purchase data among those signing up, and mobile diary apps. We also focus on the impact partnerships have on the campaign, both commercial and at a local level. The research approach is adapted to suit the aims of the campaign at the time, but typically is made up of a number of survey elements using face to face online, telephone and app based surveys, which together form an integrated evaluation.

For Be Clear on Cancer (PHE) we are using a quasi-experimental test/control design, and utilising the test, learn, refine approach to campaign development, testing at a regional level and then refining for national roll out. A combination of face to face omnibus and ad hoc research is used to understand the views of the target audience who are in the older age groups. We are also using GP data to prove ROI, resulting in it gaining a Gold award at the recent Public Sector Communications Excellence Awards.

For THINK! (DfT) we are exploring ways to uncover unconscious automatic behaviours through the use of passive measurement such as eyetracking, virtual simulation and neuroscience methods, to overcome the self-reported behaviours which are influenced by social desirability. This will supplement the pre post tracking research we conduct using face to face omnibus surveys as well as online methodologies.

For DfE we evaluated two campaigns designed to influence subject choice. One campaign targeted students in years 9 to 11 to encourage them to take Science and Maths A levels, whilst the other targeted students in years 8 and 9 to encourage them to choose a Modern Language GCSE. Two waves of Random Location CAPI interviews of both students and parents were conducted for each campaign, culminating in a workshop to discuss taking the campaigns forward. AdEval played a crucial role in providing insights into what was motivating to students, and which students were and were not motivated by the campaign.

For Teacher recruitment (NCTL) we have closely linked qualitative and quantitative research among those who are the target for teacher recruitment advertising to provide ongoing improvement to the campaign through formative evaluation.

For the Smokefree campaign (PHE) which we have conducted for over 20 years we have evolved the

evaluation to reflect changing priorities and tobacco control strategy including the focus on the impact of the innovative social movement influence of 'Stoptober'. A combination of methods are used to track the impact of various interventions aimed at both highlighting the harms of smoking and the support available to those who wish to quit.

For ULEV (DfT) we have linked government communications with those of commercial partners in the car industry to drive a move towards lower-emission vehicles. The online research has reached the niche audience of potential car buyers in segments identified as being open to the idea of buying low emission vehicles, in a cost effective way.

For Help to Buy (HM Treasury/Cabinet Office) we utilised an effective use of online research to reach a niche audience of those planning to buy their first or second home in the near future, to demonstrate where the knowledge and motivation gaps existed using AdEval, our advertising effectiveness tool, to measure motivation.

## B. NAMED STAFF MEMBERS AND DETAILS OF THEIR SPECIALISM AND EXPERTISE

### Omnibus Team

Paragraph redacted under FOI Act Section 40 – Personal information

Participant Organisation 1

NA

Named staff members, details of specialism and expertise, role in the project and relevant peer reviewed papers

[Principal Investigator's name and details 1<sup>st</sup>]

## C. STAFF EFFORT

In the table below, please detail the staff time to be spent on the project (for every person named in section above) If new staff will be hired in order to deliver the project please include their grade, name and the staff effort required.

Name and Grade of Person where known/ Grade of person to be recruited	Working hours per staff member on this project
We would be happy to provide bespoke staff breakdowns per project as and when these are commissioned.	
<b>Total staff effort</b>	

## 4: PROJECT MANAGEMENT

Please describe how the project will be managed to ensure that objectives and deliverables will be achieved on time and on budget. Please describe how different organisations/staff will interact to deliver the desired outcomes.

Highlight any in-house or external accreditation for the project management system and how this relates to this project.

TNS would want to ensure that we have a close working relationship with the FSA and an essential part of this will be appropriate and timely communication. The extent of this communication will no doubt vary depending on the needs of each individual project. However, we would recommend the following where relevant – weekly progress reports, weekly telephone conferences and fieldwork updates if surveys are included over a period of weeks.

### CAPI technology

The use of PenCAPI provides precise control of sampling, the administration of complex questionnaires, daily updates on fieldwork progress and the speedy transmission of despatch of assignments and return

of interview data for immediate processing. The main benefits of our PenCAPI system are:

Computerised control of complex questionnaires

Quota/sample management

Good interviewer/respondent interaction

Speed through electronic data delivery

Better field management through access to up to date progress reports.

TNS has invested heavily in order to provide the most up to date CAPI facilities available. The system we have introduced fully utilises the benefits of CAPI whilst retaining the personal contact element of the face-to-face interview and the vast experience built up by interviewers over the years. This has been accomplished by the selection of pen technology hardware, the use of tried and tested software, the implementation of a customised field management system and the thorough training and subsequent monitoring of the field force. Our Pen CAPI system delivers benefits of:

Being easier to use than laptop based technology resulting in improved data, a shorter interview time and better co-operation levels

Interviewers being able to write down verbatim responses on the screen as they are spoken, giving advantages of accuracy, completeness and fewer gaps in the interview flow

An advanced communication system between interviewers and head office, whereby questionnaires can be changed and interview data downloaded overnight (any night).

#### Field management system

To efficiently control the CAPI fieldwork, take advantage of the daily availability of information and to effectively use the considerable amount of management information available, a Field Management System (FMS) has been developed. This allows the management of interviewer work history and the samples of addresses/quotas to be used in individual surveys. Based on the location of the sample and interviewers, plus their experience and availability (which is held on file), assignments can be allocated to the most appropriate interviewers.

Surveys are progressed by using daily data showing achievements, quotas, non-response codes, interview length and 'find' time (the average time it takes to locate a qualifying respondent).

The FMS controls:

Work allocation to interviewers according to the survey parameters, interviewer suitability and availability

Sample allocation and quota control and electronic despatch of survey materials to interviewers

Co-ordination of other non-electronic material required by interviewers on the survey

Daily receipt of progress statistics and comparisons with targets

Accurate tracking of interviewer behaviour in terms of contact rates, refusal rates, hours worked and time and length of interview

The information flow to Regional Managers as a basis for the provision of any local support.

The FMS is linked to the central control system which co-ordinates the various elements of the process and controls all the communication with interviewers.

The central system:

Imports the questionnaire scripts and allocates cluster numbers which link the questionnaires to the correct sample and survey

Interacts with the FMS in order to link questionnaire, sample and administrative details

Communicates with the individual computers via overnight telephone line connections to both export information and import data. This is accomplished by the computers being logged into the phone system by interviewers on their return home and a link with head office established through the pre-programmed computers randomly dialling in between 11.30 p.m. and 5.30 a.m. until all the required transfers are completed

Exports the data to the relevant departments for editing, coding and analysis.

Our field interviewers are managed from our London offices, with an experienced team available to advise on aspects of sampling, questionnaire design and quality issues. There are salaried regional managers covering England, Scotland, Wales and Northern Ireland. Interviewers are managed on a day-to-day basis by a team of local Area Managers, Supervisors and Accompaniment Officers. Our field force of approximately 450 interviewers covers all of the UK and Northern Ireland. We follow a policy of having a dedicated team of highly skilled interviewers working exclusively for TNS for a minimum of three days per week.

#### Interviewer recruitment and training

A specialised team manage the recruitment and training of new interviewers. All candidates are screened by telephone before being interviewed face-to-face. Appropriate references are obtained from successful applicants, particularly relating to any previous experience in the market research industry.

New interviewers follow a three day training course and are accompanied on their first day's work and for each new type of project. They also attend follow-up training after their first six weeks of work.

Modern training techniques, including the use of video and role-playing, are used to help train training candidates how to obtain a positive response on the doorstep and deal with difficult interviewing situations. Other parts of the course cover the various methods of recruiting respondents, handling of quotas, social grading, probing, handling of open ended questions and quality control issues.

There are annual road shows held throughout the country, which bring remote workers together and provide a programme of learning. All interviewers are appraised twice annually, one of which will be conducted face to face.

#### Quality control

Verification of work is conducted by telephone, by in-house, trained validators. 15% of assignments are selected to ensure 10% minimum is conducted on each survey. All aspects of the interview are checked and the interviewer is graded on a number of measures.

Survey information for each interviewer is analysed by a specialist team of quality control experts. The results of these checks are relayed to regional management to feedback and discuss with interviewers to improve quality. The findings also feed into planning and re-training, allocation of projects and in-field accompaniment.

All quality procedures adopted are regularly reviewed to ensure that a high quality of interviewing is maintained within an efficient system. Key elements of assurance for our clients include:

Quality procedures designed to provide support and on-going training for the fieldforce. This in turn enhances the quality of work produced for the Group's clients.

Daily checks on work enable progress to be monitored and steps to be taken quickly should problems be encountered.

Checks are made on the time each interview is conducted, ensuring this meets the research specification, reducing the potential for bias in the sample.

Regular checks on interviewers' work ensuring the maintenance of high standards, thereby ensuring honest and accurate data for our clients.

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## 5. RISK MANAGEMENT

In the table provided, please identify any risks in delivering this project on time and to budget. Briefly outline what steps will be taken to minimise these risks and how they will be managed by the project team.

Please add more lines as required

Identified risk	Likelihood of risk (high, medium, low)	Impact of Risk (high, medium, low)	Risk management strategy
Delays in agreeing questionnaires	Low	Medium	Would cause delays to project; allow sufficient time to agree questionnaires
Delays in completing fieldwork	Low	Medium	Would cause delays in providing results; our Omnibus runs to a tight schedule and our project management procedures ensure it runs to schedule.
Staff absences cause delays	Low	Medium	We have identified a large project team who could cover for any unexpected absences

## 6. QUALITY MANAGEMENT

### A. QUALITY MANAGEMENT

TNS brings a strong approach to quality assurance which is underpinned by relevant accreditations and compliance with relevant codes. We are accredited to ISO 9001:2008 and ISO 20252:2006, the International Standard for market, opinion and social research. This verifies that we meet the set standards for quality assurance, project management, data collection, preparation and processing. TNS has a dedicated Quality and Information Security department working with teams across the business to develop systems and procedures to ensure we deliver the highest possible levels of quality throughout the research process. We have a fully defined and documented project process which includes all key activities, checks and senior sign off points. Regular cycles of internal audits, which include review of research project compliance to quality standards, are planned and conducted, providing detailed feedback to every area of the business and feeding into process improvement. In addition, biannual external audits ensure quality levels are maintained to the standards of ISO20252/9001.

We abide by the code of conduct of the Market Research Society (MRS), the quality commitment of the MRS Company Partner Service and the code of Marketing & Social Research Practice of the International Chamber of Commerce/European Society for Opinion and Market Research (ESOMAR). Many of the surveys we carry out are designated as either National Statistics or Official Statistics and we fully comply with the principles contained within the UK Statistics Code of Practice.

On all projects the TNS research team works closely with our experienced data processing executives to ensure the highest data quality standards. The role of the research is to write specifications for the data processing executives, manage the data cleaning process, and conduct thorough checks of all data outputs before these are supplied to the client. Stringent quality checks, as detailed in ISO 20252, are made on both tables and electronic output by data processing executives and researchers.

We carry out a variety of data quality checks on all data prior to submitting it. Examples of these checks include the following:

Coded variables are checked to ensure that data has been mapped to the correct values

Responses to questions match the base in the questionnaire with no missing or additional data

Values for numerical questions are within expected ranges

Values for 'other', 'don't know' and 'refused' categories are not unexpectedly high

The distribution of responses at each question is in line with expectations and there are no anomalous results. We will check repeat variables against the original data to highlight any significant changes which would be worthy of further investigation.

## B. ETHICS

## C. DATA PROTECTION

Please identify any specific data protection issues for this project and how these will be managed.

Please respond to any specific issues raised in the Research Specification document.

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

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

When results are sent to the FSA this would be managed securely via Accellion file transfer.

Data security is the responsibility of TNS's Head of Information Security, supported by specific departmental representatives who have responsibility for their individual departments and teams. Part of this responsibility includes ensuring that security and confidentiality is maintained on an ongoing basis.

All survey data is stored on our secure servers. The servers that host the survey data are located in

access controlled computer rooms with the following features:

Availability protection: Our policy is to store all business and client-related data on network-based data storage devices.. We perform daily incremental backups on server data, with weekly full backups on a worldwide basis. These are stored in a secure off-site facility and kept for seven years.

Network and server performance monitoring

Operations redundancy

Threat monitoring and detection

Anti-virus

Firewalls

Cisco security agent

All aspects of our IT procedures are designed to minimise the risk of either malicious or accidental data loss. We have tried and tested formal disaster recovery procedures in place, including a Business Continuity Plan which is available on request.

We comply with the requirements of the Data Protection Act 1998

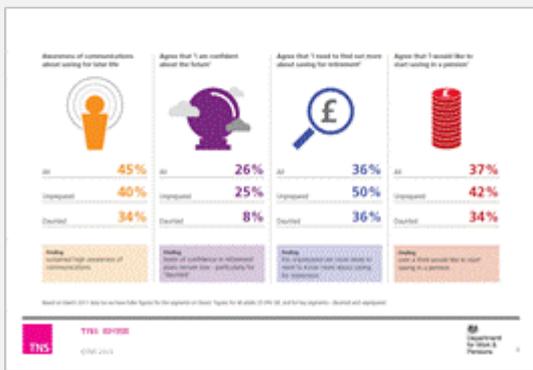
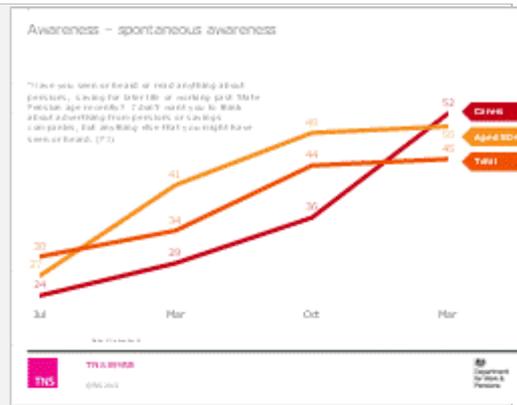
#### **D. DISSEMINATION AND EXPLOITATION**

We currently enjoy a close working relationship with the FSA via our multi-team provision (across Omnibus, bespoke quantitative surveys, and qualitative Citizens' Forum work), and would be eager to continue this under the current contract. Key to a dissemination approach for this contract would be:

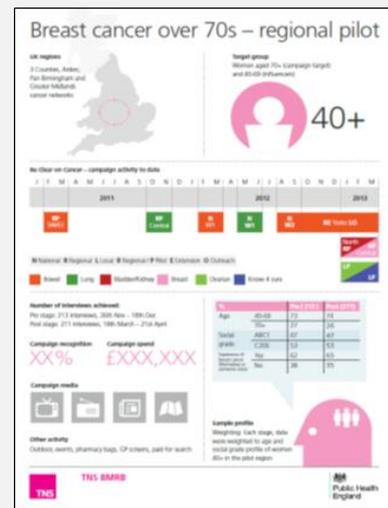
- *Internal* dissemination of findings across our teams, to ensure that we are all learning collectively and can leverage our combined data and insight for you as work develops. We hold regular 'Team FSA' meetings to share recent developments and ideas, and regularly distribute key findings and reporting to our colleagues.
- 2) *Dissemination of findings within the FSA* beyond the immediate project teams. We are highly experienced in holding workshops, seminars, debrief presentations to share findings with FSA staff, board members, and decision makers. We are happy to engage in either formal debriefs and presentations or more creative and collaborative workshop-style meetings, where we discuss findings but also explore your reactions and implications for your work.

We understand that all FSA research is publicly available and ensure all reporting is accessible and understandable for a lay audience. We also have capacity to provide additional public-facing outputs (e.g., websites, seminars, mobile apps, etc) as relevant.

In our reporting, we ensure that we highlight key findings up front and throughout – including executive summary 'tear-aways' for decision makers as standard. We also have a strong focus on producing engaging charts, using our in-house design team to help us present information in a compelling visual way. See examples below:



While we find debriefs to be the most productive way to feedback key findings, we appreciate the need for a clear record of results. We have found that using data visualisation techniques and infographics is a very effective way to communicate results effectively. Finally, we recommend including a standalone single-page summary of the key measures to embed findings and ensure they are actionable: see recent examples below:



## E. SUSTAINABILITY

Sustainability issues are important to WPP in the work we do for our clients, the way we run our offices and consider our people and other stakeholders.

Our areas of focus are:

- n Marketing standards
- n Employment
- n Environment
- n Supply chain
- n Social investment

Full details can be found in the WPP Sustainability Report 2013/2014 – key points are highlighted below.

### Environment

Reducing our environmental impact is a priority for WPP. We are working to make WPP a low-carbon and resource-efficient Group, with benefits to the environment, our own costs and our credibility with clients.

31% reduction in carbon emissions per employee since 2006.

10% of floor space certified to green building standards such as BREEAM or LEED.

75 new videoconferencing units installed in 2013.

Offset 100% of our carbon emissions from air travel.

Included in the CDP's Climate Disclosure Leadership Index with a score of 95B.

Further information can be found on pages 42-53.

## SECTION 5 – TENDER RESPONSE FINANCIAL

5.1 The tender response – financial submitted by TNS UK Ltd shall form Section 5 of this Contract.

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



<b>TENDER Title</b>	Contract to fulfil the FSA's omnibus survey (random location sampling) requirements		
<b>TENDER Reference</b>	FS409003		
<b>Name of Lead Organisation</b>	TNS		
<b>Will you charge the Agency VAT on this proposal</b>	Yes		
<b>Please state your VAT Registration number:</b>	GB 210 325 428		

#### 1. SUMMARY OF PROJECT COSTS TO FSA INCLUDING PARTICIPATING ORGANISATIONS COSTS

Please include only the cost to the FSA.  
Please complete the template below detailing the participating organisation to this tender and their fixed costs.  
**Please add more lines as necessary for each participating organisation in the project. To do this place the cursor in the cell A43 in the 'Participants' column where you wish to insert the new row and click on the 'Insert New Row' Button**

Participants	Rate of VAT to be charged	Total (Net) (£)
TNS	Standard	£ 68,910.00
Insert name of participant 2		£
Total Cost excluding VAT (£)	**	£ 68,910.00

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

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

#### 2. STAFF EFFORT

\*This should reflect details entered in your technical application section 4C.

**Please insert as many lines as necessary for the individuals in the project team. To do this place the cursor in**



2. Consumables/Equipment	These will be the essential items which are purchased from third parties. Please give brief details	£ -
3. Travel and Subsistence	Eligible travel costs are those which are essential for the delivery of the project. These must not exceed the FSA's agreed rates - see Invitation to Tender	£ -
4. Other costs (please state) Insert as many lines as required	Please provide full details of any additional project costs	
Omnibus services		£ 68,910. 00
<b>Total proposal costs excl. VAT (£)</b>		£ 68,910. 00

**4. THE PRICING SCHEDULE**

Please complete a proposed schedule of payments below, **excluding VAT** to be charged by any subcontractors to the project lead applicant. This must add up to the same value as detailed in the Summary of project costs to FSA including participating organisations costs (section 1).  
Where differing rates of VAT apply against the deliverables please provide details on separate lines.  
Please link all deliverables (singly or grouped) to each payment. Please ensure that deliverable numbers are given as well as a brief description e.g. Deliverable 01/02: interim report submitted to the FSA, monthly report, interim report, final report  
Payment will be made to the Contractor upon completion of the deliverables set out in the table below

**Proposed schedule of payments**

Proposed Project Start Date	26-Oct-14	Amount			
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Entries redacted under FOI Act Section 43: Commercial interests.			** VAT Code	§ Duration from start of project (Weeks)	§ Duration from start of project (Date)	Financial Year
		£ -				
<b>Retention/Final Deliverable</b>	***	£				
	<b>Total</b>	£ 68,910.00		<b>Totals Agree</b>		
<p>* Please insert the amount to be invoiced net of any VAT for each deliverable  ** Please insert the applicable rate of VAT for each deliverable</p>						

\*\*\* 20% of the total project budget is withheld and will be paid upon acceptance of a satisfactory final report by the agency.

§The number of weeks after project commencement for the deliverable to be completed

Summary of Payments	Year 1	Year 2	Year 3	Year 4		
Financial Year <i>(Update as applicable in YYYY-YY format)</i>	2014-15	2015-16	2016-17	2017-18	Retention	Total
Total Amount						£ 68,910.00

**5. COST OR VOLUME DISCOUNTS - INNOVATION**

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:

Paragraph redacted under FOI Act  
Section 43: Commercial interests.

<b>SIGNATURE</b>	Penny Bowden	
<b>NAME</b>	Penny Bowden	
<b>DATE</b>	03-Oct-2014	
<b>REVISION DATE</b>		Enter the effective date if this version of the template replaces an earlier version



## **SECTION 6: ADMINISTRATION INSTRUCTIONS**

### **1. AUTHORISATION**

- The following person is authorised to act as the Authority's Representative on all matters relating to the Contract.

Name: Hugh King

The Authority's Representative may authorise in writing other officers to act on her behalf.

- The following person is authorised to act as the Contractor's Representative on all matters relating to the contract.

Name: Penny Bowden

### **2. INVOICE INFORMATION AND ADDRESS FOR PAYMENT**

- All invoices shall contain a clear breakdown of costs, be referenced with the contract reference, and purchase order. A purchase order will be raised for each order.
- Please submit invoices as instructed on the Purchase Order. Always include the relevant FSA purchase order number in the email title and within the invoice to allow Invoice/Purchase Order matching. The FSA implements a 'No Purchase Order No Pay system', so please ensure you have a purchase order.

### **3. CORRESPONDENCE**

- All correspondence to the Authority shall be sequentially numbered and sent to the following address:

All correspondence to the Contractor will be appropriately referenced and sent to the following address: