

██████████
2CV
12 Flitcroft Street
London
WC2H 8DL

Date: 17th October 2019

Our ref: FS307025

Dear Sirs,

Award of contract for the supply of Developing a Risk Communication Toolkit

Following your tender/ proposal for the supply of Developing a Risk Communication Toolkit to Food Standards Agency, we are pleased to award this contract to you.

This letter (Award Letter) and its Annexes set out the terms of the contract between Food Standards Agency (FSA) as the Customer and 2CV Ltd as the Supplier for the provision of the Services. Unless the context otherwise requires, capitalised expressions used in this Award Letter have the same meanings as in the terms and conditions of contract set out in Annex 1 to this Award Letter (the “**Conditions**”). In the event of any conflict between this Award Letter and the Conditions, this Award Letter shall prevail. Please do not attach any Supplier terms and conditions to this Award Letter as they will not be accepted by the Customer and may delay the conclusion of the Agreement.

For the purposes of the Agreement, the Customer and the Supplier agree as follows:

- 1) The Services shall be performed at **the Supplier’s premises**.
- 2) The Specification for the Services shall be as set out in Annex 2.
- 3) The Suppliers Technical and Financial Proposals for delivery of the Services is as set out in Annex 3.
- 4) The Term shall commence on 21st October 2019 and the Expiry Date shall be 31st May 2020.
- 5) The address for notices of the Parties are:

Customer

Food Standards Agency, Foss House,
Peasholme Green, York YO1 1PR

Supplier

2CV, 12 Flitcroft Street, London, WC2H 8DL

- 6) The Customer may require the Supplier to ensure that any person employed in the provision of the Services has undertaken a Disclosure and Barring Service check. The Supplier shall ensure that no person who discloses that he/she has a conviction that is relevant to the nature of the Services, relevant to the work of the Customer, or is of a type otherwise advised by the Customer (each such conviction a “**Relevant Conviction**”), or is found by the Supplier to have a Relevant Conviction (whether as a result of a police check, a Disclosure and Barring Service check or otherwise) is employed or engaged in the provision of any part of the Services.

Payment

All invoices must be sent, quoting a valid purchase order number (PO Number), to: [REDACTED]
[REDACTED] Within 10 working days of receipt of your countersigned copy of this letter, we will send you a unique PO Number. You must be in receipt of a valid PO Number before submitting an invoice.

To avoid delay in payment it is important that the invoice is compliant and that it includes a valid PO Number, PO Number item number (if applicable) and the details (name and telephone number) of your Customer contact (i.e. Contract Manager). Non-compliant invoices will be sent back to you, which may lead to a delay in payment.

We thank you for your co-operation to date and look forward to forging a successful working relationship resulting in a smooth and successful delivery of the Services. Please confirm your acceptance of the award of this contract by signing and returning the enclosed copy of this letter to me by e-mail **within 7** days from the date of this letter. No other form of acknowledgement will be accepted. Please remember to quote the reference number above in any future communications relating to this contract.

Yours faithfully,

Mark Croft

Procurement Category Manager

Signed for and on behalf of FSA

Name: Mark Croft

Job Title: Procurement Category Manager

Signature [REDACTED]

Date: 23rd October 2019

We accept the terms set out in this letter and its **Annexes**, including the Conditions.

Signed for and on behalf of 2CV

Name: Africa Munyama

Job Title: Research Director

Signature: [REDACTED]

Date: 23rd October 2019

Annex 1

Terms and Conditions of Contract for Services

1 Interpretation

1.1 In these terms and conditions:

- “Agreement” means the contract between (i) the Customer acting as part of the Crown and (ii) the Supplier constituted by the Supplier’s countersignature of the Award Letter and includes the Award Letter and Annexes;
- “Award Letter” means the letter from the Customer to the Supplier printed above these terms and conditions;
- “Central Government Body” means a body listed in one of the following sub-categories of the Central Government classification of the Public Sector Classification Guide, as published and amended from time to time by the Office for National Statistics:
- (a) Government Department;
 - (b) Non-Departmental Public Body or Assembly Sponsored Public Body (advisory, executive, or tribunal);
 - (c) Non-Ministerial Department; or
 - (d) Executive Agency;
- “Charges” means the charges for the Services as specified in the Award Letter;
- “Confidential Information” means all information, whether written or oral (however recorded), provided by the disclosing Party to the receiving Party and which (i) is known by the receiving Party to be confidential; (ii) is marked as or stated to be confidential; or (iii) ought reasonably to be considered by the receiving Party to be confidential;
- “Supplier Personnel” means all directors, officers, employees, agents, consultants and Suppliers of the Supplier and/or of any Sub-Supplier engaged in the performance of its obligations under this Agreement;
- “Controller, Processor, Data Subject, Personal Data, Personal Data Breach, Data Protection Officer” take the meaning given in the GDPR;
- “Customer” means the person named as Customer in the Award Letter;
- “DPA” means the Data Protection Act 1998;
- “DPA 2018” means Data Protection Act 2018

“Data Loss Event”	means any event that results, or may result, in unauthorised access to Personal Data held by the Processor under this Agreement, and/or actual or potential loss and/or destruction of Personal Data in breach of this Agreement, including any Personal Data Breach;
“Data Protection Impact Assessment”	means an assessment by the Controller of the impact of the envisaged processing on the protection of Personal Data;
“Data Protection Legislation”	means (i) the GDPR, the LED and any applicable national implementing Laws as amended from time to time (ii) the DPA 2018 to the extent that it relates to processing of personal data and privacy; (iii) all applicable Law about the processing of personal data and privacy;
“Data Subject Access Request”	means a request made by, or on behalf of, a Data Subject in accordance with rights granted pursuant to the Data Protection Legislation to access their Personal Data;
“Expiry Date”	means the date for expiry of the Agreement as set out in the Award Letter;
“FOIA”	means the Freedom of Information Act 2000;
“GDPR”	means the General Data Protection Regulation (Regulation (EU) 2016/679);
“Information”	has the meaning given under section 84 of the FOIA;
“Joint Controllers”	where two or more Controllers jointly determine the purposes and means of processing
“Key Personnel”	means any persons specified as such in the Award Letter or otherwise notified as such by the Customer to the Supplier in writing;
“Law”	means any law, subordinate legislation within the meaning of Section 21(1) of the Interpretation Act 1978, bye-law, enforceable right within the meaning of Section 2 of the European Communities Act 1972, regulation, order, regulatory policy, mandatory guidance or code of practice, judgment of a relevant court of law, or directives or requirements with which the Supplier is bound to comply;
“LED”	means Law Enforcement Directive (Directive (EU) 2016/680);
“Party”	means a Party to this Agreement;
“Personal Data”	means personal data (as defined in the DPA) which is processed by the Supplier or any Staff on behalf of the Customer pursuant to or in connection with this Agreement;
Processor Personnel:	means all directors, officers, employees, agents, consultants and contractors of the Processor and/or of any Sub-Processor engaged in the performance of its obligations under this Agreement
“Protective Measures”	means appropriate technical and organisational measures which may include: pseudonymising and encrypting Personal Data, ensuring confidentiality, integrity, availability and resilience of systems and services, ensuring that availability of and access to Personal Data can be restored in a timely manner after an incident, and regularly assessing and evaluating the effectiveness of the such measures adopted by it including those outlined in Schedule A;
“Purchase Order Number”	means the Customer’s unique number relating to the supply of the Services;
“Request for Information”	has the meaning set out in the FOIA or the Environmental Information Regulations 2004 as relevant (where the meaning set out for the term “request”

shall apply);

- “Services” means the services to be supplied by the Supplier to the Customer under the Agreement;
- “Specification” means the specification for the Services (including as to quantity, description and quality) as specified in the Award Letter;
- “Staff” means all directors, officers, employees, agents, consultants and Suppliers of the Supplier and/or of any sub-Supplier of the Supplier engaged in the performance of the Supplier’s obligations under the Agreement;
- “Staff Vetting Procedures” means vetting procedures that accord with good industry practice or, where requested by the Customer, the Customer’s procedures for the vetting of personnel as provided to the Supplier from time to time;
- “Sub-processor” means any third Party appointed to process Personal Data on behalf of the Processor related to this Agreement;
- “Supplier” means the person named as Supplier in the Award Letter;
- “Term” means the period from the start date of the Agreement set out in the Award Letter to the Expiry Date as such period may be extended in accordance with clause 4.2 or terminated in accordance with the terms and conditions of the Agreement;
- “VAT” means value added tax in accordance with the provisions of the Value Added Tax Act 1994; and
- “Working Day” means a day (other than a Saturday or Sunday) on which banks are open for business in the City of London.

1.2 In these terms and conditions, unless the context otherwise requires:

- 1.2.1 references to numbered clauses are references to the relevant clause in these terms and conditions;
- 1.2.2 any obligation on any Party not to do or omit to do anything shall include an obligation not to allow that thing to be done or omitted to be done;
- 1.2.3 the headings to the clauses of these terms and conditions are for information only and do not affect the interpretation of the Agreement;
- 1.2.4 any reference to an enactment includes reference to that enactment as amended or replaced from time to time and to any subordinate legislation or byelaw made under that enactment; and
- 1.2.5 the word ‘including’ shall be understood as meaning ‘including without limitation’.

2 Basis of Agreement

- 2.1 The Award Letter constitutes an offer by the Customer to purchase the Services subject to and in accordance with the terms and conditions of the Agreement.
- 2.2 The offer comprised in the Award Letter shall be deemed to be accepted by the Supplier on receipt by the Customer of a copy of the Award Letter countersigned by the Supplier within [7] days of the date of the Award Letter.

3 Supply of Services

- 3.1 In consideration of the Customer’s agreement to pay the Charges, the Supplier shall supply the Services to the Customer for the Term subject to and in accordance with the terms and conditions of the Agreement.

- 3.2 In supplying the Services, the Supplier shall:
- 3.2.1 co-operate with the Customer in all matters relating to the Services and comply with all the Customer's instructions;
 - 3.2.2 perform the Services with all reasonable care, skill and diligence in accordance with good industry practice in the Supplier's industry, profession or trade;
 - 3.2.3 use Staff who are suitably skilled and experienced to perform tasks assigned to them, and in sufficient number to ensure that the Supplier's obligations are fulfilled in accordance with the Agreement;
 - 3.2.4 ensure that the Services shall conform with all descriptions and specifications set out in the Specification;
 - 3.2.5 comply with all applicable laws; and
 - 3.2.6 provide all equipment, tools and vehicles and other items as are required to provide the Services.
- 3.3 The Customer may by written notice to the Supplier at any time request a variation to the scope of the Services. In the event that the Supplier agrees to any variation to the scope of the Services, the Charges shall be subject to fair and reasonable adjustment to be agreed in writing between the Customer and the Supplier.

4 Term

- 4.1 The Agreement shall take effect on the date specified in Award Letter and shall expire on the Expiry Date, unless it is otherwise extended in accordance with clause 4.2 or terminated in accordance with the terms and conditions of the Agreement.
- 4.2 The Customer may extend the Agreement for a period of up to 6 months by giving not less than 10 Working Days' notice in writing to the Supplier prior to the Expiry Date. The terms and conditions of the Agreement shall apply throughout any such extended period.

5 Charges, Payment and Recovery of Sums Due

- 5.1 The Charges for the Services shall be as set out in the Award Letter and shall be the full and exclusive remuneration of the Supplier in respect of the supply of the Services. Unless otherwise agreed in writing by the Customer, the Charges shall include every cost and expense of the Supplier directly or indirectly incurred in connection with the performance of the Services.
- 5.2 All amounts stated are exclusive of VAT which shall be charged at the prevailing rate. The Customer shall, following the receipt of a valid VAT invoice, pay to the Supplier a sum equal to the VAT chargeable in respect of the Services.
- 5.3 The Supplier shall invoice the Customer as specified in the Agreement. Each invoice shall include such supporting information required by the Customer to verify the accuracy of the invoice, including the relevant Purchase Order Number and a breakdown of the Services supplied in the invoice period.
- 5.4 In consideration of the supply of the Services by the Supplier, the Customer shall pay the Supplier the invoiced amounts no later than 30 days after verifying that the invoice is valid and undisputed and includes a valid Purchase Order Number. The Customer may, without prejudice to any other rights and remedies under the Agreement, withhold or reduce payments in the event of unsatisfactory performance.
- 5.5 If the Customer fails to consider and verify an invoice in a timely fashion the invoice shall be regarded as valid and undisputed for the purpose of paragraph 5.4 after a reasonable time

has passed.

- 5.6 If there is a dispute between the Parties as to the amount invoiced, the Customer shall pay the undisputed amount. The Supplier shall not suspend the supply of the Services unless the Supplier is entitled to terminate the Agreement for a failure to pay undisputed sums in accordance with clause 16.4. Any disputed amounts shall be resolved through the dispute resolution procedure detailed in clause 19.
- 5.7 If a payment of an undisputed amount is not made by the Customer by the due date, then the Customer shall pay the Supplier interest at the interest rate specified in the Late Payment of Commercial Debts (Interest) Act 1998.
- 5.8 Where the Supplier enters into a sub-contract, the Supplier shall include in that sub-contract:
- 5.8.1 provisions having the same effects as clauses 5.3 to 5.7 of this Agreement; and
 - 5.8.2 a provision requiring the counterparty to that sub-contract to include in any sub-contract which it awards provisions having the same effect as 5.3 to 5.8 of this Agreement.
 - 5.8.3 In this clause 5.8, “sub-contract” means a contract between two or more suppliers, at any stage of remoteness from the Authority in a subcontracting chain, made wholly or substantially for the purpose of performing (or contributing to the performance of) the whole or any part of this Agreement.
- 5.9 If any sum of money is recoverable from or payable by the Supplier under the Agreement (including any sum which the Supplier is liable to pay to the Customer in respect of any breach of the Agreement), that sum may be deducted unilaterally by the Customer from any sum then due, or which may come due, to the Supplier under the Agreement or under any other agreement or contract with the Customer. The Supplier shall not be entitled to assert any credit, set-off or counterclaim against the Customer in order to justify withholding payment of any such amount in whole or in part.

6 Premises and equipment

- 6.1 If necessary, the Customer shall provide the Supplier with reasonable access at reasonable times to its premises for the purpose of supplying the Services. All equipment, tools and vehicles brought onto the Customer’s premises by the Supplier or the Staff shall be at the Supplier’s risk.
- 6.2 If the Supplier supplies all or any of the Services at or from the Customer’s premises, on completion of the Services or termination or expiry of the Agreement (whichever is the earlier) the Supplier shall vacate the Customer’s premises, remove the Supplier’s plant, equipment and unused materials and all rubbish arising out of the provision of the Services and leave the Customer’s premises in a clean, safe and tidy condition. The Supplier shall be solely responsible for making good any damage to the Customer’s premises or any objects contained on the Customer’s premises which is caused by the Supplier or any Staff, other than fair wear and tear.
- 6.3 If the Supplier supplies all or any of the Services at or from its premises or the premises of a third party, the Customer may, during normal business hours and on reasonable notice, inspect and examine the manner in which the relevant Services are supplied at or from the relevant premises.
- 6.4 The Customer shall be responsible for maintaining the security of its premises in accordance with its standard security requirements. While on the Customer’s premises the Supplier shall, and shall procure that all Staff shall, comply with all the Customer’s security

requirements.

- 6.5 Where all or any of the Services are supplied from the Supplier's premises, the Supplier shall, at its own cost, comply with all security requirements specified by the Customer in writing.
- 6.6 Without prejudice to clause 3.2.6, any equipment provided by the Customer for the purposes of the Agreement shall remain the property of the Customer and shall be used by the Supplier and the Staff only for the purpose of carrying out the Agreement. Such equipment shall be returned promptly to the Customer on expiry or termination of the Agreement.
- 6.7 The Supplier shall reimburse the Customer for any loss or damage to the equipment (other than deterioration resulting from normal and proper use) caused by the Supplier or any Staff. Equipment supplied by the Customer shall be deemed to be in a good condition when received by the Supplier or relevant Staff unless the Customer is notified otherwise in writing within 5 Working Days.

7 Staff and Key Personnel

- 7.1 If the Customer reasonably believes that any of the Staff are unsuitable to undertake work in respect of the Agreement, it may, by giving written notice to the Supplier:
- 7.1.1 refuse admission to the relevant person(s) to the Customer's premises;
 - 7.1.2 direct the Supplier to end the involvement in the provision of the Services of the relevant person(s); and/or
 - 7.1.3 require that the Supplier replace any person removed under this clause with another suitably qualified person and procure that any security pass issued by the Customer to the person removed is surrendered,
- and the Supplier shall comply with any such notice.
- 7.2 The Supplier shall:
- 7.2.1 ensure that all Staff are vetted in accordance with the Staff Vetting Procedures;
 - 7.2.2 if requested, provide the Customer with a list of the names and addresses (and any other relevant information) of all persons who may require admission to the Customer's premises in connection with the Agreement; and
 - 7.2.3 procure that all Staff comply with any rules, regulations and requirements reasonably specified by the Customer.
- 7.3 Any Key Personnel shall not be released from supplying the Services without the agreement of the Customer, except by reason of long-term sickness, maternity leave, paternity leave, termination of employment or other extenuating circumstances.
- 7.4 Any replacements to the Key Personnel shall be subject to the prior written agreement of the Customer (not to be unreasonably withheld). Such replacements shall be of at least equal status or of equivalent experience and skills to the Key Personnel being replaced and be suitable for the responsibilities of that person in relation to the Services.

8 Assignment and sub-contracting

- 8.1 The Supplier shall not without the written consent of the Customer assign, sub-contract, novate or in any way dispose of the benefit and/ or the burden of the Agreement or any part of the Agreement. The Customer may, in the granting of such consent, provide for additional terms and conditions relating to such assignment, sub-contract, novation or disposal. The Supplier shall be responsible for the acts and omissions of its sub-Suppliers as though those acts and omissions were its own.
- 8.2 Where the Customer has consented to the placing of sub-contracts, the Supplier shall,

at the request of the Customer, send copies of each sub-contract, to the Customer as soon as is reasonably practicable.

- 8.3 The Customer may assign, novate, or otherwise dispose of its rights and obligations under the Agreement without the consent of the Supplier provided that such assignment, novation or disposal shall not increase the burden of the Supplier's obligations under the Agreement.

9 Intellectual Property Rights

- 9.1 All intellectual property rights in any materials provided by the Customer to the Supplier for the purposes of this Agreement shall remain the property of the Customer but the Customer hereby grants the Supplier a royalty-free, non-exclusive and non-transferable licence to use such materials as required until termination or expiry of the Agreement for the sole purpose of enabling the Supplier to perform its obligations under the Agreement.

- 9.2 All intellectual property rights in any materials created or developed by the Supplier pursuant to the Agreement or arising as a result of the provision of the Services shall vest in the Supplier. If, and to the extent, that any intellectual property rights in such materials vest in the Customer by operation of law, the Customer hereby assigns to the Supplier by way of a present assignment of future rights that shall take place immediately on the coming into existence of any such intellectual property rights all its intellectual property rights in such materials (with full title guarantee and free from all third party rights).

- 9.3 The Supplier hereby grants the Customer:

9.3.1 a perpetual, royalty-free, irrevocable, non-exclusive licence (with a right to sub-license) to use all intellectual property rights in the materials created or developed pursuant to the Agreement and any intellectual property rights arising as a result of the provision of the Services; and

9.3.2 a perpetual, royalty-free, irrevocable and non-exclusive licence (with a right to sub-license) to use:

- (a) any intellectual property rights vested in or licensed to the Supplier on the date of the Agreement; and
- (b) any intellectual property rights created during the Term but which are neither created or developed pursuant to the Agreement nor arise as a result of the provision of the Services,

including any modifications to or derivative versions of any such intellectual property rights, which the Customer reasonably requires in order to exercise its rights and take the benefit of the Agreement including the Services provided.

- 9.4 The Supplier shall indemnify, and keep indemnified, the Customer in full against all costs, expenses, damages and losses (whether direct or indirect), including any interest, penalties, and reasonable legal and other professional fees awarded against or incurred or paid by the Customer as a result of or in connection with any claim made against the Customer for actual or alleged infringement of a third party's intellectual property arising out of, or in connection with, the supply or use of the Services, to the extent that the claim is attributable to the acts or omission of the Supplier or any Staff.

10 Governance and Records

- 10.1 The Supplier shall:

10.1.1 attend progress meetings with the Customer at the frequency and times specified by the Customer and shall ensure that its representatives are suitably qualified to attend such meetings; and

10.1.2 submit progress reports to the Customer at the times and in the format specified by the Customer.

10.2 The Supplier shall keep and maintain until 6 years after the end of the Agreement, or as long a period as may be agreed between the Parties, full and accurate records of the Agreement including the Services supplied under it and all payments made by the Customer. The Supplier shall on request afford the Customer or the Customer's representatives such access to those records as may be reasonably requested by the Customer in connection with the Agreement.

11 Confidentiality, Transparency and Publicity

11.1 Subject to clause 11.2, each Party shall:

11.1.1 treat all Confidential Information it receives as confidential, safeguard it accordingly and not disclose it to any other person without the prior written permission of the disclosing Party; and

11.1.2 not use or exploit the disclosing Party's Confidential Information in any way except for the purposes anticipated under the Agreement.

11.2 Notwithstanding clause 11.1, a Party may disclose Confidential Information which it receives from the other Party:

11.2.1 where disclosure is required by applicable law or by a court of competent jurisdiction;

11.2.2 to its auditors or for the purposes of regulatory requirements;

11.2.3 on a confidential basis, to its professional advisers;

11.2.4 to the Serious Fraud Office where the Party has reasonable grounds to believe that the other Party is involved in activity that may constitute a criminal offence under the Bribery Act 2010;

11.2.5 where the receiving Party is the Supplier, to the Staff on a need to know basis to enable performance of the Supplier's obligations under the Agreement provided that the Supplier shall procure that any Staff to whom it discloses Confidential Information pursuant to this clause 11.2.5 shall observe the Supplier's confidentiality obligations under the Agreement; and

11.2.6 where the receiving Party is the Customer:

(a) on a confidential basis to the employees, agents, consultants and Suppliers of the Customer;

(b) on a confidential basis to any other Central Government Body, any successor body to a Central Government Body or any company to which the Customer transfers or proposes to transfer all or any part of its business;

(c) to the extent that the Customer (acting reasonably) deems disclosure necessary or appropriate in the course of carrying out its public functions; or

(d) in accordance with clause 12.

and for the purposes of the foregoing, references to disclosure on a confidential basis shall mean disclosure subject to a confidentiality agreement or arrangement containing terms no less stringent than those placed on the Customer under this clause 11.

11.3 The Parties acknowledge that, except for any information which is exempt from

disclosure in accordance with the provisions of the FOIA, the content of the Agreement is not Confidential Information and the Supplier hereby gives its consent for the Customer to publish this Agreement in its entirety to the general public (but with any information that is exempt from disclosure in accordance with the FOIA redacted) including any changes to the Agreement agreed from time to time. The Customer may consult with the Supplier to inform its decision regarding any redactions but shall have the final decision in its absolute discretion whether any of the content of the Agreement is exempt from disclosure in accordance with the provisions of the FOIA.

- 11.4 The Supplier shall not, and shall take reasonable steps to ensure that the Staff shall not, make any press announcement or publicise the Agreement or any part of the Agreement in any way, except with the prior written consent of the Customer.

12 Freedom of Information

- 12.1 The Supplier acknowledges that the Customer is subject to the requirements of the FOIA and the Environmental Information Regulations 2004 and shall:

12.1.1 provide all necessary assistance and cooperation as reasonably requested by the Customer to enable the Customer to comply with its obligations under the FOIA and the Environmental Information Regulations 2004;

12.1.2 transfer to the Customer all Requests for Information relating to this Agreement that it receives as soon as practicable and in any event within 2 Working Days of receipt;

12.1.3 provide the Customer with a copy of all Information belonging to the Customer requested in the Request for Information which is in its possession or control in the form that the Customer requires within 5 Working Days (or such other period as the Customer may reasonably specify) of the Customer's request for such Information; and

12.1.4 not respond directly to a Request for Information unless authorised in writing to do so by the Customer.

- 12.2 The Supplier acknowledges that the Customer may be required under the FOIA and the Environmental Information Regulations 2004 to disclose Information concerning the Supplier or the Services (including commercially sensitive information) without consulting or obtaining consent from the Supplier. In these circumstances the Customer shall, in accordance with any relevant guidance issued under the FOIA, take reasonable steps, where appropriate, to give the Supplier advance notice, or failing that, to draw the disclosure to the Supplier's attention after any such disclosure.

- 12.3 Notwithstanding any other provision in the Agreement, the Customer shall be responsible for determining in its absolute discretion whether any Information relating to the Supplier or the Services is exempt from disclosure in accordance with the FOIA and/or the Environmental Information Regulations 2004.

13 Data Protection

- 13.1 The Parties acknowledge that for the purposes of the Data Protection Legislation, the Customer is the Controller and the Contractor is the Processor unless otherwise specified in Schedule A. The only processing that the Processor is authorised to do is listed in Schedule A by the Controller and may not be determined by the Processor.

- 13.2 The Processor shall notify the Controller immediately if it considers that any of the Controller's instructions infringe the Data Protection Legislation.

- 13.3 The Processor shall provide all reasonable assistance to the Controller in the preparation of any Data Protection Impact Assessment prior to commencing any processing. Such assistance may, at the discretion of the Controller, include:
- (a) a systematic description of the envisaged processing operations and the purpose of the processing;
 - (b) an assessment of the necessity and proportionality of the processing operations in relation to the Services;
 - (c) an assessment of the risks to the rights and freedoms of Data Subjects; and
 - (d) the measures envisaged to address the risks, including safeguards, security measures and mechanisms to ensure the protection of Personal Data.
- 13.4 The Processor shall, in relation to any Personal Data processed in connection with its obligations under this Agreement:
- (a) process that Personal Data only in accordance with Schedule A, unless the Processor is required to do otherwise by Law. If it is so required the Processor shall promptly notify the Controller before processing the Personal Data unless prohibited by Law;
 - (b) ensure that it has in place Protective Measures, which are appropriate to protect against a Data Loss Event, which the Controller may reasonably reject (but failure to reject shall not amount to approval by the Controller of the adequacy of the Protective Measures), having taken account of the:
 - (i) nature of the data to be protected;
 - (ii) harm that might result from a Data Loss Event;
 - (iii) state of technological development; and
 - (iv) cost of implementing any measures;
 - (c) ensure that:
 - (i) the Processor Personnel do not process Personal Data except in accordance with this Agreement (and in particular Schedule X);
 - (ii) it takes all reasonable steps to ensure the reliability and integrity of any Processor Personnel who have access to the Personal Data and ensure that they:
 - (A) are aware of and comply with the Processor's duties under this clause;
 - (B) are subject to appropriate confidentiality undertakings with the Processor or any Sub-processor;
 - (C) are informed of the confidential nature of the Personal Data and do not publish, disclose or divulge any of the Personal Data to any third Party unless directed in writing to do so by the Controller or as otherwise permitted by this Agreement; and

- (D) have undergone adequate training in the use, care, protection and handling of Personal Data; and
- (d) not transfer Personal Data outside of the EU unless the prior written consent of the Controller has been obtained and the following conditions are fulfilled:
 - (i) the Controller or the Processor has provided appropriate safeguards in relation to the transfer (whether in accordance with GDPR Article 46 or LED Article 37) as determined by the Controller;
 - (ii) the Data Subject has enforceable rights and effective legal remedies;
 - (iii) the Processor complies with its obligations under the Data Protection Legislation by providing an adequate level of protection to any Personal Data that is transferred (or, if it is not so bound, uses its best endeavours to assist the Controller in meeting its obligations); and
 - (iv) the Processor complies with any reasonable instructions notified to it in advance by the Controller with respect to the processing of the Personal Data;
- (e) at the written direction of the Controller, delete or return Personal Data (and any copies of it) to the Controller on termination of the Agreement unless the Processor is required by Law to retain the Personal Data.

13.5 Subject to clause 1.6, the Processor shall notify the Controller immediately if it:

- (a) receives a Data Subject Request (or purported Data Subject Request);
- (b) receives a request to rectify, block or erase any Personal Data;
- (c) receives any other request, complaint or communication relating to either Party's obligations under the Data Protection Legislation;
- (d) receives any communication from the Information Commissioner or any other regulatory authority in connection with Personal Data processed under this Agreement;
- (e) receives a request from any third Party for disclosure of Personal Data where compliance with such request is required or purported to be required by Law; or
- (f) becomes aware of a Data Loss Event.

13.6 The Processor's obligation to notify under clause 1.5 shall include the provision of further information to the Controller in phases, as details become available.

13.7 Taking into account the nature of the processing, the Processor shall provide the Controller with full assistance in relation to either Party's obligations under Data Protection Legislation and any complaint, communication or request made under clause 1.5 (and insofar as possible within the timescales reasonably required by the Controller) including by promptly providing:

- (a) the Controller with full details and copies of the complaint, communication or request;

- (b) such assistance as is reasonably requested by the Controller to enable the Controller to comply with a Data Subject Request within the relevant timescales set out in the Data Protection Legislation;
- (c) the Controller, at its request, with any Personal Data it holds in relation to a Data Subject;
- (d) assistance as requested by the Controller following any Data Loss Event;
- (e) assistance as requested by the Controller with respect to any request from the Information Commissioner's Office, or any consultation by the Controller with the Information Commissioner's Office.

13.8 The Processor shall maintain complete and accurate records and information to demonstrate its compliance with this clause. This requirement does not apply where the Processor employs fewer than 250 staff, unless:

- (a) the Controller determines that the processing is not occasional;
- (b) the Controller determines the processing includes special categories of data as referred to in Article 9(1) of the GDPR or Personal Data relating to criminal convictions and offences referred to in Article 10 of the GDPR; or
- (c) the Controller determines that the processing is likely to result in a risk to the rights and freedoms of Data Subjects.

13.9 The Processor shall allow for audits of its Data Processing activity by the Controller or the Controller's designated auditor.

13.10 Each Party shall designate its own data protection officer if required by the Data Protection Legislation.

13.11 Before allowing any Sub-processor to process any Personal Data related to this Agreement, the Processor must:

- (a) notify the Controller in writing of the intended Sub-processor and processing;
- (b) obtain the written consent of the Controller;
- (c) enter into a written agreement with the Sub-processor which give effect to the terms set out in this clause 13 such that they apply to the Sub-processor; and
- (d) provide the Controller with such information regarding the Sub-processor as the Controller may reasonably require.

13.12 The Processor shall remain fully liable for all acts or omissions of any of its Sub-processors.

13.13 The Controller may, at any time on not less than 30 Working Days' notice, revise this clause by replacing it with any applicable controller to processor standard clauses or similar terms forming part of an applicable certification scheme (which shall apply when incorporated by attachment to this Agreement).

13.14 The Parties agree to take account of any guidance issued by the Information Commissioner's Office. The Controller may on not less than 30 Working Days' notice to the

Processor amend this agreement to ensure that it complies with any guidance issued by the Information Commissioner's Office.

- 13.15 Where the Parties include two or more Joint Controllers as identified in Schedule A in accordance with GDPR Article 26, those Parties shall enter into a Joint Controller Agreement based on the terms outlined in Schedule [Y] in replacement of Clauses 1.1-1.14 for the Personal Data under Joint Control.

14 Liability

- 14.1 The Supplier shall not be responsible for any injury, loss, damage, cost or expense suffered by the Customer if and to the extent that it is caused by the negligence or wilful misconduct of the Customer or by breach by the Customer of its obligations under the Agreement.
- 14.2 Subject always to clauses 14.3 and 14.4:
- 14.2.1 the aggregate liability of the Supplier in respect of all defaults, claims, losses or damages howsoever caused, whether arising from breach of the Agreement, the supply or failure to supply of the Services, misrepresentation (whether tortious or statutory), tort (including negligence), breach of statutory duty or otherwise shall in no event exceed a sum equal to 125% of the Charges paid or payable to the Supplier; and
- 14.2.2 except in the case of claims arising under clauses 9.4 and 18.3, in no event shall the Supplier be liable to the Customer for any:
- (a) loss of profits;
 - (b) loss of business;
 - (c) loss of revenue;
 - (d) loss of or damage to goodwill;
 - (e) loss of savings (whether anticipated or otherwise); and/or
 - (f) any indirect, special or consequential loss or damage.
- 14.3 Nothing in the Agreement shall be construed to limit or exclude either Party's liability for:
- 14.3.1 death or personal injury caused by its negligence or that of its Staff;
- 14.3.2 fraud or fraudulent misrepresentation by it or that of its Staff; or
- 14.3.3 any other matter which, by law, may not be excluded or limited.
- 14.4 The Supplier's liability under the indemnity in clause 9.4 and 18.3 shall be unlimited.

15 Force Majeure

Neither Party shall have any liability under or be deemed to be in breach of the Agreement for any delays or failures in performance of the Agreement which result from circumstances beyond the reasonable control of the Party affected. Each Party shall promptly notify the other Party in writing when such circumstances cause a delay or failure in performance and when they cease to do so. If such circumstances continue for a continuous period of more than two months, either Party may terminate the Agreement by written notice to the other Party.

16 Termination

- 16.1 The Customer may terminate the Agreement at any time by notice in writing to the Supplier to take effect on any date falling at least 1 month (or, if the Agreement is less than 3 months in duration, at least 10 Working Days) later than the date of service of the relevant

notice.

- 16.2 Without prejudice to any other right or remedy it might have, the Customer may terminate the Agreement by written notice to the Supplier with immediate effect if the Supplier:
- 16.2.1 (without prejudice to clause 16.2.5), is in material breach of any obligation under the Agreement which is not capable of remedy;
 - 16.2.2 repeatedly breaches any of the terms and conditions of the Agreement in such a manner as to reasonably justify the opinion that its conduct is inconsistent with it having the intention or ability to give effect to the terms and conditions of the Agreement;
 - 16.2.3 is in material breach of any obligation which is capable of remedy, and that breach is not remedied within 30 days of the Supplier receiving notice specifying the breach and requiring it to be remedied;
 - 16.2.4 undergoes a change of control within the meaning of section 416 of the Income and Corporation Taxes Act 1988;
 - 16.2.5 breaches any of the provisions of clauses 7.2, 11, 12, 13 and 17;
 - 16.2.6 becomes insolvent, or if an order is made or a resolution is passed for the winding up of the Supplier (other than voluntarily for the purpose of solvent amalgamation or reconstruction), or if an administrator or administrative receiver is appointed in respect of the whole or any part of the Supplier's assets or business, or if the Supplier makes any composition with its creditors or takes or suffers any similar or analogous action (to any of the actions detailed in this clause 16.2.6) in consequence of debt in any jurisdiction; or
 - 16.2.7 fails to comply with legal obligations in the fields of environmental, social or labour law.
- 16.3 The Supplier shall notify the Customer as soon as practicable of any change of control as referred to in clause 16.2.4 or any potential such change of control.
- 16.4 The Supplier may terminate the Agreement by written notice to the Customer if the Customer has not paid any undisputed amounts within 90 days of them falling due.
- 16.5 Termination or expiry of the Agreement shall be without prejudice to the rights of either Party accrued prior to termination or expiry and shall not affect the continuing rights of the Parties under this clause and clauses 2, 3.2, 6.1, 6.2, 6.6, 6.7, 7, 9, 10.2, 11, 12, 13, 14, 16.6, 17.4, 18.3, 19 and 20.7 or any other provision of the Agreement that either expressly or by implication has effect after termination.
- 16.6 Upon termination or expiry of the Agreement, the Supplier shall:
- 16.6.1 give all reasonable assistance to the Customer and any incoming supplier of the Services; and
 - 16.6.2 return all requested documents, information and data to the Customer as soon as reasonably practicable.

17 Compliance

- 17.1 The Supplier shall promptly notify the Customer of any health and safety hazards which may arise in connection with the performance of its obligations under the Agreement. The Customer shall promptly notify the Supplier of any health and safety hazards which may exist or arise at the Customer's premises and which may affect the Supplier in the performance of its obligations under the Agreement.
- 17.2 The Supplier shall:
- 17.2.1 comply with all the Customer's health and safety measures while on the Customer's premises; and

17.2.2 notify the Customer immediately in the event of any incident occurring in the performance of its obligations under the Agreement on the Customer's premises where that incident causes any personal injury or damage to property which could give rise to personal injury.

17.3 The Supplier shall:

17.3.1 perform its obligations under the Agreement in accordance with all applicable equality Law and the Customer's equality and diversity policy as provided to the Supplier from time to time; and

17.3.2 take all reasonable steps to secure the observance of clause 17.3.1 by all Staff.

17.4 The Supplier shall supply the Services in accordance with the Customer's environmental policy as provided to the Supplier from time to time.

17.5 The Supplier shall comply with, and shall ensure that its Staff shall comply with, the provisions of:

17.5.1 the Official Secrets Acts 1911 to 1989; and

17.5.2 section 182 of the Finance Act 1989.

18 Prevention of Fraud and Corruption

18.1 The Supplier shall not offer, give, or agree to give anything, to any person an inducement or reward for doing, refraining from doing, or for having done or refrained from doing, any act in relation to the obtaining or execution of the Agreement or for showing or refraining from showing favour or disfavour to any person in relation to the Agreement.

18.2 The Supplier shall take all reasonable steps, in accordance with good industry practice, to prevent fraud by the Staff and the Supplier (including its shareholders, members and directors) in connection with the Agreement and shall notify the Customer immediately if it has reason to suspect that any fraud has occurred or is occurring or is likely to occur.

18.3 If the Supplier or the Staff engages in conduct prohibited by clause 18.1 or commits fraud in relation to the Agreement or any other contract with the Crown (including the Customer) the Customer may:

18.3.1 terminate the Agreement and recover from the Supplier the amount of any loss suffered by the Customer resulting from the termination, including the cost reasonably incurred by the Customer of making other arrangements for the supply of the Services and any additional expenditure incurred by the Customer throughout the remainder of the Agreement; or

18.3.2 recover in full from the Supplier any other loss sustained by the Customer in consequence of any breach of this clause.

19 Dispute Resolution

19.1 The Parties shall attempt in good faith to negotiate a settlement to any dispute between them arising out of or in connection with the Agreement and such efforts shall involve the escalation of the dispute to an appropriately senior representative of each Party.

19.2 If the dispute cannot be resolved by the Parties within one month of being escalated as referred to in clause 19.1, the dispute may by agreement between the Parties be referred to a neutral adviser or mediator (the "**Mediator**") chosen by agreement between the Parties. All negotiations connected with the dispute shall be conducted in confidence and without prejudice to the rights of the Parties in any further proceedings.

19.3 If the Parties fail to appoint a Mediator within one month or fail to enter into a written

agreement resolving the dispute within one month of the Mediator being appointed, either Party may exercise any remedy it has under applicable law.

20 General

20.1 Each of the Parties represents and warrants to the other that it has full capacity and authority, and all necessary consents, licences and permissions to enter into and perform its obligations under the Agreement, and that the Agreement is executed by its duly authorised representative.

20.2 A person who is not a party to the Agreement shall have no right to enforce any of its provisions which, expressly or by implication, confer a benefit on him, without the prior written agreement of the Parties.

20.3 The Agreement cannot be varied except in writing signed by a duly authorised representative of both the Parties.

20.4 The Agreement contains the whole agreement between the Parties and supersedes and replaces any prior written or oral agreements, representations or understandings between them. The Parties confirm that they have not entered into the Agreement on the basis of any representation that is not expressly incorporated into the Agreement. Nothing in this clause shall exclude liability for fraud or fraudulent misrepresentation.

20.5 Any waiver or relaxation either partly, or wholly of any of the terms and conditions of the Agreement shall be valid only if it is communicated to the other Party in writing and expressly stated to be a waiver. A waiver of any right or remedy arising from a breach of contract shall not constitute a waiver of any right or remedy arising from any other breach of the Agreement.

20.6 The Agreement shall not constitute or imply any partnership, joint venture, agency, fiduciary relationship or other relationship between the Parties other than the contractual relationship expressly provided for in the Agreement. Neither Party shall have, nor represent that it has, any authority to make any commitments on the other Party's behalf.

20.7 Except as otherwise expressly provided by the Agreement, all remedies available to either Party for breach of the Agreement (whether under the Agreement, statute or common law) are cumulative and may be exercised concurrently or separately, and the exercise of one remedy shall not be deemed an election of such remedy to the exclusion of other remedies.

20.8 If any provision of the Agreement is prohibited by law or judged by a court to be unlawful, void or unenforceable, the provision shall, to the extent required, be severed from the Agreement and rendered ineffective as far as possible without modifying the remaining provisions of the Agreement, and shall not in any way affect any other circumstances of or the validity or enforcement of the Agreement.

21 Notices

21.1 Any notice to be given under the Agreement shall be in writing and may be served by personal delivery, first class recorded or, subject to clause 21.3, e-mail to the address of the relevant Party set out in the Award Letter, or such other address as that Party may from time to time notify to the other Party in accordance with this clause:

21.2 Notices served as above shall be deemed served on the Working Day of delivery provided delivery is before 5.00pm on a Working Day. Otherwise delivery shall be deemed to occur on the next Working Day. An email shall be deemed delivered when sent unless an error message is received.

21.3 Notices under clauses 15 (Force Majeure) and 16 (Termination) may be served by email only if the original notice is then sent to the recipient by personal delivery or recorded delivery in the manner set out in clause 21.1.

22 Governing Law and Jurisdiction

The validity, construction and performance of the Agreement, and all contractual and non contractual matters arising out of it, shall be governed by English law and shall be subject to the exclusive jurisdiction of the English courts to which the Parties submit.

Schedule A: Schedule of Processing, Personal Data and Data Subjects

This Schedule shall be completed by the Controller, who may take account of the view of the Processors, however the final decision as to the content of this Schedule shall be with the Controller at its absolute discretion.

Description	Details
Identity of the Controller and Processor	The Parties acknowledge that for the purposes of the Data Protection Legislation, the Customer is the Controller and the Supplier is the Processor in accordance with Clause 1.1.
Subject matter of the processing	Testing risk communication techniques with consumers, intermediaries (e.g. journalists) and communication practitioners, in order to develop a Risk Communication Toolkit.
Duration of the processing	For duration of this Contract.
Nature and purposes of the processing	Participants will be recruited into the research by the Supplier who will subsequently will hold the personal information. No personal information would be shared with FSA and no participant would be identified in the final analysis and reports.
Type of Personal Data being Processed	Names and contact details of research participants in order to arrange interviews, (including. FSA employees, members of the public and professionals. Information on age, gender and socio-demographics will be collected but no participant will be identified in the analysis and reporting. No personal data will be shared with FSA.
Categories of Data Subject	FSA employees, members of the public and professionals.
Plan for return and destruction of the data once the processing is complete UNLESS requirement under union or member state law	

to preserve that type of data	
-------------------------------	--

Annex 2 – Specification

Summary

The FSA wishes to commission the development, testing and design of a Risk Communication Toolkit, to be used by FSA Communications practitioners. The work will involve:

1. Testing and validation of findings and recommendations from a review of academic literature and existing frameworks (currently in progress) with intermediaries (e.g. journalists and bloggers) and communications practitioners
2. Primary research with consumers to develop and test risk perception, channel, messenger and messaging frameworks (this should include consideration of the role and impact of social media)
3. Development of a toolkit and recommendations for how this will be integrated into the organisational practices of the FSA
4. Testing of the toolkit and recommendations with the end users – communications practitioners in the FSA.

GENERAL INTRODUCTION

The Food Standards Agency (FSA) is an independent Government department working across England, Wales and Northern Ireland to protect public health and consumers' wider interest in food. We are responsible for making sure food is safe and what it says it is.

The Agency is committed to openness, transparency and equality of treatment to all suppliers. As well as these principles, for scientific projects the final reports are published on the Food Standards Agency website (www.food.gov.uk). For such scientific projects we encourage contractors to publish their work in peer reviewed 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 data from

all of its science and evidence-gathering projects. Data should be made freely available in an accessible format, as fully and as promptly as possible. Consideration should be given to data management as new contracts are being negotiated. Resource implications for this should be taken into account.

The mechanism for publishing data should allow the widest opportunity for secondary analysis and other uses. Where possible, data should be included in the final project report. Where data are included in the final report in pdf format, they should also be published separately in a format that can be used for further analysis. Large data sets can be lodged in an annex to the report, and published, where possible, alongside the final report online. Where it is more appropriate to publish data in an existing database, archive, repository or other community resource, or for data to be saved in a specialist proprietary format, information should be provided on how the data can be accessed. There will be some circumstances where release of data may need to be restricted or anonymised in accordance with data protection regulations.

The Food Standards Agency is a non-ministerial government department of the Government of the United Kingdom. It is responsible for protecting public health in relation to food in England, Wales and Northern Ireland. It has responsibility for nutrition in Northern Ireland only (in England and Wales this is under the remit of Public Health England and Wales, respectively) and works closely with its counterpart in Scotland.

The Food Standards Act (1999) sets out the statutory remit of the FSA:

(1)The Agency has the function of—

- (a) providing advice and information to the general public (or any section of the public) in respect of matters connected with food safety or other interests of consumers in relation to food;
- (b) providing advice, information or assistance in respect of such matters to any person who is not a public authority.

(2) The function under subsection (1)(a) shall be carried out (without prejudice to any other relevant objectives) with a view to ensuring that members of the public are kept adequately informed about and advised in respect of matters which the Agency considers significantly affect their capacity to make informed decisions about food.

A. THE SPECIFICATION

Background

The FSA pledges to put consumers first in everything they do. As such, understanding the best way in which to communicate with citizens in relation to food risk is of vital importance to the Agency.

For the FSA, the primary goal of risk communication is to ensure the interactive exchange of information and opinions throughout the risk analysis process, including with consumers. To be scientifically honest and remain trustworthy a regulator must often acknowledge a degree of uncertainty; this is difficult within a political and media environment that lends itself to misinterpretation and reductionism. Added to this, given the central role that food plays in our everyday lives it is understandable that food risks may be the focus of particular concern and anxiety. How, then, should a regulator communicate food risk most effectively in modern society?

Social science has much that can be brought to bear on this question. How risk is perceived (Slovic), anxiety about food (Jackson), the progression from 'telling them the numbers' to 'making them feel like partners' (Fischhoff), theories of behaviour change (Marteau) are often acknowledged by the body of academic work on risk communication. The way that risk is communicated, the way that science and statistics are presented (Speigelhalter) and whether this is deemed to be proportionate and well-evidenced has a direct impact on the trustworthiness of an organisation and on its reputation.

Once the UK leaves the EU and responsibility for risk assessment devolves to the FSA / FSS (Food Standards Scotland), it will be more important than ever to have a robust framework for the communication of food risk. To this end the FSA's Science Council published some Principles on Risk and Uncertainty, which were then reviewed by a working group of the FSA [Advisory Committee for Social Science¹](#).

This has informed the current guidance on risk communication within the FSA's risk analysis framework. In support of this, we would like to **develop a toolkit and framework for risk communications in the FSA alongside robust testing of this with consumers**. Testing and development of the toolkit should consider risk perception, channels (including the growing impact of social media), messengers and messaging.

We have already commissioned desk research to review the academic literature as well as current and past government frameworks relevant to communicating risk around food. The final output will be ready by 15th October 2019 and will be shared with the successful tenderer as soon as possible. It will include evidence-based recommendations around the delivery of food risk messages (including message framing, messengers, channels and format).

The Specification

Following the completion of the literature and framework review, we would like to commission the **development, testing and co-creation of a risk communication toolkit** to be used by FSA communications staff, as well as recommendations for how it can be best integrated into organisational practices.

There will be multiple elements to this project, including:

- Testing and validation of findings and recommendations from the literature review with intermediaries (e.g. journalists and bloggers) and communications practitioners
- Primary research with consumers to develop and test risk perception, channel, messenger and messaging frameworks (this should include consideration of the role and impact of social media)
- Development of a toolkit and recommendations for how this will be integrated into the organisational practices of the FSA

¹ <https://acss.food.gov.uk/sites/default/files/acsspaperriskcommunication.pdf>

- Testing of the toolkit and recommendations with the end users – communications practitioners in the FSA.

The successful tenderer must have expertise in the practice and evaluation of risk communication in a regulatory context and in the modern world, as well as expertise in developmental research, or be willing to form a partnership to bring together the relevant expertise and experience.

Methodology

The tender should outline a recommended approach, including detailed rationale. We anticipate the approach will likely include:

- depth interviews with intermediaries (e.g. journalists and bloggers) and communications practitioners
- deliberative citizens forums with various consumer / audience groups
- iterative co-creation with FSA Communications staff.

Where assumptions are made, these must be explicitly stated along with the rationale behind their application.

Outputs

The main output should take the form of a professionally designed toolkit and related materials, with recommendations for how they will be best integrated into organisational practices.

The toolkit should be supported by a brief technical report, outlining the methodological approach and research undertaken.

The final outputs must be delivered by **31 March 2020**.

Accessibility

All outputs should meet the Agency's minimum accessibility requirements and be written to a high standard in clear English. Outputs should be written in line with the FSA brand guidelines (see **Annex 1**) and accessible document requirements (see **Annex 2**)

Dissemination

We will inform and share thinking on this through workshops with partners across Government and the third sector. FSA will establish a light touch steering group including members of the Executive management team and the new FSA Advisory Committee for Social Science.

FSA will publish publicly on the FSA website. Insights will be presented to senior leaders in the FSA and across Government and internationally. They may later be used in meetings with NGOs and publicly.

Organisational Experience, Expertise and Staff Effort

Tenderers should complete the tender application form, providing evidence of up to three relevant projects that the project's lead applicant and/or members of the project team are currently undertaking or have recently completed. Tenders should highlight experience of successful delivery of similar projects.

Tenders should provide details of all key personnel who will be working on the project. Should any element of this project be subcontracted, this must also be stated in proposals with details of subcontracted companies, their key personnel, and working arrangements with subcontractors. Tenderers should note that the successful contractor will be required to appoint a contract manager who will be fully accountable for the delivery of the project against the contract. They will be required to liaise closely with the Agency's nominated project officer.

Tenderers should also give an indication of staff time to be spent on the project (for all members of the project team).

Project Management

Tenderers should describe how the project will be managed to ensure that objectives and deliverables will be achieved on time and on budget. Tenderers should also describe how different organisations/staff will interact to deliver the desired outcomes and highlight any in-house or external accreditation for any project management systems in use and how this relates to the project.

On appointment, the successful contractor will be required to attend an initial start-up meeting with the Agency (estimated to take place in October 2019). A finalised project plan will be required shortly after this meeting. The successful contractor will ensure that they keep in regular contact with the FSA representative. The successful contractor will be required to attend meetings to discuss and develop understanding of the issues and to present feedback to FSA and at identified key points within the project. Teleconferences can be utilised to facilitate these meetings.

Tenderers should note that the FSA will regularly call upon members of the Agency's independent Advisory Committee for Social Science to advise on key aspects of the toolkit development and testing.

Throughout the project, the successful contractor is encouraged to consider continuous improvements with regards to day-to-day communication and project management as well as innovative ideas and suggestions for improving outputs.

Risk Management

Tenderers should identify any risks in delivering this project on time and to budget, briefly outlining what steps will be taken to minimise these risks and how they will be managed by the project team.

Quality Management, Ethics and Data Protection

Quality Management

Tenderers should provide details of the measures that will be taken to manage and ensure the quality of work. Please include details of the quality assurance policy in place and how this will ensure the quality of the project. Tenderers should take note of the FSA's quality assurance processes.

Ethics

Tenderers should identify any ethical issues relevant to this project and give details of how any specific risks will be addressed. Tenders should refer to the five principles outlined in the [GSR Professional Guidance – Ethical Assurance](#):

1. Sound application and conduct of social research methods and interpretation of the findings
2. Participation based on informed consent
3. Enabling participation
4. Avoidance of personal and social harm
5. Non-disclosure of identify

Tenderers should provide details of any ethical review and research governance arrangements that would apply to the project.

Data Protection

Contractors are responsible for ensuring that all necessary permissions are acquired for the use of data, visuals, or other materials throughout the project that are subject to copyright law, and that the materials are used in accordance with the permissions that have been secured. Contractors are also responsible for ensuring suitable referencing of materials in all project outputs including project data.

The successful contractor must comply with General Data Protection Regulation (GDPR) and ensure that any information collected, processed and transferred on behalf of the FSA will be managed, held, handled and transferred securely. The successful supplier will be assigned the role of 'Data Processor' for the duration of the contract and the FSA will act as the 'Data Controller'.

The Data Processor must:

- process any personal data only on the documented instructions of the Controller;
- comply with security obligations equivalent to those imposed on the Controller (implementing a level of security for the personal data appropriate to the risk);
- ensure that persons authorised to process the personal data have committed themselves to confidentiality or are under an appropriate statutory obligation of confidentiality;

- only appoint Sub-processors with the Controller's prior specific or general written authorisation, and impose the same minimum terms imposed on it on the Sub-processor; and the original Processor will remain liable to the Controller for the Sub-processor's compliance. The Sub-processor must provide sufficient guarantees to implement appropriate technical and organisational measures to demonstrate compliance. In the case of general written authorisation, Processors must inform Controllers of intended changes in their Sub-processor arrangements;
- make available to the Controller all information necessary to demonstrate compliance with the obligations laid down in Article 28 GDPR and allow for and contribute to audits, including inspections, conducted by the Controller or another auditor mandated by the Controller - and the Processor shall immediately inform the controller if, in its opinion, an instruction infringes GDPR or other EU or member state data protection provisions;
- assist the Controller in carrying out its obligations with regard to requests by data subjects to exercise their rights under [chapter III of the GDPR](#), noting different rights may apply depending on the specific legal basis for the processing activity (and should be clarified by the Controller up-front);
- assist the Controller in ensuring compliance with the obligations to implementing a level of security for the personal data appropriate to the risk, taking into account the nature of processing and the information available to the Processor;
- assist the Controller in ensuring compliance with the obligations to carry out Data Protection Impact Assessments, taking into account the nature of processing and the information available to the Processor; and
- notify the Controller without undue delay after becoming aware of a personal data breach.

Annex 3 - Supplier's Technical and Financial Proposal

TENDER SUMMARY			
TENDER TITLE			
Developing a Risk Communication Toolkit			
TENDER REFERENCE	FS307025		
PROPOSED START DATE	11/10/2019	PROPOSED END DATE	31/03/2020
1: TENDER SUMMARY AND OBJECTIVES			
A. TENDER SUMMARY			
Please give a brief summary of the proposed work in no more than 400 words.			
<p>We are excited about this opportunity to work with FSA on informing the development of a risk communications toolkit. UK consumers are faced with a myriad of food related risk and benefit information (including safety & health) and it is regularly left up to the consumer to interpret these pieces of information as a coherent message. Establishing a framework on <i>how</i> best to communicate with people to ensure they can make the appropriate informed decisions will inevitably be for their benefit. But it will also impact positively on the organisation charged with communicating the risk messaging. In line with your brief, we acknowledge there is an array of existing understanding regarding: consumers' risk perceptions; the unique emotional relationship consumers have with food and any attendant anxiety; how risks from other sectors are communicated etc. 2CV, Community Research and Bright Harbour's expertise in helping organisations develop strategies for best practice; understanding the conscious and unconscious behaviours of consumers while referring to knowledge already exists, will ensure delivery of a toolkit that is fit for purpose.</p> <p>In summary, we propose an approach offering:</p> <ul style="list-style-type: none"> • A collaborative relationship from the start and throughout the lifespan of the project. We believe working with you to consolidate and update understanding of new and existing knowledge, will be key to the success of the project • Full understanding of existing FSA knowledge in this area to ensure that the toolkit is built upon existing frameworks and guidance 			
<ul style="list-style-type: none"> • Expert review on preliminary risk framework to build on hypotheses / recommendations from your literature review • Innovative qualitative solutions in driving audience understanding behaviours and perceptions and developing new ideas (deliberative co-creation forums) • Iterative refining and stretch-testing of the toolkit allowing us to carefully design and craft content • Highly skilled researchers, invested in furthering understanding of consumers risk perceptions and what they need to better support them <p>Our method has been developed specifically to ensure that we can:</p> <ul style="list-style-type: none"> • Understand a range of issues from the eyes of audiences – not from our own preconceptions or assumptions • Distilling a dataset into the simple themes, insights and moments that will help build your understanding, and guide the development of the toolkit • Create outputs that are rigorous, resonant and powerful <p>We see this document as the starting point for useful conversation. We're happy to be flexible and work with you to find the approach to method and partnership that most feels it will meet your needs</p>			
B. OBJECTIVES AND RELEVANCE OF THE PROPOSED WORK TO THE FSA TENDER REQUIREMENT			
OBJECTIVES			
Please detail how your proposed work can assist the agency in meeting it stated objectives and policy needs.. Please number the objectives and add a short description. Please add more lines as necessary.			

Your broad objectives are to develop, test and design a Risk Communication Toolkit, to be used by FSA Communications practitioners. This toolkit will enable FSA to ensure the interactive exchange of information and opinions throughout the risk analysis process, including with consumers.

OBJECTIVE NUMBER	OBJECTIVE DESCRIPTION
1	TO FINALISE THE SCOPE AND SET UP THE PROJECT To set up the project, agree scope, objectives and project management arrangements.
2	TO EXPLORE AND VALIDATE TOOLKIT HYPOTHESES This will be achieved by sharing and discussing hypotheses with experts in the field of communications
3	TO DEVELOP EARLY HYPOTHESES FOR TESTING AND IDENTIFY IMPROVEMENTS Achieved by sharing insights and views from discussions in objective 2) and refining toolkit hypothesis with FSA based on these insights
4	TO GAIN AN IN-DEPTH PICTURE OF RISK PERCEPTIONS IN RELATION TO THE FOOD SYSTEM AND RESPONSES TO MESSAGES DESIGNED USING TOOLKIT HYPOTHESES WITH THE GENERAL PUBLIC To include: <ul style="list-style-type: none"> • How they view food and the food system, • Their interactions with it, • How 'risk' manifests and how this impacts on behaviour • How they learn about risks to in the food system and perceptions of message depending on messenger and channel • What types of messages resonate and why To be achieved by capturing feedback from the citizens' forums sessions.
5	TO DEVELOP, DESIGN AND TEST A TOOLKIT FIT FOR PURPOSE Designing a toolkit with FSA using hypotheses developed and refined across all strands of the research and evaluating it with the end user audience
6	TO PRODUCE DELIVERABLES A communications toolkit, final report, an abstract and executive summary, a PowerPoint deck.

2: DESCRIPTION OF APPROACH/SCOPE OF WORK

A. APPROACH/SCOPE OF WORK

Please describe how you will meet our specification and summarise how you will deliver your solution. You must explain the approach for the proposed work. Describe and justify the approach, methodology and study design, where applicable, 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..

2.1 Background

Risk communication refers to the exchange of '*real-time information, advice and opinions between experts and people facing threats to their health, economic or social well-being*'. The ultimate purpose of risk communication is to enable people at risk to take informed decisions to protect themselves and the people they care about. These types of communication use a variety of messaging techniques ranging from media and social media communications, mass communications and community engagement. To be effective, communications require a sound understanding of people's perceptions, concerns and beliefs as well as their knowledge and practices. It also requires the early identification and management of rumours, misinformation and other challenges.

Communicating risk is a key public health strategy. The assumptions are that the public interprets risk information in a logical fashion and adopts behavioural changes to reduce risk. This is certainly not the case. Humans have a particularly complex relationship with the abstract idea of risk and how it manifests. Indeed, expressions like 'informed risk' or the notion that that *risk* and reward 'go hand-in-hand' are regularly espoused and widely practiced. In this environment, the challenge of regulators and public bodies is increasingly complicated as many feel well equipped to know which messages they can ignore and listen to. Factor in that humans consistently evaluate risks and perceptions differently dependent on the behaviour (driving a car vs unprotected sex vs buying a second-hand furniture off Gumtree vs experimenting with drugs vs eating a medium rare burger) makes knowing what will 'stick' all the more difficult. The source (and to a certain extent, channel) of the message can also impact on people's propensity to engage and take the required action.

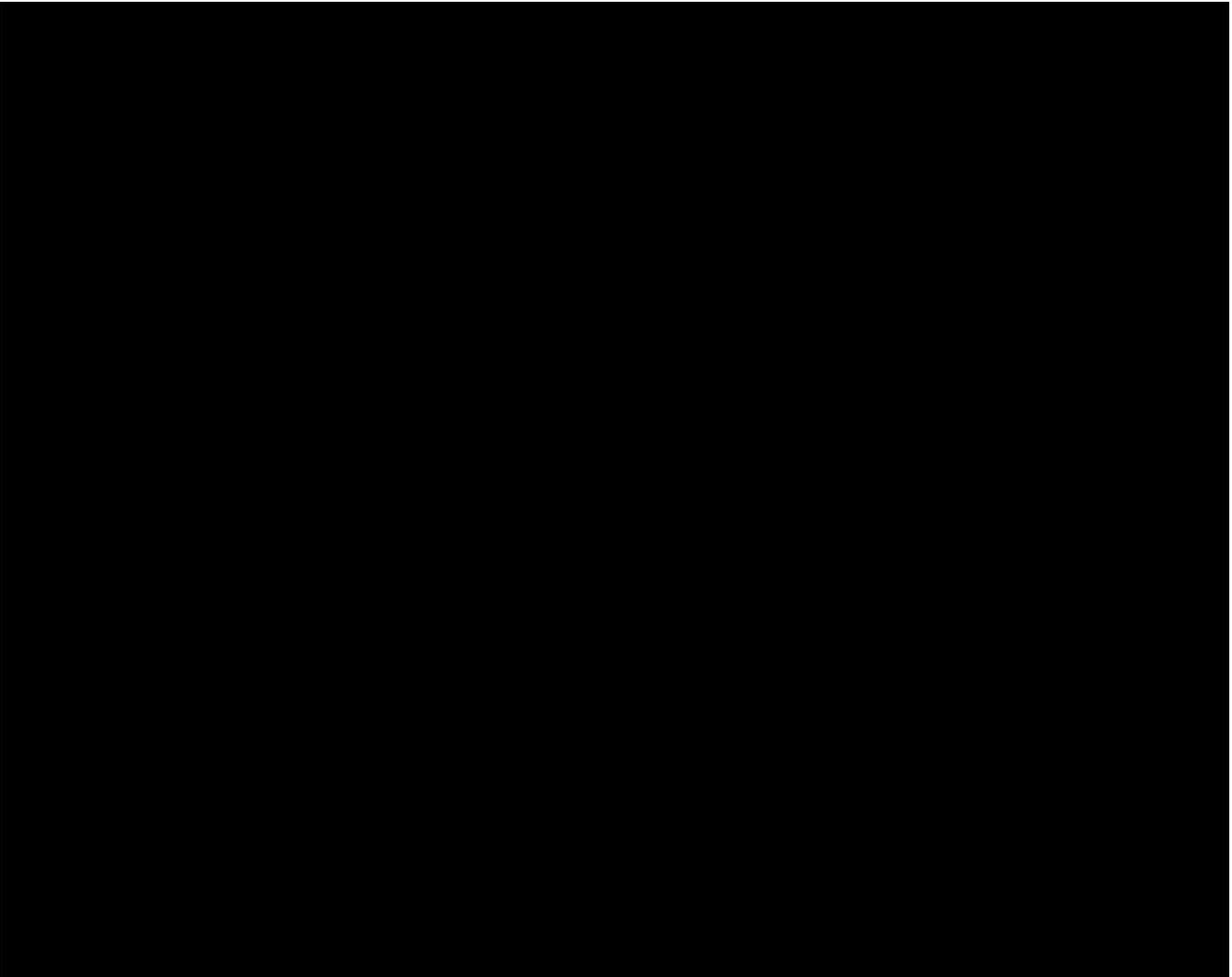
As we learned in our work for FSA², trust (or lack of) in an organisation will determine to what extent messages land and are believed. The FSA also faces a unique challenge, given people's unique and complex relationship with food. People love food – and want to inherently trust it to be safe. At a decision context level, choosing/buying/eating food also feels like a low risk and high control, simple decision most of the time. Information (and organisations) that force consumers to question this relationship and consumers' assumptions need to communicate, engage and resonate in the right way that

still engenders trust and does not cause alarm.

Scientific results and risk assessments cannot always be easily communicated into simple guidelines and advice that non-scientists like the public or the media can easily understand especially when there is conflicting, uncertain or complex information about a particular food or aspects of it. The need for improved strategies and tools for communication about food risks and benefits is critical for FSA. The main outcome of this project will be for a toolkit to enable coherent communication of food risk/messages in the UK. It is a core objective for the FSA that the toolkit enables communications that illustrate the organisations commitment to being scientifically honest and to remain trustworthy a regulator.

From our experience of creating toolkits for other clients, we have a good idea of what it takes to design and craft the content to a high standard. To write a good toolkit you need **ample time and space for all involved to ensure that the narrative flows** well and the right balance is given in terms of readability and depth. All sections should be carefully laid out, reviewed and simplified as much as possible. This 'time' for iteration and development is at the centre of our staged approach. Our understanding of consumer perceptions and behaviour means we have built an approach that will enable us to understand *what* they need to hear from a regulator ad further inform the toolkit's content.

2.2 An overview of our approach



The project will be delivered via a partnership of organisations all of which have worked extensively for the FSA before. 2CV Research would be lead contractor and would be supported by Community Research and Bright Harbour (led by

Caitlin Connors, previous FSA account co-lead) as collaborators on the primary research phases, analysis and reporting. Our team will be comprised of senior, experienced deliberative researchers across the partnership plus dedicated project management support.

Our proposal will now take each of the phases associated with the successful delivery of the project in turn and explain the approach in more detail

2.3 Our approach in detail

1. Springboard meeting

This stage establishes the foundations for collaboration, shared knowledge and hypotheses building.

What is it? A briefing meeting between the 2CV team and FSA stakeholders

What does it involve? We always conduct a comprehensive briefing session at the start of any project. It is important for us to understand how you want to work together during the project; to clarify any questions about our approach and brainstorm any desired adjustments; to consider what you want to emulate from previous projects/insights, and so on. Specific issues to explore will include:

- Finalising the overall approach: discussing elements of the proposal that have been flagged as needing further consideration, confirming key elements of the approach and identifying any actions that need to be taken in advance of the setup; confirming the sample; agreeing key milestones in the project timetable; agreeing on any relevant FSA literature beyond the literature review; discussion on nature of materials for research audiences
- Agreeing how we will work together: contact points and preferred format & frequency of updates; how you want to be involved in research material development; sign-off authority on research materials and outputs; progress updates.

What does it deliver? After this session we will deliver you with:

- An updated project proposal including any adjustments to timelines/sample/methods/risks register, etc;
- A clear plan, agreed by all– including updated and itemised project timelines with clear ownership indicated for all parties;

What happens next? We begin to action the above items and put dates in the diary for regular catch-ups.

2. Data immersion

What is it? A deep dive into FSA's existing knowledge in this space.

What does it involve? As noted, FSA has already undertaken work on risk communication messaging³ and has existing risk communication framework. These resources alongside the insights and recommendations of the literature review will be key in identifying initial opportunities for toolkit content. Prior to consulting any of the research audiences, we will immerse ourselves fully into this pre-existing knowledge.

What does it deliver? Consolidated understanding of existing knowledge. Familiarity with and understanding of this pre-existing knowledge ensures that all opportunities for a toolkit are built upon received wisdom and established thinking and that we do not simply replicate what has come before. This understanding can also help inform the development of materials (early toolkit ideas and structure etc) that can be tested with participants

3. Intermediaries consultation

What is it? Discussions with a range of different experts (journalists, bloggers and communications practitioners from a range of sectors including the FSA's communications team)

What does it involve? One-hour semi-structured depth interviews will be most appropriate format to gather responses to the desk review recommendations for the journalists and bloggers audience. The rationale for one to one discussion with this audience is twofold.

Penetration of this specialist audience is unlikely to be high enough to make convening them in sufficient numbers for a group straight forward. One to one interviews will be easier to arrange. We anticipate speaking with intermediaries who write about a range of different areas (within the food sector and beyond). This approach will allow us to unpick and understand different individual perspectives. Our flexibility is paramount to ensure we meet the needs of this audience. This means conducting the right type of meeting (F2F, phone or Skype) at a time that is most suitable for them. We would adopt the same approach for communications practitioners.

Where we can, we would speak with FSA communication practitioners in group sessions lasting up to an hour. We

appreciate that the nature of the organisation means that this audience will not all work centrally and will be spread across different offices. We suggest using Skype, Teams & teleconference facilities where feasible. We would work closely with FSA to manage scheduling of sessions. If coordination of diaries proves difficult for sessions, we propose replicating the one-on-one approach for the journalists and bloggers sample.

We propose pre-placing the findings from the desk review with respondents prior to them being interviewed. Giving them time to read and digest the recommendations will mean they will be able to respond to the findings from an informed perspective having formed views and opinions rather than responding cold. The precise format and content of the recommendations that intermediaries and practitioners will respond to can be discussed with FSA on further briefing, but at this time we propose using a condensed/abridged version of the recommendations from the review.

What does it deliver? Robust feedback on the desk review's insights and recommendations from experts in communication including:

- Thoughts on how the recommendations might be improved
- Expert opinions on likely effectiveness of a toolkit based on the insights
- Views on how recommendations compare to other communication toolkits on risk (from the food sector and wider)

Sample

The definition of intermediaries (which includes journalists and bloggers) is wide and varied. As such we would work closely with FSA to better define this audience but also, they're specific role. Specific names and organisations would be discussed and agreed with FSA, but we anticipate it would include the following organisations with who 2CV have warm contacts:

- Hearst magazines:
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
- National dailies:
 - [Redacted]

We understand that the FSA may be able to provide a list contacts we can also approach.

With regards to the Communication Practitioners sample, while we understand that FSA communications will be part of this sample, we also propose include marketing and communications managers from other organisations (both government and commercial) and sectors (transport, health etc). We propose contacting managers from;

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Roles and responsibilities can be agreed on further conversations with FSA, but we envisage speaking with people with the following job titles: *Communications Manager; Marketing Manager; Director of Communications; Social Media Manager*. Over the years, 2CV have successfully recruited specialist, professional samples from a range of sectors (including science, medical professionals, app developers). As noted, we already have 'warm' contacts in the world of journalism and are confident we will be able to recruit this sample. To encourage participation, we often use a letter of 'bona fide' on headed paper from our end clients explaining the nature of the research and providing a contact name to who potential participants can direct queries. We propose using similar letters in this instance to can help persuade participants if required. We are happy to draft this letter. We will also offer no FSA intermediaries and practitioners a generous cash incentive of £150 to thank them for their time and contribution.

Sample summary

Sector	
Intermediaries	5 x Journalists/bloggers
Communication Practitioners	5 x marketing, communication managers
FSA Communication Practitioners	5 x marketing, communication managers

4. Stop & Think Session

What is it? A workshop between us and FSA to share findings from the intermediaries' phase and brainstorm what this means for the next phase of research.

What does it involve? We'd pre-circulate a top-line write-up of the primary research, and then use our time together to think about key themes and implications for the next phase of research. This session will also focus specifically on any potential key changes to the review's recommendations for a communications toolkit. We propose using this session to create risk messages based on the revisions to the initial hypotheses to be explored with the consumer audience in the next phase of research audience.

What does it deliver? An opportunity to update and build on hypotheses of the literature review's insights and recommendations

5. Deliberative citizens forums

What are they? 3 x Three-hour long deliberation sessions across England, Northern Ireland and Wales with consumer audiences aimed at identifying clear understanding of: risk perceptions; risk messaging (what works, what doesn't and why) and impact on behaviours; to what extent relationship and understanding of a sector impacts on success of messaging

What does it involve? Through our work with FSA we understand that risk is an entirely natural and necessary part of being human, with many aspects of our day-to-day life involving a degree of risk. We also know that Risk-taking is a natural and necessary part of learning a - developmental psychology shows the value of risk-taking and play for child brain development and learning from mistakes – "nothing ventured, nothing gained". With these established cultural themes being part of the landscape of human behaviour it is essential communication and engagement approaches are be rooted in an understanding of consumers worlds. In practice, this means recognising the opportunities of engagement and but also the need for bigger cultural and social understanding of risk and the impact of communications designed to mitigate against risky behaviours. Deliberative Citizens' Forums will help us to understand what risk means to consumers and unpick the issues and considerations at play including:

- Exploration of the wider culture of risk-taking
- Exploration of spontaneous associations around 'risk'
- Understand how conceptions of 'risk' develop and change depending on the messenger and the sector they are communicating about
- Exploration of impact and effectiveness of: channel and messaging frameworks (including consideration of the role of social media in this space

This methodology is focussed on not only exploring risk perceptions and impact of messaging but also using participants as a resource to develop and finesse ideas messaging developed using early stages of the toolkit. Each session would be run with two moderators. We would split the participants into smaller groups (it might be that we split our consumer audiences into clusters based on attitude or lifestage etc to explore differences in response) for table discussions, but also include some plenary sessions.

The topic coverage and tasks will be developed in collaboration between 2CV/Community Research /Bright Harbour and the FSA. We are of course happy to drive the process and outputs but will work with you to ensure that our discussions enable robust and insightful data capture, and that we extend rather than repeat previous research.

We envisage the workshops following this broad structure:

Plenary (5 mins)	<i>Introduction:</i> to the respondents, the process, the objectives of this research
Break out groups (45 mins)	<i>Establish baseline regarding risk:</i> Gauging experience of 'risk' landscape & where consumer risks (as opposed to lifestyle risk) fits within that. This exercise will be used to create a visual landscape of 'risk' (what they consider less vs more risky) that can be returned to throughout the session
	<i>Categorising of risk task :</i> Build a hierarchy of risk across different sectors and establish what risks around food are most salient vs other sectors
	<i>Risk and behaviour</i> How do perceptions of risk in food sector impact on behaviour. What are trade-offs people make regarding whether a 'risk' is worth taking and why?
Plenary (10 mins)	<i>Follow-up discussion</i>
	Exploration of what people have learned: what surprised them;

Risk messaging In break out groups (1 hour)	<p><i>Discussions on risk communications.</i> What different communications on <i>risk</i> to consumers resonate and why? What stands out? Impact on behaviour. Who do they see as most responsible for delivering messages on food; specifically, <i>it is what it is and safe to eat?</i> Why these organisations etc Recall of any messaging in this area?</p>
	<p><i>Communications of risk task</i> Tasked with creating principles for communicating food risks (one does horse meat vs allergy) <i>Introduce explanation of FSA and its communications role/responsibilities</i> To discuss as a group</p> <p><i>FSA comms gallery</i> – spend time looking at different messages communicating risk (recalls; allergy, food crime etc) Discuss resonance, stand out tone etc. What would they change? And why? Impact on perceptions of FSA as a regulator? How has what they have seen compared to the principles already communicated?</p>
Refreshments break	
Responding to messages developed using hypotheses (45 mins)	<p><i>Follow-up discussion:</i> exploration of what people have learned; share different principles created and discuss thoughts on FSAs current risk communications;</p> <p><i>Test messaging created using toolkit hypotheses in Sensorium (a gallery of FSA comms): use private response and then discuss</i></p> <ul style="list-style-type: none"> • Comprehension; engagement, tone, language, likely impact • Comparison to current FSA comms/messaging. (How well does it fit their own principles created for horse meat and allergy comms where appropriate) • Impact on perceptions of FSA as a regulator? • Thoughts on how to improve these • Redevelop principle in light of looking at these messages
Plenary (10 mins)	<i>Follow-up discussion:</i> Groups to share and discuss thoughts on new messaging including 'what works' and 'watch outs'
Thank and close	
Select respondents for follow up task	

All fieldwork will be conducted by members of the core team. All facilitators are highly experienced researchers and work at a senior level. We believe strongly in senior level involvement at every stage of the project, including fieldwork. We would expect to facilitate the sessions in sub-groups of around 8 participants each and will have 2 facilitators at each session. For these types of sessions all our participants stay in the same room throughout the day to allow group dynamics to develop. We will capture discussions through audio

recording, note-taking, flip charting and also encourage participants to capture their thoughts (whether creatively through drawings but also using individual questionnaires/private response forms) to ensure we can capture how views differ within the group.

Sample

Given that we are proposing to conduct research in one location per nation, our priorities in **location** selection would be ensuring coverage from further afield from 'usual' cities (London, Cardiff, Belfast), and enabling a broader mix of participation from more urban/rural residents. 2CV will work with our in-house recruitment and field team to discuss locations options that meet these two criteria, while also ensuring the availability of quality recruiters who we would trust.

The sample will be designed to reflect the spread of the local population in each of the research areas, as well as coverage across the variables below. By recruiting a heterogeneous group of participants, we ensure that individuals are exposed to others' views on the subject and are able to discuss the issues with people from a different background to themselves. This will give participants a **range of perspectives to help them inform** their own thinking – an important part of the deliberative process. This also allows people to move beyond their own individual views and take wider 'community perspective,

Precise specification for recruiting participants would be agreed, but we have assumed the following quotas in each location.



Gender	
████	█
██████	█
████████	
████	█
████	█
████	█
████	█
██	█
██████████	
██████	████████████████████
██████████	
██████████	
████████████████████	█
██████████████	
██████	█
████	█
████	█
████████	
█	█
████	█
██	█
██████	
██████████	██████
████████	
██████████	██████
████	██████

We suggest asking some general attitude statements within the recruitment questionnaire to ascertain people's base levels on talking risks. The exact questioning that will be used to elicit these attitudes and will be agreed as part of the project.

We would to recruit respondents through **free-find methods** using a screening questionnaire developed in agreement with the FSA to ensure participants meet agreed quotas.

Having agreed fieldwork locations with you, we will take responsibility for all event logistics including venue hire, catering, co-ordination management, participant management, technical and production management. We would very much welcome the attendance of the FSA team and other stakeholders as observers to the sessions.

The payment of incentives is important to ensure that we encourage attendance of those who would not otherwise participate in research. It is also a way of acknowledging the importance of people's contribution and input. We would offer an incentive of £75 in order to cover participants attendance at the citizens' forum sessions and for intermediaries' time.

Following on from the primary research we propose a **2nd Stop and Think** with FSA. This session would be a rapid digest and download session to share outcomes from the consumer research, particularly how consumers responded to messages created using the revised recommendations from stage 4). We would also revise the initial toolkit taking consumers' responses into account and rework messages. These would then be evaluated with a selection of consumers from the Deliberative Forums

6. Testing of new messaging

What are they? 24 x follow-up Skype interviews lasting up to 30 mins with consumers. Re-connecting with consumers already familiar with key aspects of the project mean it's not necessary to 'get them up to speed' with some of the

more abstract aspects of the project (risk perceptions etc). We will be engaging with people who will be able to revisit specific areas looking through an informed lens. In addition, this method is most appropriate to try to minimise travel and associated costs for the devolved nations.

What does it involve? Follow up calls offer a great opportunity for us to assess what has stuck with respondents a week after discussing the issues and being exposed to a range of different messages. This exercise will give us an indication of the types of messages (built using the toolkit) that are likely to have the biggest impact on attitudes and behaviour. Discussions with consumers from the 1st Wave of primary research and in-depth exploration of views looking at: to what extent their views on 'risk' and messaging have changed having lived with and cogitated on the issues following Citizens Forum. These conversations will be fairly unstructured and would loosely cover the following:

- What do they remember seeing/hearing in the sessions?
- What conversations have they had (if any) since the session with friends/family about this topic?
- What specifically did they talk about? Why
- Responses to the new messages

What does this deliver? These follow ups would allow us to:

- Gauge how well revised messaging works compared to those explored previously
- Identify further suggestions that can inform the development of the communications toolkit

7. Development and evaluation of communications toolkit

What is it? Developmental workshop with FSA to create an initial followed by testing with the end user audience. The workshop process will be more than simply getting you involved in the analysis process but will be **practical co-design development** that also gives you a chance to inform and shape the narrative to fit with more nuanced internal needs. As you will have been involved from the outset in all forms of iteration of the ideas, it makes sense to have you on hand for the final development stage.

What is involved? In line with your brief, we envisage working closely with FSA to design and develop the toolkit, utilising your understanding of the organisation but also how best to implement it within the organisation. We understand that this toolkit will be developed as a distinct tool using a range of unique insights and data applicable to FSA and its specific communications remit rather than using a 'cookie cut out', 'one-size-fits-all' approach.

In line with your brief, the final version of this toolkit will then be tested and recommendations with communications practitioners in the FSA. At this point we propose evaluating the toolkit with the following:

- FSA's communication managers consulted in the stage 3)
- A new sample of communication managers

Using a split sample of communications managers would allow us to explore the toolkit with an audience who would be seeing it for the first time and responding to it fresh, along with those who will have seen how it has developed from the very earliest stages. These managers will be able to feedback on whether the newer version has developed in line with any expectations they may have had from the first stages. These sessions would have user need as their focus. Sessions would include:

- Exploring expectations, needs from a risk communication,
- Spotlight on key modules of the toolkit, testing user experience, comprehension and success of these elements in detail and exploring opportunities for improvement.

Barriers and motivations to using toolkit

This stage ensures that we are putting our end-users at the heart of toolkit development, aligning the toolkit as closely as possible with their needs. It would also allow us to put the magnifying glass on individual aspects of the toolkit, exploring relevance and comprehension, whilst building in suggestions and ideas from end-users in the target community.

As written above, we would anticipate working closely with FSA to identify and recruit suitable managers to participate. Ideally this would be a 'workshop' sessions with up to 10 FSA communication practitioners and facilitated by two moderators

What this will deliver? Following the final stage of fieldwork with potential end-users, we would review the findings and the feedback from these respondents with FSA, in order to ensure we are all on the same page in terms of toolkit design. We would then make any amendments to the design of the toolkit, taking on board findings from the fieldwork and aligning the toolkit closely with the needs, motivations, barriers of the end user target audience.

8. Design

What is it? In the last stage of the project, we would focus on making the final edits to the design of the toolkit and any accompanying collateral, ensuring that we take into account all of the feedback and key learnings we have gathered from the previous stages of research to produce a best in class toolkit.

The toolkit will need to provide clear guidance for teams across the FSAs communication practitioners and standalone without briefing or advice. We believe that when teams 'buy in' to an idea they are more likely to follow the advice. Our approach is to work closely with our design team to provide communications guidance along with a simple and clear explanation of why the framing, language, visuals or tone are likely to work – based on our discussions with FSA communications practitioners.

What it will deliver? An easy to use toolkit that will be a, best-practice guide around risk communications. It will include: messaging principles around risks more specifically; clear recommendations and guidelines for FSA's messaging and communications strategy. In line with your brief, the toolkit will be supported by a brief technical report, outlining the approach and research undertaken. The final output would meet your brand and accessibility standards.

To bring these ideas to life, our design team focuses on:

- Using bold colour and shading to draw attention to key points and recommendations
- Using summaries to provide easy-to-digest content so audiences can scan and pick up on relevant points
- Stylised to reflect the tone of the issue
- Signposting and structuring using icons
- Providing digital files and documents that work internally on your system and work for all stakeholders as well

2CV's in house design team would help ensure the toolkit is visually engaging and user friendly. Some examples of our in-house design are included below:



Recently we produced a toolkit for the Wellcome Trust based on our 2017 research 'How best to communicate and engage youth workers'. It is [published](#) and has been widely disseminated to over 50 organisations working with the youth sector.

	Agree and finalise project scope			
	Agree intermediaries' sample			
2	TO EXPLORE AND VALIDATE TOOLKIT HYPOTHESES	w/c 14.10.19	w/c 18.11.19	
	Data immersion of existing data			2CV/CR
	Review of literature review			2CV/CR
	Synthesis of hypotheses into shareable content and format			2CV/CR
	Agree materials for intermediaries' depths			FSA
	Recruitment of intermediaries and practitioners			2CV/CR
	Intermediaries to evaluate insights and hypotheses			2CV/CR/BH
3	TO DEVELOP EARLY HYPOTHESES FOR TESTING AND IDENTIFY IMPROVEMENTS	w/c 18.11.19	w/c 02.12.19	
	Stop & think workshop 1 to feedback insight validation and create messages using hypotheses			All
	Sign off on recruitment materials			FSA
	Begin recruitment for citizens forums			2CV/CR
	Agree messages and materials for forums			FSA
4	TO GAIN AN IN-DEPTH PICTURE OF RISK PERCEPTIONS IN RELATION TO THE FOOD SYSTEM AND RESPONSES TO MESSAGES DESIGNED USING TOOLKIT HYPOTHESES WITH THE GENERAL PUBLIC	w/c 16.12.19	w/c 13.01.20	
	Citizens forums			2CV/CR/BH
	Recruitment of follow-up work			2CV/CR
5	TO DEVELOP, DESIGN AND TEST A TOOLKIT FIT FOR PURPOSE	w/c 20.01.20	w/c 02/03/20	
	Stop & think workshop 2 to feedback consumer responses and create new messages using revised hypotheses			All
	Follow up sessions with consumers to gauge responses to new messages			2CV/CR
	Design & develop toolkit alongside FSA stakeholders.			All
	Recruitment of FSA communications practitioners			2CV/CR
	Draft to be evaluated by FSA communications practitioners			2CV/CR/BH
6	TO PRODUCE DELIVERABLES	w/c 09.03.20	By 31.03.20	
	Toolkit developed and shared			2CV/CR
	Sign off on design and content			FSA
PM	PROJECT MANAGEMENT			
	Meetings	At regular intervals around key milestones		All
	Weekly updates	Throughout		
	Overall management	Throughout		

**4: ORGANISATIONAL EXPERIENCE, EXPERTISE and
STAFF EFFORT**

A. PARTICIPATING ORGANISATIONS' PAST PERFORMANCE

Please provide evidence of up to three similar projects 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.

[Redacted]

[Redacted]

- [Redacted]
- [Redacted]

- [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

- [Redacted]
- [Redacted]

[Redacted text block]

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

For each participating organisation on the project team please list:- the names and grades of all staff who will work on the project together with details of their specialism and expertise, their role in the project and details of up to 4 of their most recent, relevant published peer reviewed papers (where applicable). If new staff will be hired to deliver the project, please detail their grade, area/(s) of specialism and their role in the project team.

Lead Applicant 2CV Research

Named staff members, details of specialism and expertise.

[Redacted text block]

[Redacted text block]

Participant Organisation 1

Named staff members, details of specialism and expertise.

[Redacted text block]

[Redacted text block]

Participant Organisation 2

Named staff members, details of specialism and expertise.

[Redacted content]

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) and their role in delivering the proposal. If new staff will be hired in order to deliver the project please include their grade, name and the staff effort required.

Name and Role of Person where known/ Role of person to be recruited	Working hours per staff member on this project
[Redacted]	[Redacted]
Total staff effort	[Redacted]

5: PROJECT MANAGEMENT

Please fully 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.

[REDACTED]

At the outset of every project, we:

- Agree the project objectives and remit with the client to ensure the project will deliver against them and that outputs are both relevant and actionable; we also:
 - Actively use project objectives in the design of research instruments, analysis and reporting.
 - Review project objectives in collaboration with the client throughout the project lifespan.
 - Agree a project plan that sets out all landmarks, that allows sufficient time for both internal checks and external client comments.
- Agree the deliverables from the outset to ensure that the project is designed to meet client requirements.
- Ensure the team resource is managed effectively (i.e. all team members have project landmarks diarised and that their time is protected as required).
- Review project progress at the weekly team status meeting and fix regular project team meetings to review progress and to conduct analysis and brainstorming, etc.
- Report progress to the client in an agreed format.
- Ensure auditability, i.e. using the standard project checklist.

To ensure the project team is thoroughly briefed, all team members would usually attend the client briefing. Where possible/relevant, we would encourage the client team to observe fieldwork to ensure in depth understanding of how the evidence relates to the final outputs.

We have a standard set of procedures which we apply to all the projects we undertake and which the project manager will oversee. These cover the all main areas that are covered in any externally assessed quality management system, including:

- Project planning and monitoring. For projects of this scope and complexity and where multiple partners and sub-contractors are involved, we would use, share and monitor a detailed project plan that would be updated at least weekly. For this purpose we use a tool called Microsoft Projects. This allows us to share an online version of the live project plan with all members of our partnership and the FSA. The outline project plan shown within this tender document was developed using this tool. It can be used to show project dependencies and will enable all members of the team to show their progress against objectives and milestones.
- Document control – we have an established process to ensure that we are always working with the correct and up to date versions of key documents. We apply version numbers and dates which are used both in the document title and in internal document labelling (e.g. footer labels.)
- We have an established process to ensure that what we deliver matches up to our proposals and quotations. We are careful to spend time refining our proposals and costs in close liaison with the client prior to commencing any project. This is vital to ensuring that expectations are clear on both sides. The combined proposal and contract then form the project initiation document and this is referred back to in order to make sure we are delivering against the agreed requirements. All projects are carefully planned and resourced and progress reports are delivered to clients on a weekly basis. For larger projects such as this one, risks are assessed and a risk register is produced.
- We ensure that all outputs are peer-reviewed before being sent to the client. We work in a very collaborative way both internally and with our clients so it is rare for an individual member of our team to create any output entirely in isolation, but we ensure that we cross check and review one another's work routinely, to minimise and hopefully entirely eliminate errors. For this particular project, we will also have Caitlin Connors at Bright Harbour to provide an additional peer review of key materials.
- As a matter of principle, we keep our clients informed and up to date about how our work for them is progressing. Exactly how this happens and how frequently is something we discuss with each client and on each project, but we assume weekly project status reports will be required.
- We also monitor client satisfaction, holding regular review meetings with larger clients. We do not believe that client feedback should be reserved for the post project stage, and are keen to gather feedback from our

- clients at every stage of an assignment and ensure that a relationship of honest partnership exists.
- Inevitably, mistakes can occasionally happen or things do not go to plan. When issues do arise, we work hard to learn from them and agree changes to our standard processes (if appropriate) with a view to continuous improvement. If a client is unhappy with any aspect of our work we seek to agree a satisfactory resolution. In the unlikely event of a client complaint, ultimately, the MRS Standards Board is available to investigate misconduct, and this is the highest level of escalation available. However, we would clearly aim never to get to this stage. We would work on the principle that if a complaint is about an individual's conduct than that person would not be the key point of liaison with the client during any investigation.

As with any research project, having a close working relationship between the client and supplier will help facilitate effective problem solving. Robust project management processes, including built in progress reporting, will ensure that any potential problems or action points are flagged up (and documented) quickly. The experience of the research team means that we are adept at finding workable solutions to issues and then implementing them in an agile way.

6. RISK MANAGEMENT

In the table provided, please identify all relevant 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
Poor communication between multi-agency research team affecting quality of project	low	medium	2CV will be the lead agency responsible for managing and co-ordinating the work of the other agencies involved in the bid. From the start, there will be a clear delineation of responsibilities of each of the parties, accompanied by a detailed project plan, shared and updated at least weekly. We will hold weekly multi-agency project catch-up sessions to track progress and activity, and actions from these meetings will be clearly set out and disseminated afterwards. Weekly catch-ups will be supplemented with ad hoc meetings, calls and communication as required to ensure close and seamless project management. In addition, through the FSA Framework, Community Research and 2CV have much experience in working together effectively, and so already have close working relationships and systems in place (such as weekly catch-ups and informal communication via email and Slack)
Interviewers influence the respondents with their own ethical/political etc. views	low	high	Our team is trained in both theory and practice in market research quality and control. They are experienced in participating in confidential and sensitive research areas and are aware and appreciate the importance of objectivity in research methodology.
Targeted or recruited wrong audience	low	high	Reaching the right audiences would be our primary focus upon commission of any new project. We would work closely with the FSA to design our sample and then draft hard/soft quotas and recruitment screeners asap. 2CV are fortunate to have a specialist in-house recruitment team. Head of Field Sue Hyde takes overall responsibility for ensuring our samples on-spec and to target, and we would have a dedicated recruitment manager in our field team for each project. We are experienced in complex sample development, including youth audiences, vulnerable people and creative development projects. We would agree sample specs and recruitment screeners with you. We have a trusted network of social sector recruiters all around the UK and we regularly conduct quality assessments (per project, and per recruiter). We ensure transparency of what is asked at point of recruitment, and issue reminders in advance of

			fieldwork.
Unable to recruit intermediaries / communications practitioners	low	high	<p>When researching specialist audiences we need to be mindful that our 'ideal' sample and approach may need to be adapted as we begin recruitment. 2CV manages this carefully through the following systems:</p> <ul style="list-style-type: none"> • We are always very flexible and wide-reaching in our approach to recruitment in projects like these – we reach out via our recruiter networks and the networks FSA have access to • We give ourselves time – we build in enough time for recruitment • We communicate with our clients – letting them know what is working and what might need to change, consulting fully on the project and process
			<ul style="list-style-type: none"> • We adapt where needed – if a methodology or target audience becomes unviable, we are quick to think of an alternative solution, agree this with FSA and act • We keep the business needs in mind – we find a way to <p>make sure you get the insight and information you need</p>
Unable to meet demands of the project	low	high	<p>We are a full-service research agency with a team of over 100 globally, 70 of whom are based in the UK. All of our researchers are responsible for each stage of the project, from methodological design to analysis, to delivery of insights within a compelling debrief. Within the qualitative team we have researchers at all levels. For TfL, one of our largest qualitative clients, we regularly run multiple complex projects concurrently, as well as being able to respond to new projects at short notice. Since 2012 we have run over 150 projects for TfL.</p>
Potentially avoidable risks are not accounted or adequately communicated to FSA.	low	medium	<p>We consider project risks during commissioning and development and include mitigation plans in our proposals; we monitor for risks around sample or data quality during recruitment and fieldwork; our project managers work collaboratively throughout projects to ensure we stay on track in terms of time/budget/objectives delivery. On any given project, any unexpected risks would be documented in our weekly project management emails/calls, including mitigation plans.</p>
Poor treatment of participants/ data	low	medium	<p>2CV abides by the MRS code of conduct , the Data Protection Act 1998: a and GDPR across recruitment, consent, data collection, storage, and anonymisation</p>

Project needs/goalposts change due to events out of the FSA team's control	low	medium	2CV are used to working in an agile way with clients who work in fast-paced, unpredictable environments. Africa has steered successful projects through minor and major mid-project shifts in needs (ministerial change; unexpected client staff layoffs; Brexit; elections and purdah; and so on). Our default plan is an open and frank conversation with you and fast recommendations for how we proceed with minimal time, cost or quality implications.
Participants don't fully engage (e.g., due to negativity re: 'change'; fail to see how issues affect them).	low	medium	Our team is experienced in creating research materials that: 1) make room for any 'expected' negativity or 'knee-jerk' reactions in a respectful way before moving participants on to the task at hand; 2) we can segment out unhelpful participants who fail to engage with the research – either in the room or in our data; and 3) we are expert in building research materials that bring complex issues to life in a compelling way, and show how they impact participants' day-to-day lives and concerns.
Unexpected media coverage affects fieldwork	low	medium	We 'soft media monitor' (via Google keywords alerts) for any high-profile or sensitive projects. If issues arise, we would immediately flag and discuss with you, choosing either to: 1) shift fieldwork to minimise impact; or 2) adjust our materials or approach to document and understand impact, so we take this into account in analysis.
Our data or analysis fails to stand up to public scrutiny			Our team have supported communications work at the highest levels for PHE, GLA, TFL, and others – See a few examples here . Repeat commissions over many years for these clients is testament to the quality of our work. Every project has multi-stage, iterative analysis at both an individual and group level; we support reporting with plentiful verbatims; and Africa will provide a quality assurance check for all deliverables.
Mis-fit between what FSA needs and what 2CV deliver			We ask for your thoughts around reporting and stakeholder needs in project briefs; agree explicit outputs and costs in proposals; share research materials, analysis approaches and early findings with you for review; agree draft reporting structures in advance; and circulate draft reporting to the project team prior for review. Beyond this, our team know from experience how to flex our reporting requirements to meet different stakeholder needs (e.g. policy team; communications team; ministerial stakeholders; etc.).

7. QUALITY MANAGEMENT

A. QUALITY MANAGEMENT

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

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

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

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

B. ETHICS

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

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

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

All 2CV team members & Community Research and are bound by the MRS Code of Conduct, which specifies standards in relation to research ethics. In addition, all members of the team who will have contact with participants have full DBS disclosure. Our overall aim is to ensure we protect participants' the physical, emotional and mental wellbeing, as well as respecting their ethical and human rights. We also aim to ensure that the research is of the highest standard it can be, and that it accurately represents those who are taking part.

Some of the ethical considerations for this research are general to all market research projects, but some relate specifically to the audience and subject matter.

The general ethical considerations include:

- Participation based on voluntary and informed consent: Industry standards (as set out in the MRS Code of Conduct) require that participants **must freely agree to take part in research**, and that their consent must be informed. In this case, this means understanding the broad subject matter of the research, the time commitments and what they'll be asked to do. This also means that incentives must not be offered to coerce people to take part in the research. As a result, recruiters will be well-briefed to ensure people have this information before they make the decision, and that the incentive offer is not used to sway their decision (i.e. it is offered after they have agreed/ expressed interest).
- Right to withdraw: we will also make sure that participants understand that they can withdraw from the research at any point.
- Right to confidentiality and anonymity: As explained in the section on data protection, participants have the right to remain anonymous and for their information to be treated confidentiality. Given the age group of participants, we will take extra care to explain how data will be used, and where it might appear. This is particularly important for those appearing in film and photos.

Some of the considerations that relate directly to the participants and to the subject matter of food and eating include:

- Care with vulnerable audiences: some of our younger participants could be vulnerable to disadvantage due to their age. They may be more susceptible to coercion or influence from older people (including researchers, recruiters, or other participants). They may also be more vulnerable by virtue of their lack of life experience. Team members will take extra care to explain participants' rights and options, and we will establish clear ground rules, opportunities and mechanisms to enable participants to speak up if they feel uncomfortable or don't understanding something.

C. DATA PROTECTION

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

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

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

2CV has a specific Data Protection policy that sets out the obligations of 2CV regarding data protection and the rights of individuals whose information 2CV collects and process in respect of their personal data under the General Data Protection Regulation ("the Regulation").

Our policy sets out the procedures that are to be followed when dealing with personal data. The procedures and principles set out herein are followed at all times by 2CV, its employees, agents, contractors, or other parties working on behalf of 2CV. 2CV is committed not only to the letter of the law, but also to the spirit of the law and places high importance on the correct, lawful, and fair handling of all personal data, respecting the legal rights, privacy, and trust of all individuals with whom it deals.

Under our policy all personal data must be:

1. processed lawfully, fairly, and in a transparent manner in relation to the data subject;
2. collected for specified, explicit, and legitimate purposes and not further processed in a manner that is incompatible with those purposes; further processing for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes shall not be considered to be incompatible with the initial purposes;
3. adequate, relevant and limited to what is necessary in relation to the purposes for which it is processed;
4. accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that personal data that is inaccurate, having regard to the purposes for which they are processed, is erased or rectified without delay;
5. kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data is processed; personal data may be stored for longer periods insofar as the personal data will be processed solely for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes subject to implementation of the appropriate technical and organisational measures required by the Regulation in order to safeguard the rights and freedoms of the data subject;
6. processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures.

D. SUSTAINABILITY

The Food Standards Agency is committed to improving sustainability in the management of operations. Procurement looks to its suppliers to help achieve this goal. You will need to demonstrate your approach to sustainability, in particular how you will apply it to this project taking into account economic, environmental and social aspects. This will be considered as part of our selection process and you must upload your organisations sustainability policies into the eligibility criteria in Bravo.

Please state what(if any) environmental certification you hold or briefly describe your current Environmental Management System (EMS)

We recognise that we must integrate our business values and operations to meet the expectations of our stakeholders. They include customers, employees, regulators, investors, suppliers, the community and the environment. We recognise that our social, economic and environmental responsibilities to these stakeholders are integral to our business. We aim to demonstrate these responsibilities through our actions and within our corporate policies. We take seriously all feedback that we receive from our stakeholders and, where possible, maintain open dialogue to ensure that we fulfill the requirements outlined within this policy. We shall be open and honest in communicating our strategies, targets, performance and governance to our stakeholders in our continual commitment to sustainable development. The Global COO is responsible for the implementation of this policy and will make the necessary resources available to realise our corporate responsibilities. The responsibility for our performance to this policy rests with all employees throughout the company.

Our company focus:

- We strive to improve our environmental performance through implementation of our Environmental policy.
- We ensure a high level of business performance while minimising and effectively managing risk.
- We register and resolve customer complaints in accordance with our Quality Assurance Policy.
- We operate an equal opportunities policy for all present and potential future employees.
- will offer our employees clear and fair terms of employment and provide resources to enable their continual development.
- We provide safeguards to ensure that all employees are treated with respect and without sexual, physical or mental harassment.
- We provide, and strive to maintain, a clean, healthy and safe working environment
- Our contracts clearly set out the agreed terms, conditions and the basis of our relationship.
- We operate in a way that safeguard against unfair business practices.
- We encourage suppliers and contractors to adopt responsible business policies and practices for mutual benefit

E. DISSEMINATION AND EXPLOITATION (Science Projects Only)

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

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

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

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

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

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

We genuinely believe in what you do and will be passionate advocates for your work: we will support opportunities to spread your message internally (for example, running lunchtime seminars pulling out themes from different research projects) and externally (producing think pieces, running stakeholder roundtables, broadcasting findings across our client and colleague networks via our websites, newsletters, social media, insights workshop,

networks, etc). We would be happy to work with the FSA team to identify possible conference and speaking opportunities that may be appropriate to disseminate the findings from this project as widely as possible. Likewise, we would be more than happy to look for opportunities and to write articles about what has been found for publication in print and online media.

Project Costs Summary Breakdown by Participating Organisations

Please include only the cost to the FSA.

Organisation	VAT Code*	Total (£)
<i>Insert name of Lead Organisation</i>	Please select	£ 73,351.00

Total Project Costs (excluding VAT) **	£ 73,351.00
---	--------------------

Project Costs Summary (Automatically calculated)

Staff Costs	£	██████████
Overhead Costs	£	-
Consumables and Other Costs	£	██████████
Travel and Subsistence Costs	£	██████████
Other Costs - Part 1	£	-

Total Project Costs	£ 73,351.00
----------------------------	--------------------

Staff Costs Table

*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.

Please note that FSA is willing to accept pay rates based upon average pay costs. You will need to indicate where these have been used.

* Role or Position within the project	Participating Organisation	Daily Rate (£/Day)	* Daily Overhead Rate (£/Day)	Days to be spent on the project by all staff at this grade	Total Cost (incl. overheads)
[REDACTED]	2CV	£ [REDACTED]		[REDACTED]	£ [REDACTED]
[REDACTED]	2CV	£ [REDACTED]		[REDACTED]	£ [REDACTED]
[REDACTED]	2CV	£ [REDACTED]		[REDACTED]	£ [REDACTED]
[REDACTED]	Community Research	£ [REDACTED]		[REDACTED]	£ [REDACTED]
[REDACTED]	Community Research	£ [REDACTED]		[REDACTED]	£ [REDACTED]
[REDACTED]	Community Research	£ [REDACTED]		[REDACTED]	£ [REDACTED]
[REDACTED]					£ -
Total Labour Costs					£ [REDACTED]
* Total Overhead Costs (if not shown above)					

Consumable/Equipment Costs

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

Item	Quantity	Cost/Item(£)	Total
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
		£ -	£ -
		£ -	£ -
		£ -	£ -

Total Material Costs £ [REDACTED]

Travel and Subsistence Costs

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

Purpose of journey or description of subsistence cost	Frequency	Cost each (£)	Total Cost
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
		£ -	£ -

Total Travel and Subsistence Costs £ [REDACTED]

The Pricing Schedule

Proposed Project Start Date		Amount				
Invoice Due Date	Description as to which deliverables this invoice will refer to (<i>Please include the deliverable ref no(s) as appropriate</i>)	*Net	** VAT Code	§ Duration from start of project (Weeks)	§ Duration from start of project (Date)	Financial Year
11-Nov-2019	████████████████████	£ ██████████		██████		██████
20-Jan-2020	████████████████████	£ ██████████		██████		██████
		£ -				
		£ -				
30/03/2020	Toolkit delivery	£ ██████████				██████

Total	£ 73,351.00	
--------------	--------------------	--

Summary of Payments

	Year 1	Year 2		
Financial Year (Update as applicable in YYYY-YY format)	2019-20	2020-21	Retention	Total
Total Amount	£ ██████████		£ ██████████	£ 73,351.00