

Bright Harbour Research Ltd
1-2 Rhodium Point Hawkinge Business Park
Spindle Close
Hawkinge
Kent
CT18 7TQ

15th June 2021

Ref: FS900123

Dear [REDACTED]

Supply of Psychologies of Food Choices – meat and dairy (Primary research)

Following your tender/ proposal for the supply of Psychologies of Food Choices – meat and dairy (Primary research) to Food Standards Agency (FSA), we are pleased confirm our intention to award this contract to you.

The attached contract details ("**Order Form**"), contract conditions and the **Annexes** set out the terms of the contract between FSA and Bright Harbour Research Ltd for the provision of the deliverables set out in the Order Form.

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 deliverables. Please confirm your acceptance of the Conditions by signing and returning the Order Form to FSA via the Bravo e-Procurement system. No other form of acknowledgement will be accepted. Please remember to include the reference number above in any future communications relating to this contract.

We will then arrange for Order Form to be countersigned which will create a binding contract between us.

Yours faithfully,

[REDACTED]

[REDACTED]

Order Form

1. Contract Reference	FS900123	
2. Date	18 th June 2021	
3. Buyer	Food Standards Agency (FSA), Clive House 70 Petty France London SW1H 9EX	
4. Supplier	Bright Harbour Research Ltd, 1-2 Rhodium Point Hawkinge Business Park Spindle Close Hawkinge Kent CT18 7TQ	
5. The Contract	<p>The Supplier shall supply the deliverables described below on the terms set out in this Order Form and the attached contract conditions ("Conditions") and any Annexes.</p> <p>Unless the context otherwise requires, capitalised expressions used in this Order Form have the same meanings as in Conditions.</p> <p>In the event of any conflict between this Order Form and the Conditions, this Order Form shall prevail.</p> <p>Please do not attach any Supplier terms and conditions to this Order Form as they will not be accepted by the Buyer and may delay conclusion of the Contract.</p>	
6. Deliverables	Services	See Annex 3 – Supplier's Proposal

7. Specification	See Annex 2 - Specification
8. Term	<p>The Term shall commence on 21st June 2021</p> <p>and the Expiry Date shall be 30th September 2021.</p> <p>The Buyer may extend the Contract for a period of up to 3 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 Contract shall apply throughout any such extended period.</p>
9. Charges	The Charges for the Deliverables shall be as set out in Annex 4 – Suppliers Financial Proposal
10. Payment	<p>All invoices must be sent, quoting a valid purchase order number (PO Number), to:</p> <p>[REDACTED]</p> <p>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.</p> <p>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 Buyer contact (i.e. Contract Manager). Non-compliant invoices will be sent back to you, which may lead to a delay in payment.</p>

11. Buyer Authorised Representative(s)	For general liaison your contact will be: <div style="background-color: black; height: 15px; width: 230px; margin-bottom: 5px;"></div> <div style="background-color: black; height: 15px; width: 400px;"></div>
12. Address for notices	<p>Buyer:</p> <p>FSA Procurement</p> <p>Email: <div style="background-color: black; height: 15px; width: 390px;"></div></p> <p>Supplier:</p> <p><div style="background-color: black; height: 15px; width: 150px;"></div></p> <p>Email: <div style="background-color: black; height: 15px; width: 370px;"></div></p>
13. Key Personnel	See Annex 3
14. Procedures and Policies	<p>The Buyer may require the Supplier to ensure that any person employed in the delivery of the Deliverables has undertaken a Disclosure and Barring Service check.</p> <p>The Supplier shall ensure that no person who discloses that he/she has a conviction that is relevant to the nature of the Contract, relevant to the work of the Buyer, or is of a type otherwise advised by the Buyer (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 Deliverables.</p>

Signed for and on behalf of the Supplier	Signed for and on behalf of the Buyer
Name: [REDACTED] [REDACTED] Job Title: [REDACTED]	Name: [REDACTED] Job Title: [REDACTED]
Date: 18 th June 2021	Date: 18th June 2021
Signature: [REDACTED]	Signature: [REDACTED]

Annex 1 – Authorised Processing Template

Contract:	FS900123
Date:	15 th June 2021
Description Of Authorised Processing	Details
Subject matter of the processing	<i>The processing is needed in order to ensure that Bright Harbour can effectively deliver the contract to conduct research with members of the public.</i>
Duration of the processing	<i>From commission in June 2021 until publication of the report in September/October 2021.</i>
Nature and purposes of the processing	<i>Collection of public participant details by recruiters to determine eligibility for the research.</i> <i>Collection of qualitative data on food views/behaviours in research sessions and for pursuant analysis.</i> <i>Dissemination and inclusion of anonymized contributions from participants for publication of findings.</i>
Type of Personal Data	<i>Name, age, contact details, potentially (by consent) photo or video data, ethnicity, SEG, views and behaviours, limited health information (e.g. allergens status, whether have any significant or long term health conditions that affect food habits).</i>
Categories of Data Subject	<i>Members of the public.</i>

Annex 2 – Specification

THE SPECIFICATION

There is a growing evidence base on how to change food behaviours to encourage safer, healthier and more sustainable choices (Bailey & Harper, 2015)¹. However, one of the major barriers to changing food behaviours is habit – that is, often our food choices are more the product of routine than conscious deliberation (Wood et al., 2005; van't Tiet et al., 2011)².

Evidence from interventions to change other behaviours, such as travel habits, highlight that when one intervenes can be as important as how one intervenes (Verplanken & Roy, 2016)³. Specifically, interventions targeted to when habits are disrupted tend to be much more effective than when applied to stable routines (Verplanken et al., 2018)⁴.

In 2020, we commissioned a review looking at the life stages, disruptions and '[moments of change](#)' to explore when behavioural interventions to encourage safer, healthier, more sustainable food choices might be most effective. In 2021 we commissioned a review looking at the psychology of food choices, giving an overview of the deliberate processes, non-conscious processes and the indirect effects which influence how people choose to eat (in press – will be shared with the successful bidder).

We have just commissioned a further evidence review to be written for a policy audience, focusing on the following question:

1. What are the situational, social, emotional and psychological roles of meat and dairy and how does variation among them influence buying and eating decisions?
 - Do people reducing their meat or dairy intake make substitutions with other foods, and if so, with what?
 - What are some of the trade-offs people are willing to make to shift their consumption of meat/dairy products?
 - What are the barriers preventing people from reducing meat/dairy consumption?
 - What is the role of meat/dairy alternatives (nutritional composition, comparisons to traditional meat products, health impacts etc)
 - How do consumer practices around meat and dairy differ depending on out of home (inc takeaways) and in-home?
 - Are people willing to pay more for locally/UK sourced meat and dairy?
 - What are the drivers/barriers to purchasing imitation-meat products and does this differ among socio-demographics?
 - What is the role of specialist diets/wellbeing approaches that impact on meat eating?

¹ Bailey, R. & Harper, D. R. (2015), Reviewing Interventions for Healthy and Sustainable Diets (London: Chatham House).

² van't Tiet et al. (2011). The importance of habits in eating behaviour. An overview and recommendations for future research. *Appetite*, 57, 585-596.

Wood, W., Tam, L., & Guerrero Wit, M. (2005). Changing circumstances, disrupting habits. *Journal of Personality and Social Psychology*, 88 (918-33).

³ Verplanken, B. & Roy, D. (2016). Empowering interventions to promote sustainable lifestyles: Testing the habit discontinuity hypothesis in a field experiment. *Journal of Environmental Psychology*, 45, 127-134.

⁴ Verplanken, B., Roy, D. & Whitmarsh, L., (2018). Cracks in the Wall: Habit Discontinuities as Vehicles for Behaviour Change. *The Psychology of Habit*, Springer.

- What are consumer views on portion sizes and reducing excess consumption and also 'less and better' meat?
- What are consumer views on reformulation (e.g. 'blending' meat/dairy with alternatives; decreasing meat/dairy and replacing with veg)

In parallel, and working with the academics involved, we would like to build on this growing and widely applicable evidence base by commissioning a small piece of primary qualitative consumer research exploring some of the hypotheses revealed in the reviews, to be delivered by September 2020.

The Specification

The FSA is looking to appoint a contractor who can deliver primary consumer research exploring and understanding their attitudes towards meat and dairy consumption and buying habits (method/s to be advised).

Tenderers should provide suggestions of innovative qualitative research methods in England, Wales and Northern Ireland, including exploring some of the hypotheses from the literature review - perhaps 6-7 parameters that participants can discuss and explore.

1. Outputs

We would be interested in a detailed, digestible document informed by a balanced and well evidenced consumer evidence.

The report should be prefaced with an executive summary.

An appendix containing short summaries of all the stimulus and research material should be provided alongside the main report.

All outputs must be in line with FSA brand guidelines and meet FSA accessibility requirements.

Publications by the contractor of any research articles or other publications based on the information collected in relation to this project will be subject to approval from the FSA, and the FSA should be acknowledged as funders. This approval, however, will not be unreasonably withheld.

2. Timings

Initial input from reviewer (July 2021)

Delivery of final draft report ready for peer review by 31 September 2021

3. Personnel

The FSA requires the contractor to provide a sufficient level of resource throughout the duration of the contract in order to consistently deliver a quality service.

Details of all key personnel who will be working on this project for the contractor must be given in proposals, including their grade, daily rate, number of days' input, relevant skills and experience. The proposal should also include who would be drafting the report.

Should any element of this project be subcontracted, details of subcontracted companies, their key personnel and working arrangements with the contractor should also be included within proposals.

4. Reporting

In addition to the Outputs specified, the contractor will report frequently to the FSA on progress, either by phone or via email. The frequency of reporting and expectations from this will be decided by the FSA's project manager and the contractor together.

5. Ethics

Tenderers are asked to identify any ethical concerns they envision for this project and detail how these issues would be addressed.

6. Quality

All reporting produced must be of publishable standard. Reports are expected to have been proofread before submission to the FSA.

It is envisaged that all outputs will also be peer-reviewed. Given the high profile of this area of work, quality and robustness are key.

The proposal should include information on internal quality assurance procedures and how the contractor will achieve high quality outputs to time and budget.

7. Risk management

The contractor is expected to review, update and communicate risks to the successful conduction of the contracted work, to the FSA as appropriate.

8. Cost

The indicative budget for the work is £50,000.

Please ensure that your proposal identifies all anticipated costs for conducting the work. A cost breakdown for staff involvement and days dedicated to the project should be provided for each staff member. Cost should be provided exclusive of VAT and should clearly state whether VAT will be charged.

Payments will be made against key milestones. A payment schedule will be agreed between the FSA's project manager and the successful supplier's contract manager on finalisation of the contract.

Annex 3 – Suppliers Technical Proposal

Tender Application form for a project with the Food Standards Agency



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

LEAD APPLICANT'S DETAILS

Surname	██████████	██████████	M	Mx
Organisation	Bright Harbour			
Street Address	1-2 Rhodium Point Hawkinge Business Park, Spindle Close, Hawkinge, Kent, United Kingdom			
Town/City	Folkestone, Kent	Country	UK	Postcode CT18 7TQ
Telephone No	07761800552	E-mail Address	██	
Is your organisation is a small and medium enterprise . (EU recommendation 2003/361/EC refers http://www.hmrc.gov.uk/manuals/cirdmanual/cird92800.htm)		Yes		

TENDER SUMMARY

TENDER TITLE

Psychologies of Food Choices - Qualitative Research

TENDER REFERENCE

FS PROJECT_872

PROPOSED START DATE

11/06/2021

PROPOSED END DATE

31/09/2021

1: TENDER SUMMARY AND OBJECTIVES

A. TENDER SUMMARY

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

We have proposed a three-phase approach incorporating a mixed method qualitative investigation, in which we prioritise depth of exploration and triangulation across different methods and task-types with a smaller but carefully designed sample. We have incorporated a wide range of data collection methods including structured depth discussion; workshop discussion with both traditionally recruited and natural social groups; longitudinal diary; shopping and food preparation tasks; peer interviewing; and multi-media data capture (audio, video, photo). Our total sample would reach c. 34 people via a combined total of over 130 research contact hours.

We will use the insights and hypotheses of the FSA's academic partners' literature review to ground and focus our exploration, also incorporating the structure of UCL's COM-B framework to understand not just how beliefs/behaviours

arise but what kinds of interventions or support may be needed to enable positive, informed decision making (whatever that may mean for that individual consumer). We have planned for collaboration and co-design of our approach to data gathering, analysis and reporting throughout the project with both the FSA and your academic partner.

This project would be led by Bright Harbour founder Caitlin Connors and supported by a senior, experienced team with a long history of successful delivery of complex research with the FSA. Our team includes highly senior research and design professionals (Mel Cohen, Fan Sissoko, Sam Saint-Warrens) all of whom have extensive experience in behavioural insight research and food research; our trusted behavioural insights partner Elina Halonen (Square Peg Insight); our proven recruitment partner Claire Sheppard (The Field); and visual design and research support from AndGood (Francesca Allen).

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

OBJECTIVES

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

OBJECTIVE NUMBER	OBJECTIVE DESCRIPTION
1	CO-CREATE OUR PROJECT PLAN WITH THE FSA AND YOUR ACADEMIC PARTNERS TO ENSURE STRONG COMMUNICATION AND PROJECT ALIGNMENT
2	RAPIDLY MAP IMPLICATIONS OF EXISTING LITERATURE AND INSIGHT IN TERMS OF FURTHER QUESTIONS TO EXPLORE AROUND SITUATIONAL, CULTURAL, EMOTIONAL AND PSYCHOLOGICAL ROLES OF MEAT AND DAIRY - AND INFLUENCE ON PURCHASING DECISIONS
3	AGREE A SAMPLE AND INNOVATIVE QUALITATIVE DESIGN AND MATERIALS THAT WILL ENABLE FLEXIBLE YET RIGOROUS EXPLORATION OF THE DRIVERS OF MEAT/DAIRY PSYCHOLOGY AND PURCHASING BEHAVIOUR
4	DELIVER A MIXED METHOD QUALITATIVE APPROACH - INDIVIDUAL INTERVIEWING, GROUP WORKSHOPS, LONGITUDINAL MULTIMEDIA DATA COLLECTION AND PEER INTERVIEWING FOR A TRIANGULATED AND ROBUST DATASET
5	CONDUCT RICH AND ROBUST ANALYSIS (ONGOING AND SUMMATIVE) THAT BRIDGES ACADEMIC HYPOTHESES AND REAL-WORLD BEHAVIOUR AND ATTITUDES
6	DELIVER DIGESTIBLE, VISUALLY ATTRACTIVE FINAL OUTPUTS INCORPORATING TRADITIONAL QUALITATIVE REPORTING BUT ALSO USEFUL ASSETS TO GUIDE AGENCY AND PARTNER PLANNING
7	SUPPORT DISSEMINATION OF FINDINGS VIA BRIGHT HARBOUR MEDIA CHANNELS AND POTENTIALLY CONVERSATION WITH PARTNERS

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.

THE CHALLENGES WE ARE RESPONDING TO IN STUDY DESIGN

Our approach and team are built with the following key challenges in mind:

- The need to **unpack likely complex drivers of beliefs, frames and habits around foods** - including directionally motivated reasoning (that is, beliefs or behaviours that provide emotional, social and/or financial benefits). For example, attitudes and beliefs around meat/dairy/alternatives consumption may be unconsciously driven by things like:
 - comfort: avoiding unpleasant emotions, confusion, frustrations, etc.
 - self-esteem: feeling good about ourselves; self-protection vs self-enhancement

morale: motivating ourselves to do hard things

- social persuasion: professing views that are socially desirable amongst friends/influencers
 - self persuasion: convincing ourselves so that we can persuade others
 - image: choosing or reporting beliefs that make us look good
 - belonging: fitting into your social groups - and so on.
- The need to **overcome barriers to honest reflection and discussion** of drivers of food behaviours and attitudes, especially increasingly stigmatised behaviours around meat and dairy consumption - e.g. mis-match between reported and actual attitudes/behaviour may arise because of:
 - self-awareness: we are not often aware of why we do what we do
 - honesty: potentially aspirational answers, boosting self-image, increasing meat/dairy stigma, etc
 - memory: we do not remember what we have done
 - The opportunity to **build on established behavioural frameworks** with a strong history of successful application within social policy development - and fairly wide adoption and awareness within the FSA specifically. In this case, we propose ensuring that our study materials build on UCL's COM-B approach, e.g. exploring behaviours in terms of:
 - physical/psychological **capability** (cooking skills, literacy, knowledge, mindsets, scripts, schemas, etc)
 - physical and social **opportunity** (environmental influences, financial time and space resources, domestic cooking arrangements and responsibilities, etc), and
 - automatic and reflective **motivation** (attitudes, ease of change, social food identities, etc)
 - The need to provide **easy to engage with, low burden, safe and positive research experiences for a range of participants** experiencing very different contexts (emotional, social, financial etc) under the changing conditions of pandemic. We need to ensure:
 - we use different approaches to suit different learning and engagement styles
 - we do not make research difficult to access for anyone involved, regardless of digital access; cognitive capacity and bandwidth; time constraints, etc
 - we are prepared for flexibility if circumstances change
 - we can handle the potentially sensitive discussions that inevitably arise when exploring food habits and behaviours, particularly under pandemic, and mindful of rising rates of food insecurity and financial stress

OUR PROPOSED APPROACH

Below we've outlined our approach in three phases.

- Phase 1: Set-up, scoping and design, and participant recruitment
- Phase 2: Qualitative fieldwork and analysis
- Phase 3: Outputs and dissemination

We have proposed a three-phase approach incorporating mixed method qualitative investigation. We have prioritised depth of exploration and triangulation across different methods and task-types with a smaller but carefully designed sample.

We have incorporated a wide range of data collection methods including structured depth discussion; workshop discussion with both traditionally recruited and natural social groups; longitudinal diary, shopping and food preparation tasks; peer interviewing; and multimedia data capture (audio, video, photo).

Our total sample would reach C. 34 people via a combined total of over 130 research contact hours.

PHASE 1 - SET-UP, SCOPING & DESIGN

PHASE 1a: Kickoff and set-up

We see this work very much as a collaborative effort both with the FSA team and with your academic partners who will be providing the foundational behavioural hypotheses for testing and exploration. We recommend investing enough team time at kick-off to enable smooth working together and alignment on what we want to achieve in this work. This will also ensure a smooth handover from the academic literature review into lived exploration of the hypotheses and questions posed.

We'd propose a longer than standard **2-hour kick-off meeting** with the FSA team, either coupled or followed with a **<1 hour meeting with your academic partners**. In the kickoff we would explore your understanding and vision for this work and priorities/success/failure points around the key objectives; get your views on sample and methods; identify key reading materials outside the literature review to feed into our pre-fieldwork mapping exercise; and talk through project timings and communication points.

We'd also like to explore in this meeting how transparently we can conduct this work and how much might be shared outside the project reporting. For example, we have proposed to also write a blog post on methodological learnings from this project that will benefit the wider sector. We'd also like to discuss key partners or sector colleagues that might benefit from the findings of this work and talk through whether there are low-effort, high impact ways that we could consider their needs as we design this work. For example - is there one additional question that we could ask in topic guides that would make a meaningful difference for colleagues? Or are there colleagues in Government in charity that could join into any debrief or analysis discussions? Our preference given the public funding for this work is to enable it to be as useful as possible to the sector more widely, time and budget permitting.

In line with the FSA's transparency commitments, we are potentially open to making anonymised transcripts available for further use but have not costed for this within our proposal at present.

In the meeting time with your academic partners we would explore respective roles in this project and ways of working together; gather ideas for a long-list of potential focus areas (e.g. key hypotheses/gaps/tensions to explore) and cement shared milestones in the diary to build into our project plan.

We'd develop a final project plan after this meeting confirming key deliverables, project timings and our communications plan.

PHASE 1b: Rapid mapping of existing literature and insight

Our team has extensive experience conducting research with the general public about food behaviours for clients like the FSA, Defra, GSTC, PHE, Soil Association, DH, Tesco and other corporate food clients - including exploration of how people make choices around meat and dairy.

However, we are conscious that the landscape changes rapidly and of course eager to ensure we take full advantage of recent FSA-commissioned research in this area, particularly your 'moments of change' review and the in-process policy-focused academic literature review.

To enable our team to make full use of the findings from both pieces of work as foundational starting points for this piece, we would **collaboratively map** the key findings of relevance for this piece before finalising the study design. This will help us to finalise our sample focus; task design; interview/questioning content/priority; etc. We'll use a collaborative Google Sheets approach for this which you are welcome to access yourself.

We suspect that given the richness of the topic area we'll have more than enough to play with, so would also use this process to identify a priority objectives/question order. We'll talk with you about how to guide our prioritisation - e.g. balancing between interests in filling gaps; validating 'what's known' within the present context; exploring potential change or trend points emerging since the data from the literature was gathered and published; focusing on areas where the FSA is most likely to take action, etc.

We'll then hold a c. 1.5 hour **workshop** with the FSA and your partners to talk through your priorities and come to agreement about what we want to prioritise in this piece of work, including which hypotheses from the academic review may need more attention in terms of exploration and/or testing.

Depending on what emerges from this phase, we'll also have an early conversation about any potential adjustments needed from our initially scoped approach to ensure the most effective and robust exploration of the issues at hand.

PHASE 1c: Collaborative sample, design and materials development

We suggest taking a collaborative approach to developing our final research plan before beginning recruitment, we would hold a **materials planning meeting with the FSA and potentially your academic partners** to finalise our sample, overall design, and materials. In this workshop we'd talk through key implications from the mapping for our approach, and outline our proposal for any methods and sample adjustments plus draft key content/tasks for our fieldwork tasks. We're very happy to take on ideas and would also use this as a chance to check whether our balance of priorities/content/hypotheses focus etc feels right for you.

Following this meeting we would **draft the full sample, screening materials and fieldwork materials for review and comment** - again we are happy to receive comments both from yourselves and from your academic partners. All fieldwork recruitment would be led by our trusted recruitment partner Claire Sheppard (The Field) who has worked on many projects for the FSA before - using a mix of free-find, snowball and list recruitment via proven recruitment partners stationed across the UK. We would agree on the incentives amounts in line with industry norms for the amount of participation we are requesting from our participants.

Once our approach is finalised our time includes an in-depth **briefing for all fieldwork moderators** to ensure not just comfort with our approach and the tasks used, but familiarity with the literature and thinking underpinning our approach. We'll spend time thinking about potential problems, challenges or curveballs that might arise during fieldwork and plan our collective response and process for finding solutions. We'll also brief the team on our participant and team safeguarding approach.

At this point we'll also set up a **skeleton analysis framework** so that moderators have a sense of how they'll be reflecting on and reporting the material, particularly in terms of how we'll capture data against the hypotheses laid out in the literature review - and capture wider insights or data that might challenge these hypotheses or shift our issue framing.

PHASE 2: QUALITATIVE FIELDWORK AND ANALYSIS

PHASE 2A: Mixed method and iterative qualitative investigation

We have considered our approach to the qualitative fieldwork element of this work carefully, and **our approach prioritises:**

- triangulation of different tasks/methods/perspectives across each participant
- ability to achieve the most naturalistic input possible - minimising research effects
- the ability to tailor our approach to each participant - gathering some core material from every participant, but also exploring key areas of interest with individuals for whom those questions are most relevant or interesting to them
- ease of access regardless of participant learning styles, digital confidence, preferred communication methods, etc.

We would thus take a **fully remote, iterative and flexible approach** to the qualitative investigation - to be conducted over a **2-week fieldwork window in July/August 2021, with 24 'primary participants' (plus up to 10 participants to be peer interviewed)**. Collectively, these 34 participants would represent over 130 hours of research engagement.

Although we would include direct interviewing/workshop elements, our method also relies on supporting participants to engage with a range of flexible self-guided engagement methods. Including this mix of tasks and engagement types is critical to get a rounded, honest understanding of the drivers at play in terms of meat/dairy/alternative attitudes and behaviours - helping move beyond self-report into actual behaviour; ensuring that people can engage in the way that fits their interest and context; and helping see the same issue from multiple perspectives both within individuals' data and across the sample.

We would enable this via fairly low-tech methods, relying on participant engagement via Google Docs and slim/easy multi-media upload options like SpeakPipe. Although there are a wide range of formal 'platforms' available for remote

research, many of which we've used and loved before, our priority for this work is providing flexibility and minimising research bias.

The more that participants feel 'researched' the less likely they are to answer honestly; we want participants to be able to answer questions in a way in which the tech involved is minimally invasive and noticeable - participants recording some audio, writing some text, uploading some pictures etc - not 'logging into our online forum platform' in which the 'research-y' nature of engagement is more obvious. The time that we would otherwise spend in a fairly extensive platform set up and scripting is then re-apportioned to participant analysis and individual engagement.

We'd work with you to find the best way to explore the hypotheses from the literature review in these tasks; it's difficult to find the perfect approach without seeing what's come out of the research!

Our **rough flow of tasks and engagement is as follows**; sample is discussed in more detail below.

Week 1 fieldwork: Tues 27th July - Mon Aug 2nd

- Tuesday 27th - Sunday Aug 1st: **Supported participant completion** of a range of self tasks - we will provide a range of options and the participant will choose **3 c. 20-30 minute tasks per person** to complete over the course of the week.
- Potential **individual tasks** might include the following. We would set up templates for the task with options for text/audio or video/photo upload completions depending on the task.
 - **My food life:** All participants would complete an initial introductory task aimed at helping us understand their individual context. The task would ask participants to identify key drivers of current purchasing behaviour around meat/dairy/alternatives (e.g. food identities and specialist diets; environmental impact; money; caring demands; etc etc). We'd also ask them to identify their own moments of change in the past where consumption changed, and how they are feeling about their current patterns - e.g. do they see these changing and why.
 - **Cupboard and freezer reveal:** participants would reflect on meat/dairy purchases: why they chose those; which/whether they might consider meat/dairy alternatives and why/not; what benefits they would have had to see or barriers would have to be removed to consider a local/higher quality/imitation product.
 - **Eating out menu challenge:** pulling up a menu from a favourite take-away or eat-in option and considering what they would choose typically; what they would consider/not consider if they were shifting their meat/dairy consumption patterns; etc.
 - **Shopping list show-and-tell** - showing/uploading pictures of shopping lists and talking through meat/dairy/alternative choices, what drove these, and any benefits and downsides after purchase
 - **Meat eater/veggie/vegan persona task:** we'd ask participants to use photos from the internet and text to fill out a personas of 'typical' meat eaters, veggies or vegans - imagining someone in roughly their age group and stage of life - to surface assumptions about 'the kinds of people' that buy differently than they do, and what drives this.
 - **Social media review:** What do discussions look like within their peer group/influencer circle around meat/dairy/alternatives? What kinds of discussions are they having or viewing about meat/non-meat eating? Who is influential and why? This could also include WhatsApp conversations etc.
 - **"Actually, Peter's a vegan":** Participants would imagine they have a vegan guest coming to visit along with three other guests. We'd ask them to think through how they will meal plan: will they have a meat replacement? Will everyone but Peter be given meat? Will everyone be given vegan food? What challenges or opportunities would this create for them?
 - **Weekly menu substitution challenge:** participants would think through a week in their household and imagine what they would tend to eat for a normal week - then imagine how they might approach cutting

down meat/dairy by 25%, 50% or more - and how they/others in the household would feel about this

- On the final day of their first week of fieldwork, we'd convene **4 workshop sessions** with the participants who had been completing the week's tasks to explore learnings and reflections over the week (4 group sessions x 6-7 people each). Workshops would be 1.5 hours long, with content and tasks enabling us to explore what participants have noticed about their own meat/dairy/alternative consumption patterns; questions that have been raised for them; etc.

Workshops would be moderated by a lead moderator and 'supporter' who would manage tech, follow-up key interest points with individuals in private chat, and generally help ensure smooth conduct and full participant engagement.

We'd discuss with you the best composition for these workshops, but initially propose to keep groups fairly similar in terms of views and behaviours in order to minimise impact on week 2 input at this stage. This may be demographic based but more likely would be driven by behaviour patterns and attitudes. Whilst this carries some risk of hot-housing it also creates a safe place in which stigma is lowered and comfort is high - enabling more honest sharing.

Week 2 fieldwork: Tues Aug 3rd - Mon Aug 9th

- This week's fieldwork would convene the same 24 participants as in the previous week. We find that extended engagement times tend to produce deeper reflection and also enable us to identify the contradictions, confusions and tension points that are most illuminating in understanding deeper and implicit drivers of around food behaviors.
- Tuesday 3rd - Sunday Aug 8th: **Supported participant completion** of a range of self tasks - we will again provide a range of options and the participant will choose **3 c. 20-30 minute tasks per person** to complete over the course of the week.
 - Potential **individual tasks** might include the same mix of tasks from Week 1 - plus/or additional tasks to follow up on key findings from week 1's workshops. We would again set up templates for the task with options for text/audio or video/photo upload completions depending on the task.
 - Given the heavy influence of household members on consumption patterns, in this week we would also introduce the option of **potential peer research conduct**, asking people to engage a household member in a short mini-interview about key topics of interest. For example, they might conduct a brief interview on one of the tasks they have already completed - exploring areas of commonality/difference from their own responses. (We would audio capture verbal consent for mini-interviewing participants).
- Monday 9th August we would hold **3 workshops of 1.5 hours each (6-7 participants each)** to discuss key reflections from the week, any 'aha' moments or shifts in thinking, and potentially responses to interventions. We may also consider more 'mixed' group development in this phase - e.g. mixing people with different views and behaviours into one group to observe social dynamics and more varied conversations. These workshops could thus also give us a chance to observe social influences on views and behaviours in action; often, being exposed to others' opinions or views can raise new questions, slightly shift views (e.g. about 'what vegans are like), or even (often) entrench views and behaviours.

We would not expect everyone involved in the study to take part in this final set of workshops given some natural drop-out, but would prioritise and encourage involvement from a good selection of participants who come with a good mix of contexts and experiences.

Sample

We would develop the sample collaboratively with you and your academic partners upon commissioning, but initially expect to sample based on the following factors. Collectively, these should give us good coverage across different Capability, Opportunity and Motivation perspectives on meat/dairy/alternatives consumption.

- **geography** - we have initially assumed that work would be conducted across England, NI and Wales but are of course happy to include Scottish participants. We'd achieve a mix of urban, suburban and more rural participants, roughly weighted to match UK national breakdowns. We are conscious that food purchasing patterns for rural, NI and Welsh participants tend to be much more local, with somewhat less focus on multinational retail players.
- **socioeconomic group (SEG)¹ and financial circumstance** - We'd initially propose a roughly representative weighting of B/C/D participants, though are happy to discuss the potential for A/E inclusion. We may consider setting some achievable minimums around food insecurity given rapid rises this year (and before).
- **mix of household food roles** - e.g. primary/sole/occasional food purchaser - biasing the sample towards people who have at least some influence over household food purchasing
- **mix of moments of change experiences** - biasing the sample towards moments of change identified in the review or that potentially arose during pandemic - to ensure that we are focusing our attention on those most likely to change/who have experienced shifts in their meat/dairy/alternatives consumption patterns
- **mix of life stages and domestic arrangements** - e.g. single, coupled, children <5 and >5, retired, etc. There are pronounced generational differences in meat and dairy consumption between Gen Z/millennial and older generational groups - but also more disposable income for food in Gen X+ groups. We initially suggest up-weighting Gen Z and millennial participants given more flexible and changing attitudes/behaviours in these groups, which are likely a bellwether for the market as a whole. We also need to represent different levels of cooking opportunity - e.g. owned/shared kitchens, easy access to cooking facilities/harder, etc.
- **attitudes, identities and specialist diets**: we would need to discuss how much converge to give to vegan/vegetarian/flexitarian/etc diets versus more traditional meat and dairy consumption; there is likely to be value in speaking to people who are recent converts or who have periods of no meat/dairy consumption in particular (e.g. those taking part in Veganuary). We'll also need to include some coverage of other specialist diets which influence food attitudes and behaviours (e.g. gluten free; paleo/high protein; etc), whether undertaken for health, ethical, or other reasons.
- **religion, ethnicity and culture** - We'd ensure ethnicity breakdowns are roughly in line with national averages, and that we ensure achievable minimums around participants with cultural or religious restrictions around meat and dairy consumption.

Phase 2b: Iterative and final analysis

We will take an iterative approach to analytics, combining pre-decided structural elements that help us stay focused and ensure that we can translate findings into useful and proven frameworks (e.g. COM-B) but also leaving room to identify and reflect on unexpected findings that change our sense of what we want to explore or how we might view the data we are gathering. As above, in practice our analysis timeline will co-occur with elements of the fieldwork itself.

We would plan to conduct a **team brainstorm - or shared brainstorm with the FSA - after the first week of fieldwork**. In this brainstorm we'd collectively identify areas of good coverage/potential gaps; explore what early findings are most confusing/exciting/etc and might deserve more coverage or follow-up than we expected; have a conversation about where we think we might be getting actual/reported behaviour gaps and ensure that our planned tasks will tackle those and provide another 'view' into what's going on, etc. We may also identify key questions/curiosity points to pick up with individual participants.

After this meeting we'd **finalise our analysis framework** that each researcher would use to track the data gathered from each participant. We typically have each researcher 'follow' a participant's data across the span of the project so that we can triangulate and contextualise findings across the various tasks for each participant - e.g. so that we can identify conflicting views within a participant's data, or change in behaviour or views in different contexts. We'll decide exactly

¹ For more information on SEG breakdowns see:

<https://www.ons.gov.uk/methodology/classificationsandstandards/otherclassifications/thenationalstatistics socioeconomic classificationsscrebasedonsoc2010>

what this looks like together with you so that you can be confident we're focusing where we need to in order to achieve the insight and outputs you need from us. It is likely that we will incorporate the COM-B framework into this analysis framework in some way (we recently successfully took this approach for a project on food behaviours for UKRI).

Once each researcher has conducted individual analysis for 'their' participants, **each researcher has a review of the combined findings** to familiarise themselves with spaces of commonality and difference across the data set. This helps them immerse themselves in the dataset as a whole and identify questions or curiosities to discuss as a group.

We then conduct **1-2 group brainstorm**s to identify key overall themes; explore areas of tension or complexity; understand audience differences; identify whole-dataset patterns, etc. You are again welcome to join these.

From these brainstorm we begin to **develop the outline 'story' and structure of the final outputs**, including identifying potential case studies or visuals that will best help connect the reader to the story and illuminate key themes. Our visual designer, Francesca Allen, is part of the research team itself - minimising risk of mis-translation or wasted time.

PHASE 3 - OUTPUTS AND DISSEMINATION

Phase 3a - Develop and deliver visually attractive final outputs

We are open to discussion about the ideal outputs for this piece of work, but initially anticipate providing three outputs:

- A **shorter visually designed summary piece of c. 5-6 pages** that outlines key insights and implications for the FSA - acting as a stand-alone executive summary that can be shared and circulated in its own right
- The **main key findings report**
 - C. 20 - 30 pages maximum of main content
 - Attractively designed following FSA branding guidelines
 - Meeting all FSA accessibility requirements
 - plus an Appendix presenting study methodology and sample plus study materials (e.g. topic guides)
- A **general public friendly blog post** representing key methodological learnings from this work to be published under the Bright Harbour Medium page - delivered pro-bono to ensure that public expenditure benefits not just the FSA but the wider social good research and design community
- **Participation in 1-2 meetings with external colleagues or partners** to share findings if helpful

Our team has an extensive history of successful delivery of a wide range of output types for the Food Standards Agency; ██████ has authored or co-authored over 25 individual reports for the FSA since 2008, and most of the other team members involved in this work with us have also produced reports for your team.

Materials authored or co-authored by our team for the FSA have ranged from flagship public reporting for policy and strategy development (e.g. Our Food Future, Strategy 2015-2020); qualitative insight for communications, service development and policy development (e.g. Consumer Insight for Communications, Experiences of Household Food Insecurity), and internal workshops and outputs focusing on cross-project insight summaries or co-created outputs (Horizon Scanning 2021; Behavioural Insight for Communications), etc.

All visual design support would be provided by trusted partners at AndGood - who co-led our research on food insecurity with the FSA in 2020.

Phase 3b - Support dissemination of findings

We believe in the power of well conducted research to shift policy and practice, and love the FSA's commitment to openness, transparency and sharing of publicly funding research. We'd be keen to support dissemination for this piece and would expect to share findings widely via our Bright Harbour media (Twitter, LinkedIn, Medium) and also directly to organisations/people of relevance within our Bright Harbour Collective networks.

Collectively, we have worked closely with most UK Government departments, a wide variety of Local Authority partners, and an enormous range of charity and third-sector partners who could potentially be interested in the findings from this work.

Our costs also include pro-bono time for 1-2 discussions with any FSA partners or colleagues who have questions about the findings.

B. INNOVATION

Please provide details of any aspect of the proposed work which are considered innovative in design and/or application? E.g. Introduction of new or significant improved products, services, methods, processes, markets and forms of organization

[REDACTED]

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

[REDACTED]

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

3: THE PROJECT PLAN AND DELIVERABLES

A. THE PLAN

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

Our key phases of work are tightly tied to the project objectives. Below we have outlined the key phase sequence, which objective is tackled in each, the key phase tasks needed to achieve each.

PHASE NUM	OBJECTIVE NUM	KEY OBJECTIVE FOCUS FOR THIS PHASE	KEY PHASE TASKS AND DELIVERABLES
Phase 1a – Set-up, scoping and design	1	CO-CREATE OUR PROJECT PLAN WITH THE FSA AND YOUR ACADEMIC PARTNERS TO ENSURE STRONG COMMUNICATION AND PROJECT ALIGNMENT	<p>1/01 KICKOFF MEETING WITH THE FSA TEAM</p> <p>1/02 IDENTIFY KEY OBJECTIVES OF THE FSA TEAM + SUCCESS AND FAILURE POINTS</p> <p>1/03 IDENTIFY KEY READING MATERIALS AND KEY COLLABORATORS</p> <p>1/04 AGREE KEY PROJECT TIMINGS AND COMMUNICATION POINTS</p>
Phase 1b – Set-up, scoping and design	2	RAPIDLY MAP IMPLICATIONS OF EXISTING LITERATURE AND INSIGHT IN TERMS OF FURTHER QUESTIONS TO EXPLORE AROUND SITUATIONAL, EMOTIONAL AND PSYCHOLOGICAL ROLES OF MEAT AND DAIRY - AND INFLUENCE ON PURCHASING DECISIONS	<p>2/01 MAPPING KEY INSIGHTS/QUESTIONS/GAPS/IMPLICATIONS IN GOOGLE SHEETS</p> <p>2/02 IDENTIFYING TRADE-OFFS AND DECISION POINTS IN TERMS OF PROJECT PRIORITIES (HYPOTHESES TO TEST/SAMPLE DESIGN/TASK DESIGN/KEY CONTENT/POTENTIAL INTERVENTIONS TO TEST, ETC)</p> <p>2/03 WORKSHOP WITH THE FSA AND YOUR ACADEMIC PARTNERS TO DISCUSS, DEBATE AND FINALISE PRIORITIES FOR THIS PIECE OF WORK</p>
Phase 1c – Set-up, scoping and design	3	AGREE A SAMPLE AND INNOVATIVE QUALITATIVE DESIGN AND MATERIALS THAT WILL ENABLE FLEXIBLE YET RIGOROUS EXPLORATION OF THE DRIVERS OF MEAT/DAIRY PSYCHOLOGY AND PURCHASING BEHAVIOUR	<p>3/01 COLLABORATE WITH THE FSA AND ITS ACADEMIC PARTNERS TO ENSURE THAT INSIGHTS AND IMPLICATIONS FROM THE LITERATURE REVIEW ARE FULLY INCORPORATED IN QUALITATIVE DESIGN AND ANALYSIS PLANS</p> <p>3/02 CO-DESIGN A PARTICIPANT SAMPLE AND SCREENING APPROACH WITH FSA COLLEAGUES AND POTENTIALLY ACADEMIC PARTNERS</p> <p>3/03 DELIVER DRAFT AND FINAL SCREENING MATERIALS AND TOPIC GUIDES PLUS DRAFT ANALYSIS FRAMEWORK</p> <p>3/04 INTERNAL TEAM BRIEFING FOR ALL MODERATORS</p>
Phase 2a – Qualitative fieldwork and analysis	4	DELIVER A MIXED METHOD QUALITATIVE APPROACH - INDIVIDUAL INTERVIEWING, GROUP WORKSHOPS, LONGITUDINAL MULTIMEDIA DATA COLLECTION AND PEER INTERVIEWING FOR A TRIANGULATED AND ROBUST DATASET	<p>4/01 RECRUITMENT COMPLETE FOR ALL FIELDWORK</p> <p>4/02 1ST WEEK OF FIELDWORK COMPLETE - APPROACH ADJUSTMENT POINT</p> <p>4/03 FIELDWORK COMPLETE</p>

Phase 2b - Qualitative fieldwork and analysis	5	CONDUCT RICH AND ROBUST ANALYSIS (ONGOING AND SUMMATIVE) THAT BRIDGES ACADEMIC HYPOTHESES AND REAL-WORLD BEHAVIOUR AND ATTITUDES	<p>5/01 CONDUCT ITERATIVE, INTERIM ANALYSIS BRAINSTORMS WITH THE FSA TO HELP GUIDE ADJUSTMENTS AND ONGOING EXPLORATION</p> <p>5/02 FINALISE ANALYSIS FRAMEWORK</p> <p>5/03 INDIVIDUAL RESEARCHER ANALYSIS, 'FOLLOWING' INDIVIDUAL PARTICIPANTS THROUGH THE FIELDWORK PROCESS</p> <p>5/04 FINAL SUMMATIVE ANALYSIS VIA GROUP WORKSHOP(S) TO IDENTIFY KEY THEMES, CASE STUDIES, ETC.</p>
Phase 3	6	DELIVER A DIGESTIBLE, VISUALLY ATTRACTIVE FINAL OUTPUTS INCORPORATING TRADITIONAL QUALITATIVE REPORTING BUT ALSO USEFUL ASSETS TO GUIDE AGENCY AND PARTNER PLANNING	<p>6/01 DELIVER DRAFT REPORTING STRUCTURE FOR COMMENT FROM FSA TEAM/POTENTIALLY ACADEMIC PARTNERS</p> <p>6/02 DELIVER DRAFT REPORTING (MAIN REPORT AND EXECUTIVE SUMMARY) FOR COMMENT AND REVIEW x 2 DRAFTS</p> <p>6/03 DELIVER FINAL VISUALLY DESIGNED OUTPUT WHICH MEETS BRAND GUIDELINES AND IS ACCESSIBILITY GUIDELINE COMPLIANT</p>
Phase 3	7	SUPPORT DISSEMINATION OF FINDINGS VIA BRIGHT HARBOUR MEDIA CHANNELS AND POTENTIALLY CONVERSATION WITH PARTNERS	<p>7/01 GENERAL DISSEMINATION VIA BRIGHT HARBOUR MEDIA CHANNELS (LINKEDIN, TWITTER, MEDIUM)</p> <p>7/02 TARGETED DISSEMINATION TO KEY ORGANISATIONS/INDIVIDUALS VIA THE BRIGHT HARBOUR COLLECTIVE</p> <p>7/03 POTENTIALLY, INVOLVEMENT IN 1-2 CONVERSATIONS WITH FSA PARTNERS</p>

B. DELIVERABLES

PLEASE OUTLINE THE PROPOSED PROJECT MILESTONES AND DELIVERABLES. PLEASE PROVIDE A TIMETABLE OF KEY DATES OR SIGNIFICANT EVENTS FOR THE PROJECT (FOR EXAMPLE FIELDWORK DATES, DATES FOR PROVISION OF RESEARCH MATERIALS, DRAFT AND FINAL REPORTING). DELIVERABLES MUST BE LINKED TO THE OBJECTIVES.

FOR LARGER OR MORE COMPLEX PROJECTS PLEASE INSERT AS MANY DELIVERABLES / MILESTONES AS REQUIRED.

EACH DELIVERABLE SHOULD BE:

- I. NO MORE **100** CHARACTERS IN LENGTH
- II. SELF-EXPLANATORY
- III. CROSS REFERENCED WITH OBJECTIVE NUMBERS I.E. DELIVERABLES FOR **OBJECTIVE 1 01/01, 01/02 OBJECTIVE 2 02/01, 02/02** ETC

PLEASE INSERT ADDITIONAL ROWS TO THE TABLE BELOW AS REQUIRED.

A FINAL DELIVERABLE PERTAINING TO A RETENTION FEE OF 20 % OF THE TOTAL VALUE OF THE PROSED WORK WILL AUTOMATICALLY BE CALCULATED ON THE FINANCIAL TEMPLATE.

DELIVERABLE NUMBER OR MILESTONE IN ORDER OF EXPECTED ACHIEVEMENT	TARGET DATE	TITLE OF DELIVERABLE OR MILESTONE
1	21/06/2021	1/01 KICKOFF MEETING WITH THE FSA TEAM (AND PARTNERS)
2	21/06/2021	1/02 IDENTIFY KEY OBJECTIVES OF THE FSA TEAM + SUCCESS AND FAILURE POINTS
3	21/06/2021	1/03 IDENTIFY KEY READING MATERIALS AND KEY COLLABORATORS
4	21/06/2021	1/04 AGREE KEY PROJECT TIMINGS AND COMMUNICATION POINTS
5	01/07/2021	2/01 MAPPING KEY INSIGHTS/QUESTIONS/GAPS/IMPLICATIONS IN GOOGLE SHEETS COMPLETE

6	01/07/2021	2/02 IDENTIFYING TRADE-OFFS AND DECISION POINTS IN TERMS OF PROJECT PRIORITIES (HYPOTHESES TO TEST/SAMPLE DESIGN/TASK DESIGN/KEY CONTENT/POTENTIAL INTERVENTIONS TO TEST/ETC)
7	01/07/2021	2/03 WORKSHOP WITH THE FSA AND YOUR ACADEMIC PARTNERS TO DISCUSS, DEBATE AND FINALISE PRIORITIES FOR THIS PIECE OF WORK
8	07/07/2021	3/01 COLLABORATE WITH THE FSA AND ITS ACADEMIC PARTNERS TO ENSURE THAT INSIGHTS AND IMPLICATIONS FROM THE LITERATURE REVIEW ARE FULLY INCORPORATED IN QUALITATIVE DESIGN AND ANALYSIS PLANS
9	07/07/2021	3/02 CO-DESIGN A PARTICIPANT SAMPLE AND SCREENING APPROACH WITH FSA COLLEAGUES AND POTENTIALLY ACADEMIC PARTNERS
10	09/07/2021	3/03 DELIVER FINAL SCREENING MATERIALS AND TOPIC GUIDES PLUS DRAFT ANALYSIS FRAMEWORK
11	20/07/2021	3/04 INTERNAL TEAM BRIEFING FOR ALL MODERATORS
12	23/07/2021	4/01 RECRUITMENT COMPLETE FOR ALL FIELDWORK
13	02/08/2021	4/02 FIRST WEEK OF FIELDWORK COMPLETE
14	03/08/2021	5/01 CONDUCT ITERATIVE, INTERIM ANALYSIS BRAINSTORMS WITH THE FSA TO HELP GUIDE ADJUSTMENTS AND ONGOING EXPLORATION
15	03/08/2021	5/02 FINALISE ANALYSIS FRAMEWORK
16	10/08/2021	4/03 FIELDWORK COMPLETE
17	13/08/2021	5/03 INDIVIDUAL RESEARCHER ANALYSIS, 'FOLLOWING' INDIVIDUAL PARTICIPANTS THROUGH THE FIELDWORK PROCESS
18	13/08/2021	5/04 FINAL SUMMATIVE ANALYSIS VIA GROUP WORKSHOP(S) TO IDENTIFY KEY THEMES, CASE STUDIES, ETC.
19	16/08/2021	6/01 DELIVER DRAFT REPORTING STRUCTURE FOR COMMENT FROM FSA TEAM/POTENTIALLY ACADEMIC PARTNERS
20	10/09/2021	6/02 DELIVER DRAFT REPORTING (MAIN REPORT AND EXECUTIVE SUMMARY) FOR COMMENT AND REVIEW x 2 DRAFTS
21	30/09/2021	6/03 DELIVER FINAL VISUALLY DESIGNED OUTPUT WHICH MEETS BRAND GUIDELINES AND IS ACCESSIBILITY GUIDELINE COMPLIANT
22	Oct 2021	7/01 GENERAL DISSEMINATION VIA BRIGHT HARBOUR MEDIA CHANNELS (LINKEDIN, TWITTER, MEDIUM)
23	Oct 2021	7/02 TARGETED DISSEMINATION TO KEY ORGANISATIONS/INDIVIDUALS VIA THE BRIGHT HARBOUR COLLECTIVE
24	Oct 2021	7/03 POTENTIALLY, INVOLVEMENT IN 1-2 CONVERSATIONS WITH FSA PARTNERS

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.

FSA - Lived Experience of Food Insecurity (May 2020 - Aug 2020)

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

[REDACTED]

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- [REDACTED]

[REDACTED]

[REDACTED]

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- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

[REDACTED]

[REDACTED]

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

Bright Harbour Research Ltd.

Named staff members, details of specialism and expertise.

11/11/2016

10/10/2010

Supporting Partners (Research, Management and Design)

Bright Harbour Collective Partners

Named staff members, details of specialism and expertise.

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[REDACTED]

[REDACTED]

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

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

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

Supporting Partners (Recruitment) **The Field Recruitment**

Named staff members, details of specialism and expertise.

[Redacted text block]

[Redacted text block]

[Redacted text block]

Supporting Partners (Behavioural Insight) **Square Peg Insight**

Named staff members, details of specialism and expertise.

[Redacted text block]

[Redacted text block]

- [Redacted list item]
- [Redacted list item]
- [Redacted list item]
- [Redacted list item]
- [Redacted list item]

- _____

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.

Working hours per staff member on this project

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.

Key project leadership contacts

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

To ensure robust, on time and on budget delivery, [REDACTED] will be responsible for:

- ensuring that all partners from the Bright Harbour Collective secured to work on this project have clear roles and responsibilities agreed prior to kick-off - both via collaborative proposal and design development (already done) and explicit contracting (upon commissioning)
- ensuring that the approach we take for team ways of working and communication meet all team members' individual needs and contexts, drawing on our internal 'user manuals' and open and honest discussion about any potential personal or professional challenges team members may face during the project
- providing quality assurance and feedback to all team members as the project is delivered - via direct involvement in all stages of research
- maintaining permissions and control of Bright Harbour's cloud communication tools (Google Drive and Trello) to ensure easy access to all relevant project documents and assets

[REDACTED] will manage the following Project Management tasks:

- Organise regular project updates that will be shared with FSA weekly
- Organise online briefing meetings with all partners at relevant stages of the project, including weekly meetings with the FSA team
- Ensure that the project meets all key milestones agreed at the outset of the project
- Manage deadlines for reporting and the completion of all deliverables against the agreed schedule

Our preference is for the Project Management team to work in close collaboration with the FSA throughout the project life cycle.

Bright Harbour Collective Partners

All of the partners delivering this work with us are experienced senior professionals (Associate Director Level and above for our research and design team, and company founders for our recruitment and behavioural insight expertise), all of whom we have delivered work for previously, and most of whom have delivered work successfully for the FSA.

Each of our partners are experienced in our ways of working and have an excellent track record of quality, on time delivery. We have full confidence that with the support of your day-to-day contacts, this team will deliver excellent work.

However, currently we are finding that you need more than standard best practice project management standards to ensure a successful, thriving team and great outputs for clients. In the last year, we have had team members have unexpected bereavement leave due to covid deaths; several Collective partners have had prolonged illness from Covid; some partners have been involved in crisis relief volunteering; partners have needed days off to ensure good practice mental health management under pandemic stress, etc.

In our experience, simply expecting people to perform 'as usual' within the heightened unpredictability and emotional stress of pandemic raises project management risk - even more so if these risks are hidden, unacknowledged or ignored. We believe proactive support is critical to our ability to continue to deliver high quality work on time and on budget despite the challenging and swiftly changing context and are fully confident in this team's ability to deliver excellent work for you on this project.

As is our typical working practice under pandemic, we have thus engaged a slightly larger than standard team to ensure sufficient capacity and flexibility should any unexpected demands or challenges arrive. Bright Harbour have absorbed most of the additional investment we make in team management and communication to minimise impact on the FSA's budget; we see this as part of our responsibilities to clients and partners and thus part of our operating costs.

In addition to costing and resourcing projects effectively, we invest heavily in supporting our teams during and beyond projects like this - regularly checking in via WhatsApp, hosting regular mid-project catch-ups for reflection and processing, and calling on our expert coaching partner [REDACTED] (H3) where we notice that the emotional stress of projects needs release. Again, we have absorbed most of this cost.

This approach to team support also helps ensure not just that teams do what they said they would do when they said they would do it - but that they have the emotional and cognitive capacity to do their best work for you.

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
Timeline management/not delivering on time	Low/Medium	Medium/High	<p>We have outlined our timings approach in robust detail and are confident in our ability to deliver to time - but also are obligated to point out that given the need to coordinate with your academic partners, and the need to ensure adequate time for time-bound tasks like recruitment, report drafting, accessibility adjustments, and visual design, this is quite a tight timeline. As a team we also have a 2-week window in August where we will need to down tools (as I'm sure many of your team have).</p> <p>We would appreciate discussion of whether an additional week's time in project duration is possible in order to be able to extend the fieldwork window by one week to 3 weeks (currently two) to better manage any unexpected; otherwise any disruption during early August (e.g.</p>

			<p>another Covid outbreak) could have outsized impact on final reporting.</p> <p>This would also allow for a slightly more iterative approach to project data gathering and analysis - e.g. staggering 'start times' for participants so that we can slightly shift approach or task focus based on what works/is most interesting for early participants.</p>
Adequate team resource	Low	Medium	<p>We have proposed an experienced team of researchers who have experience of both qualitative research projects and involvement in FSA project work - and have ensured a larger than typical team to ensure swift turnaround regardless of any challenges that may emerge under continuing pandemic. We have access to a wider pool of trusted partners and moderators should we need to include them at any touchpoint during the project both via the Bright Harbour Collective and our wider networks of experienced researchers and designers.</p>
Issues recruiting eligible participants	Low	High	<p>Our recruitment partner [REDACTED] has a wealth of experience in recruiting eligible participants and has supported us on recent FSA project work. With her support, we are confident in achieving our proposed quotas. NI recruitment can be a particular challenge but [REDACTED] and her recruitment team have successfully delivered NI samples for FSA previously and we have confidence in her ability to achieve the proposed NI samples for this important project</p>
Participant and/or researcher wellbeing is not safeguarded	Low/Medium	High	<p>Food can be a sensitive issue as we may touch on social relationships, food poverty and household complexities - even though the main subject matter is ostensibly not a particularly sensitive question space. Our moderating team will be prepared for unexpectedly emotional interviews and Bright Harbour will have safeguarding protocols in place to protect both participants and the research team, building on team and safeguarding principles developed in the early days of pandemic via FSA research. We will be distributing wellbeing packs to all subjects to take the opportunity to signpost potential services of need, and will use a variety of mechanisms to ensure the team has space to rest, reflect and debrief.</p>
Unable to explore complex behaviours with rigour, depth and insight	Low	High	<p>We will draw on the recent FSA research and reviews from 2020 and 2021 and will also work in close collaboration with the academics involved in the current supporting work. [REDACTED] and the Bright Harbour team have experience of managing complex projects on behalf of FSA and have successfully translated complex questions into simple tasks and language, delivering work that is of high utility for the FSA team. We are also choosing a mixed method approach in which the shortcomings of any individual task type or method will be balanced out and</p>

			minimised via triangulation of findings across methods.
Risk of not moving beyond self report to actual behaviour	Medium	Medium/High	To mitigate against the risk of simply reporting claimed behaviours, the Bright Harbour team have designed a programme of research that aims to gauge, understand and disentangle the situational, social, emotional and psychological impact on intended and non-conscious decision-making and behaviours. We are not relying purely on self report, and are also engaging people over a longer period of time which tends to encourage more honest feedback.
Technical issues derail research	Medium	Low	Recruitment will require access to a computer and the internet, but we will also be able to interview via telephone if digital access is/becomes an issue. We have run many remote research projects under pandemic and have experienced only minimal technical issues. We include 2 moderators for all online sessions so that one person is always on hand to manage technical issues.
Risk of Covid-19 disrupting research	Low/Medium	Medium	We have designed a research approach that will not require face-to-face interaction. Should any of our research team fall ill or need to isolate during the project life cycle, we would be able to tap into our extensive network of experienced researchers. We also have shared experience of conducting projects successfully throughout the coronavirus pandemic.

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

Attached as a supporting document.

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

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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

Attached as a supporting document.

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 conducting securely.

Attached as a supporting document.

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 your 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)

Attached as a supporting document.

E. DISSEMINATION AND EXPLOITATION (Science Projects Only)

NA - but we have discussed our dissemination approach above.

Annex 4 – Suppliers Financial Proposal

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

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

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

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

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

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

Please submit the application through the Agency's eSourcing portal by the deadline detailed within the specification.

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

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

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

Tender Reference	FS project 872
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Tender Title	Psychologies of Food
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Full legal organisation name	Bright Harbour
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Main contact title	[REDACTED]
Main contact forname	[REDACTED]
Main contact surname	[REDACTED]

Main contact position	Founder
Main contact email	[REDACTED]
Main contact phone	[REDACTED]

Will you charge the Agency VAT on this proposal?	Yes
--	-----

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

Please state your VAT registration number:

3452721
11

**Project Costs Summary Breakdown by
Participating Organisations**

Please include only the cost to the FSA.

Organisation	VAT Code*	Total (£)
<i>Brighth Harbour Collective</i>	Please select	£ 45,707.50
<i>Insert name of Organisation 2</i>	Please select	£ -
<i>Insert name of Organisation 3</i>	Please select	£ -
<i>Insert name of Organisation 4</i>	Please select	£ -
<i>Insert name of Organisation 5</i>	Please select	£ -
		£ -
		£ -
		£ -

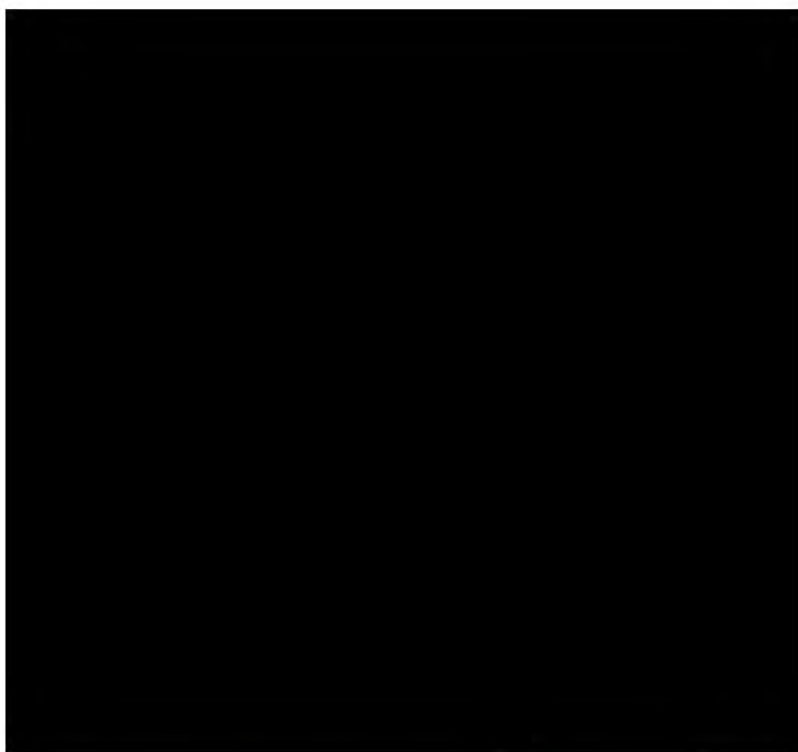
Total Project Costs (excluding VAT) **	£ 45,707.50
---	------------------------

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

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

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

Project Costs Summary (Automatically calculated)



Total Project Costs	£ 45,707.50
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COST OR VOLUME DISCOUNTS - INNOVATION
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The Food Standards Agency collaborates with our suppliers to improve efficiency and performance to save the taxpayer money.

A tenderer should include in his tender the extent of any discounts or rebates offered against their normal day rates or other costs during each year of the contract. Please provide full details below:

[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]

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SIGNATURE		
NAME		
DATE	08-Jun-2021	
REVISION DATE		Enter the effective date if this version of the template replaces an earlier version

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.

[illegible]

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**Total Labour
Costs**

£

* 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
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Total Material Costs

£

The Pricing Schedule

Please complete a proposed schedule of payments below, **excluding VAT** to be charged by any subcontractors to the project lead applicant. This must add up to the same value as detailed in the Summary of project costs to FSA including participating organisations costs.

Where differing rates of VAT apply against the deliverables please provide details on separate lines.

Please link all deliverables (singly or grouped) to each payment. Please ensure that deliverable numbers are given as well as a brief description e.g. Deliverable 01/02: interim report submitted to the FSA, monthly report, interim report, final report

Payment will be made to the Contractor, as per the schedule of payments upon satisfactory completion of the deliverables.

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Proposed Project Start Date	21-Jun-2021	Amount				
Invoice Due Date	Description as to which deliverables this invoice will refer to (Please include the deliverable ref no(s) as appropriate)	*Net	** VAT Code	§ Duration from start of project (Weeks)	§ Duration from start of project (Date)	Financial Year

Total	£ 45,707.50
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* Please insert the amount to be invoiced net of any VAT for each deliverable
 ** Please insert the applicable rate of VAT for each deliverable
 *** 20% of the total project budget is withheld and will be paid upon acceptance of a satisfactory final report by the agency.
 §The number of weeks after project commencement for the deliverable to be completed

Summary of Payments

Financial Year (Update)	Year 1		
	2021-22	Retention	Total

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as applicable in YYYY-YY format)			
Total Amount			£ 45,707.50

Short form Terms

1. Definitions used in the Contract

In this Contract, unless the context otherwise requires, the following words shall have the following meanings: