

#26308

AoG Advertising Services – Advertising Services Order (ASO)

Guidance for completing an ASO can be found on the final pages of this document.

Part A

For Participating Government Agency (the Client) to complete and send to Provider.

Date	Service Reference or ASO Number
Project or Campaign Name	Strategy and creative services for Waste campaigns
Government Agency Name	Ministry for the Environment
Contact Name	Adrienne Kozlowski
Contact Title	Advisor – Data, Evidence and Emissions Reduction
Contact Email	Adrienne.Kozlowski@mfe.govt.nz
Contact Phone	n/a
Authorisation Required by	
Provider Name	Insight Creative Limited
Provider Contact Name	Steven Giannoulis
Provider Email	steven@Insightcreative.co.nz

Government Agency to Complete

Schedule of Services

Briefly outline the services you are requesting from Provider. For example, Strategy and advice; Creative concept development; Production and design; Media strategy, planning and buying; project management; Measurement, reporting and analysis of campaign effectiveness etc.

Strategy and creative services for Waste campaigns

This procurement relates to the delivery of strategic, creative and campaign services to support the product of behaviour change campaigns across various related, but distinct, topics in the waste and recycling area. There are 3 stages to this procurement and the following deliverables have been requested¹:

Stage 1: Messaging and creative strategy development (Discovery & Strategy)

Discovery:

- Project plan and timeline
- Insights report, outlining the findings from the literature review and research stakeholder engagement

Strategy:

- An agreed strategy
- Set of 4-6 personas
- A series of creative territories (with a refined chosen direction)
- A messaging approach
- Review of the online ecosystem
- A channel strategy (and indicative media plan)
- A measuring and reporting approach

Stage 2: Concept building (expression):

- An agreed creative and messaging direction and a specific design direction (concepts) for the campaigns.
- A channel plan that informs the scope for the next phase of Execution.

Stage 3: Production of communication campaign materials (execution)

- Best practise toolkit - items as specified in Appendix 2.
- Campaign production of the concepts
- Agreed rich content. This may include videos, photography, illustrations, and animations, videos/webinars to walk councils through how to use the assets.

¹ See Table 1 for detailed overview of deliverables and activities that should be undertaken for each stage.

Table 1: Detailed deliverables and performance standards for stages 1-3 outputs

Stage	Deliverables	Activities	Performance standards	Due date
Stage 1: Messaging and creative strategy development (Discovery & Strategy)	Discovery			
		Workshop	Ensure shared understanding of: <ul style="list-style-type: none"> Client's organisation and brand, requirements, the way the Client likes to work, potential project risks and the measures of project success; Understand the parameters already established for the project; Gain insights from the Client on Client's audiences, and; Talk through the Client's existing channels, the resources available to the public, the Client's partnerships and the opportunities and challenges the Client see with these. What is expected from the strategy. 	n/a
		Literature review	Ensure Client and Provider are aware of all research used in the literature review <ul style="list-style-type: none"> The Provider to share research/data/insights used Client provides reading pack (including online ecosystem) Ensure deliverables consider existing research provided by the Client 	n/a
		Stakeholder research	<u>Councils</u> <ul style="list-style-type: none"> Survey (online) <ul style="list-style-type: none"> Provider will consult with Client on the design of the survey Ahead of launching the survey, provider to confirm with Client who will receive the survey (1-2 representatives (such as Waste and Comms leads) for each council or send to all waste representatives in each council) Client will share the necessary Council contacts Provider will use their own survey tool Provider has full control of and will run the day-to-day operation of the survey Provider will compile data and present insights back to Client before taking on further research with councils (ie., focus groups) 	n/a

			<ul style="list-style-type: none"> • Focus groups (virtually) <ul style="list-style-type: none"> ○ Provider to run a minimum of three focus groups with Councils: large, medium and small/rural ○ Provider to consult with Client on the make-up of each group ○ Client to provide suggested names ○ Provider will compile data and present insights back to Client <p><u>Recyclers</u></p> <ul style="list-style-type: none"> • One focus group of this audience group • Client to organise the focus group (approach recyclers and book time) • Provider to mediate the focus group and conduct analysis <p><u>Wider waste stakeholders</u></p> <ul style="list-style-type: none"> • Client will include behaviour change questions in a separate questionnaire run by another team. The raw data (responses to these questions) will be given to the Provider, who will conduct all analysis. <p><u>Businesses / waste sector</u></p> <ul style="list-style-type: none"> • Note: Until we do the initial discovery with Client and review the research Client already have, Insight can't fully determine the research requirements. Insight have not allowed for this specifically but if it's needed, they can potentially reduce scope of other planned research to accommodate this. <p><u>The Public (online survey)</u></p> <ul style="list-style-type: none"> • Provider is responsible for using their existing survey tools/monitors to use • Provider will confirm with Client on the appropriateness of the survey tools/monitors (audience groups, timing etc) • Provider will consult with Client on the design of the questions 	
	Project Plan and		<ul style="list-style-type: none"> • Incorporating timeline and standard input from Client 	n/a

	timeline		<ul style="list-style-type: none"> One round of Client feedback on the reverse brief and project plan As part of the project timeline, both parties will agree to a statement of work 	
	Insights report		Report incorporating: <ul style="list-style-type: none"> Online review of effectiveness of existing platforms and channels that provide information to our audiences on waste reduction, recycling and littering. Stakeholder research Report will use easily comprehensible language, will include a table of contents if appropriate, and if over 20 pages will provide an executive summary.	n/a
Stage 1: Messaging and creative strategy development (Discovery & Strategy)	Strategy			
		Summary of research and findings from surveys/interviews	Summary will use easily comprehensible language, and if over 20 pages will provide an executive summary.	n/a
		Behaviour model	Provider to use AIDA model, and show how it maps back to EAST or COMB-I models where appropriate.	n/a
		Presentation of deliverables	In consultation with the Client, agree on how each deliverable item is to be presented ensuring they are catering to the different Client's internal stakeholders.	n/a
	Audience personas		<ul style="list-style-type: none"> Set of 4-6 personas Each persona is created using a psychographic base These will align with existing personas developed by Client 	n/a
	A series of creative territories		Highlight different ways the challenge can be best positioned to engage audiences, deliver behaviour change and the Clients agreed outcomes. The preferred direction (territory) will be refined based on Client feedback.	n/a
	A messaging approach			n/a
	Review of the online ecosystem		Based on the current state of the online ecosystem (provided as part of the reading pack), in consultation with the Client, the Provider is to identify:	n/a

			<ul style="list-style-type: none"> Any additional components of the online ecosystem that hasn't been provided in the existing reading pack. Evaluation of current effectiveness by topic i.e., waste reduction/ recycling / littering and illegal dumping 	
	A channel strategy (and indicative media plan)		<p>The channel strategy takes the following factors into account:</p> <ul style="list-style-type: none"> The media channels audiences most consume across their decision-making spectrum Given the campaign objectives and success measures, identify the most effective channels for delivering these objectives Given the key messages and the desirable connection the Clients wants to have with the audience, identify the most effective channels and mediums for delivering these messages Identify the existing channels available to the Client to reach these audience groups (considering the Client's partners such a councils, waste collection entities, and other non-government entities, and work with these partners to establish the most suitable channels available to them) Innovative channel solutions that can be used to engage audiences in ways that surprise them and encourage them think of the topic in new ways Role that wider paid-media play in driving campaign outcomes (consider whether it is to increase audience reach, to remind and reinforce communications in existing channels and/or to drive behaviours via a call to action). 	n/a
	A measuring and reporting approach			n/a
	An agreed strategy		<p>Include up to two rounds of Client feedback on the strategic thinking. Note: this feedback is expected to include all stage 2 deliverables under the agreed strategy (audience persona, creative territories, messaging approach, channel strategy with indicative media plan, and measuring and reporting approach). Answers the questions:</p> <ul style="list-style-type: none"> Is it clear what the goal/s of the strategy is? 	31.07.23

			<ul style="list-style-type: none"> • Does the strategy set out what we want to achieve and the options for how we want to achieve them? • Who are we talking to ie who is the end user? • Who else is talking to the end user? • Based on the review of the online ecosystem, how will the strategy align messaging across different platforms and stakeholders, and what actions can the Client take in addition to the creative approach? • The strategy should look at how we can best optimise the Client's existing channels to reach the personas and achieve our objectives. The strategy should also identify where this is a gap and where we need to use external channels. • What platforms, channels etc does the Client needs to be an effective main voice/ supporting voice? • Identify where the Client is the main voice versus a supporting voice? E.g currently the Client has agreed that behaviour change and messaging on food waste will be done through partners and the Love Food Hate Waste NZ platform with the Client supporting. However, guidance is needed on recycling and littering as to who that should sit with as there is some discussion over the role of Keep New Zealand Beautiful and the revision of the Litter Act for example. • The strategy should not view the three objectives for the overarching campaign in isolation. The agency should also feel free to challenge some of our assumptions and propose a consolidated approach as needed. • How can the Client best optimise our existing channels to reach the personas and achieve our objectives? The strategy should identify where there is a gap and where we need to use external channels. • What is the Client's role in talking to the end user, noting sometimes our role may be compliance/ regulatory, or changing behaviour through our own messages or supporting someone else's message 	
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			<ul style="list-style-type: none"> What is the role of local versus central government? The community sector? In terms of changing behaviour and delivering communications 	
Stage 2: Concept building (expression):	.	Develop 3 campaign concepts for each of the three campaigns	<ul style="list-style-type: none"> The three campaigns are: <ul style="list-style-type: none"> The standardisation of materials collected at kerbside Tackling contamination in kerbside collections Encouraging people to start placing their food scraps in kerbside collection bins There will be 9 campaign concepts in total. The strategy informs the concepts, therefore the strategy needs to be well advanced, and ideally approved, before the concepts are being developed. 	n/a
		Channel planning layering of messages to help drive audiences	<ul style="list-style-type: none"> Client will recommend specific messages and assets for each campaign and provide detailed thinking around approaches to elements (such as video and social media). The Provider will test creative concept and assets with key audiences to determine the effectiveness of the specific design directions and messaging, and to identify any perceived concerns from our audiences. Ahead of the testing: <ul style="list-style-type: none"> Provider will confirm with Client who the key audiences are Provider will confirm how they will conduct these tests 	n/a
	An agreed creative and messaging direction and a specific design direction for the campaigns		<ul style="list-style-type: none"> This will be created needs to be for each of the three campaigns. Provider allows up to three rounds of refinements. 	n/a
	A channel plan that informs the scope		The plan includes thinking about the timing of each campaign concept.	n/a

	for the next phase Execution			
	Conclusion of Expression phase			31.08.23
Stage 3: Production of communication campaign materials (execution)		Working through all deliverables	Provider and Client must be in agreement on the number of Client changes prior commencing to work on stage 3 (up to 3 based on Provider's proposal).	n/a
	Best practice toolkit (including brand and campaign guidelines)		Note that the current list in Appendix 2 is still indicative and will be finalised when channel and medial solutions are confirmed. The scope for the toolkit must consider examples of campaign collateral applications in the finalised list of Appendix 2.	n/a
	Council toolkit			28.10.23
	Production of campaign concepts (campaign assets)		All finished products, raw materials and working files are owned the Client and will be delivered at the completion of stage 3	n/a
	Agreed rich content		For example; videos, photography, illustrations, and animations As shown in Table 2, this will be agreed at Milestone 2.	n/a
	Conclusion of Execution phase			01.12.23

Basis of Engagement

Specify the basis of engagement for these services. For example:

- *One off campaign or project*
- *Multi-stage campaign*
- *Partnership arrangement*
- *A sub group of providers for ongoing requirements*

This contract will be for a one-off project. However, the recommendations, creative concepts and artwork from this project may lead to future work under additional contracts.

Timing/Timeframes

Indicate the timeframe of engagement or where appropriate commencement dates of campaign or projects.

Start date: Upon signing of the contract.

End date: 31 December 2023

Stage 1: Upon signing the contract – 31.07.23

Stage 2: 01.08.23 - 31.08.23

Stage 3: 01.09.23 - 01.12.23

Table 2: Milestone payment dates

Milestone	Deliverables	Due date	Invoice date	Amount payable (excl. GST) NZ\$
Milestone 1	<ul style="list-style-type: none"> Discovery outcomes presented to the Client Updated project plan and timeline Insights report 	30.06.23	30.06.23.23	\$12,380
Milestone 2	<ul style="list-style-type: none"> An agreed strategy Audience personas A series of creative territories A messaging approach A channel strategy and media plan A measuring and reporting approach 	31.07.23	07.08.23	\$12,910
Milestone 3	<ul style="list-style-type: none"> An agreed messaging direction and a specific design direction (concepts) for the campaigns. This includes <ul style="list-style-type: none"> Two focus groups to test concepts (\$5,680 fees + \$600 allowance) Agreeing on what will be included in 'rich content' A channel plan that informs the scope for the next phase (Execution) 	31.08.23	07.09.23	\$22,860
Milestone 4	<ul style="list-style-type: none"> Best practice toolkit (including brand and campaign guidelines) Production of campaign concepts / graphic design templates (indicative scope of assets identified in Appendix 2, except for rich content) Brand toolkit 	31.10.23	07.11.23	\$70,020
Milestone 5	Rich content, for example video series.	01.12.23	08.12.23	\$66,720
Total				\$184,890

Indicative Budgets

Set out campaign or project budgets or annual budget [if known].

Up to \$184,890 (excl. GST)

Additional Information

If alternative pricing required such as monthly retainer, fixed fee, Performance measures or special requirements outline here.

Note: Any completed briefs and cost estimates may be referenced as appendix to this ASO.

The Providers fees will be paid subject to the Supplier's successful completion of the key milestones as outlined in Table 2.

Note the detailed scope for each of the proposed phases is yet to be resolved and may be developed iteratively. To ensure Client has certainty of budgets, the Provider will make further recommendations at each phase that allow this work to be delivered within the agreed budget. If further variations are requested and the number of rounds of sign-off required, make this budget unachievable we will have a discussion with the Client about the scope of work and prioritise the deliverables the Client wants to see.

Breakdown of the pricing by stage can be found in Appendix 1.

Health and Safety Considerations

Set out any health and safety considerations for this engagement.

There is no work taking place by the Provider in the Client's physical offices.

Health and safety considerations must be made for any offsite work done as part of the project. In this instance the Provider health and safety guidelines will apply.

Part B

Provider Acceptance.

Conflict of Interest Declaration

I, Paul Saris have made diligent inquiry whether Insight Creative Limited has any actual, potential or perceived Conflict of Interest were it to provide the Services described in this Advertising Services Order and I have disclosed any actual, potential or perceived Conflict of Interest and how it will be managed below:

NIL

Additional Information Required and/or Assumptions Made

NIL

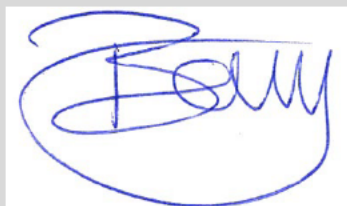
Provider Acceptance

Provider agrees to deliver to the schedule of services under the basis of engagement as outlined in Part A of this ASO.

Name of Authorised Signatory

Paul Saris

Signature



Date

31 May 2023

Part C

Government Agency Acceptance.

Government Agency Acceptance

Client acknowledges any conflicts of interest in Part B and appoints the above named provider to undertake the services under the basis of engagement as outlined in Part A of this ASO and any appended documents signed and referenced to this ASO.

Name of Authorised Signatory

Anne Haira, Deputy Secretary Partnerships and Public Affairs

Signature



Date

29.05.23

Please send the link below to your agency contacts to complete after each engagement. For long engagements, we recommend sending this at key milestones to seek feedback throughout the engagement.

<https://www.research.net/r/ClientSatisfactionSurvey-AoGcontracts-ASO>

Appendices

Appendix 1: Pricing schedule

Pricing schedule

Provider will look to ensure budgets have been allocated in key areas where it will most likely be needed. When the time comes, some of this will be moved around to align with the recommended strategy, but it will not exceed the total proposed above unless the scope of the project changes.

Strategy, messaging and concept development:				Discovery		Strategy		Expression			
								Concepts visual elements		Campaign concepts	Two focus groups
Services	hourly rate	hrs	cost	hrs	cost	hrs	cost	hrs	cost	hrs	cost
Creative Director	\$225	4	\$900	4	\$900	2	\$450	2	\$450	1	\$225
Senior Copywriter	\$185		\$0	6	\$1,110		\$0	8	\$1,480		\$0
Design Director	\$200	8	\$1,600	16	\$3,200	12	\$2,400	24	\$4,800		\$0
(Senior) Designer	\$185		\$0		\$0	4	\$740	4	\$740		\$0
Senior Researcher	\$185	28	\$5,180		\$0	4	\$740	8	\$1,480	16	\$2,960
Strategic Planner	\$225	12	\$2,700	24	\$5,400		\$0	8	\$1,800		\$0
Artworker	\$175		\$0	4	\$700	2	\$350	2	\$350	6	\$1,050
Group Account Manager	\$200	10	\$2,000	8	\$1,600	2	\$400	2	\$400	7	\$1,400
Travel & disbursements											\$645
TOTAL			\$12,380		\$12,910		\$5,080		\$11,500		\$6,280
Total for strategy, messaging & concept development											\$48,150

Production of communication materials:				Execution							
				Campaign guidelines		Brand use guidelines & Council toolkit		Graphic design templates = Production of campaign assets		video series 6 - 8	
Services	hourly rate	hrs	cost	hrs	cost	hrs	cost	hrs	cost	hrs	cost
Creative Director	\$225	2	\$450		\$0	2	\$450	2	\$450		\$0
Senior Copywriter	\$185	8	\$1,480		\$0		\$0	8	\$1,480		\$0
Design Director	\$200	2	\$400	2	\$400	4	\$800	4	\$800		\$0
(Senior) Designer	\$185	10	\$1,850	26	\$4,810	30	\$5,550	36	\$6,660		\$0
Digital Artist	\$185	8	\$1,480	16	\$2,960	32	\$5,920	20	\$3,700		\$0
Typographer/Illustrator	\$185	4	\$740	12	\$2,220	60	\$11,100		\$0		\$0
Artworker	\$175	20	\$3,500	20	\$3,500	56	\$9,800		\$0		\$0
Strategic Planner	\$225	8	\$1,800		\$0	2	\$450	18	\$4,050		\$0
Group Account Manager	\$200		\$0		\$0		\$0	6	\$1,200		\$0
Account Director	\$185	10	\$1,850	10	\$1,850	6	\$1,110	8	\$1,480		\$0
Account Manager	\$160		\$0		\$0	30	\$4,800	40	\$6,400		\$0
Disbursements			\$100		\$150		\$500		\$500		\$500
Specialist video production			\$0		\$0		\$0		\$0		\$40,000
TOTAL			\$13,650		\$15,890		\$40,480		\$66,720		\$136,740
Total for production of communication materials											\$184,890
Project TOTAL											\$184,890

Pricing assumptions

- The illustration and video production costs are allocations only and will be confirmed as soon as the scope of work and variables are clear (e.g., variables may include introducing photography; combining animation with video; shooting live talent; etc).
- Provider has allowed for client changes within each of the respective project phases:
 - Discovery/ One round of client feedback on the reverse brief and project plan.
 - Strategy/ Two rounds of client feedback on the strategic thinking.
 - Expression/ Three rounds of refinements.
 - Execution/ To be confirmed following final scope of work, however, we typically assume up to three rounds of client changes.

- Expenses are on-charged at cost (such as staff travel and accommodation beyond 50 km from their respective offices and meals when travelling).

Appendix 2: Required content for campaign applications.

Items	Details
Flyers	<p>Flyers one each for food scraps and food and garden waste collections (one-pager double-sided) explaining how the service works and what can and can't go in the bin. Translated into Māori and other community languages (at least Mandarin, Korean, Samoan, Tongan, Hindi).</p> <p>Councils will put their council logo on the flyer. Strategic advice required whether there should be the Client's or unifying logo on the flyer.</p> <p>Flyer one page reminding households what foods can and can't go in the food scraps or food and garden waste bins</p> <p>Templates for councils to design their own flyers</p>
Brochures	Templates for longer brochures providing more detail on how services work and what can and can't go in the bin.
Stickers	<ul style="list-style-type: none"> • Sticker for the kitchen caddy showing what can/can't go in the bin • Sticker for rubbish bin showing what can't go in the bin • Sticker for recycling and food scraps bins showing what can go in the bin • Instamp mold designs for rubbish, recycling and food scraps bins
Posters	Posters for public places (e.g. libraries and service centres advertising the new service is coming)
Display Kits	Interactive display kits that councils can use for events
Fridge magnet	Fridge magnet with list of what can go in the organic bin
Truck decals	Truck livery - side of vehicle graphics
Bin tags	To be attached to recycling / food scraps bins to advise of correct participation / contamination / non collection
Social media	Tiles for rubbish, recycling, food waste/food and garden waste/garden waste collection
Video series	<ul style="list-style-type: none"> • Short 6-8 social media videos (under 30 seconds) using people (not animated) addressing key barriers to participation in food waste kerbside collection. • Longer video explaining why food waste shouldn't go to landfill, the waste hierarchy and the impact food scraps collection will have. <p>Note: councils will be able to include their logo or brand in closing graphics directing people to their website.</p>

This Declaration must be completed by an authorised signatory of the supplier in order to contract with the Ministry for the Environment (MfE).

This Declaration must be completed for each contract, prior to execution of the contract, even if the Ministry has previously engaged the supplier.

The purpose of this Declaration is to identify conflicts of interest (potential, perceived or actual) that may exist between the supplier, the supplier's representatives, employees and any subcontractors (if applicable) and MfE at the time of the appointment and thereby protect the supplier and the Ministry from allegations of bias or preferential treatment and to assist the Ministry to operate in a transparent manner.

This Declaration requires that the supplier identifies organisational level interests and, where relevant, the interests of key staff including: company owner/s, director/s and staff who are directly involved in the contract negotiation, management and delivery of the contract requirements.

If you are a sole trader, individual contractor or a member of an advisory board, you do not need to complete Page Two.

Suppliers: When determining if a conflict of interest exists consider if your organisation and key staff:

- Has or could be perceived to have any political, legal, financial or personal interest in the contract with MfE that may affect the Ministry's reputation or the way it is perceived
- Could give the appearance that you might be conflicted with the contract or engagement with the Ministry
- Has any obligations, loyalties or bias that could influence or affect the way you deliver the requirements of your contract/engagement with the Ministry
- Knows any Ministry employee involved in this contract that has an ownership or financial interest in the Supplier you represent. Or that the Ministry employee would have a personal financial gain or other benefit from this contract or engagement
- Has engaged a previous employee of the Ministry (less than 2 years) to be involved in the delivery of this contract.

For further guidance, please refer to the Office of the Auditor-General's good practice guide on [Managing conflicts of interest: Guidance for Public](#)

For each conflict declared you will need to complete a proposed plan to remove, manage or mitigate the conflict. This plan will need to be agreed with MfE prior to execution of contract and commencement of work.

Organisational Declaration

If this form is being completed as an individual/sole trader, this page can be left blank.

Organisation/Body/Group:	Insight Creative
Date completed:	1 June 2023
Contract or engagement this declaration relates to:	Strategy and Creative Services for Waste Campaigns

Details of Organisational conflict of interest

Actual conflict of interest is where you already have a conflict	not applicable
Potential conflict of interest is where the conflict is about to happen or could happen	
Perceived conflict of interest is where other people might reasonably think you have a conflict of interest	

Conflict of Interest Management Plan

How the conflict of interest will be managed	
There are four options for managing or resolving your conflict of interest:	not applicable
Restrict your involvement in the process	
Recruit an independent third party to oversee part or all of the process	
Remove yourself from the process	
Relinquish your private interest that causes the conflict	

Declaration

I/we declare that in submitting this Declaration:

- the information provided is true, accurate and complete and not misleading in any material respect
- I/we am/are not aware of any impediments to enter into a contract to deliver the requirements outlined in the contract
- I/we have no known or foreseen, actual, potential or perceived conflict of interest, other than as outlined in the box above, in entering into a contract to deliver the requirements outlined in the contract
- I/we understand and agree to report it immediately to the Ministry contact identified above if an interest arises during the term of the contract

By signing this Declaration the signatory below represents and agrees that he/she has been authorised by the supplier to make this declaration on its/their behalf.

Signature:	
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Full name:

Paul Saris

Title/position:

Group Account Director

Nominated Personnel/Employee, Contractors, Individuals, or Subcontractor declaration

(Duplicate this page as required- every Nominated Personnel working on the contract must complete and sign this section)

Name:	
Date completed:	
Employee	
Contract or engagement this declaration relates to:	Waste management Campaigns

Details of Conflict of Interest

Actual conflict of interest is where you already have a conflict	not applicable
Potential conflict of interest is where the conflict is about to happen or could happen	
Perceived conflict of interest is where other people might reasonably think you are not being objective	

Nominated Personnel/Employee, Contractors, Individuals, or Subcontractor Conflict of Interest Management Plan

How the conflict of interest will be managed	
There are four options for managing or resolving your conflict of interest:	not applicable
Restrict your involvement in the process	
Recruit an independent third party to oversee part or all of the process	
Remove yourself from the process	
Relinquish your private interest that causes the conflict	

Individual Declaration

Signature:	
Full name:	
Title/position:	

Ministry for the Environment Assessment of Management Plan (required if COI declared)

Impact assessment and conditions of proposed management plan

The following is the Ministry's assessment of the Conflict of Interest, along with any additional conditions that must be followed:

Things to note are the possible impacts of the COI (on MfE, a Minister, or the Government), and how this will be mitigated by the proposed management plan. You must detail whether you agree with the management option (restrict, recruit, remove or relinquish), and propose additional conditions if required. This may include further controls to ensure the conflict is being effectively managed. This section must be completed prior to sign-off and be written in conjunction with procurement.

Ministry for the Environment Approval (required if COI declared)

Review by Procurement Business Partner – I confirm that I have received this declaration and have provided advice on the Conflict-of-Interest Management Plan.

Signature:

Date:

Review by Financial Delegation Holder - I confirm that I have received this declaration and noted the contents. I approve the above Conflict of Interest Management Plan

If the conflict relates to the Financial Delegation Holder directly, this must be signed by a one-up delegation

Signature:

Full name:

Title/position:

Date:

Conditions of Approval: By signing, the FDH declares that they have no conflict of interest relating to the procurement. If you consider you may have a conflict of interest, please contact the Procurement Business Partner. For further guidance on approving management plans, please refer to this document- [COI approval Guidance for decision-makers.docx](#)

Review by Senior Leadership – if the Manager, Procurement considers that the conflict of interest raises a high level of risk for the Ministry, this form must be reviewed and approved by the relevant Deputy Secretary or Chief Executive.

Required? Yes/No (to be completed by Procurement)

I confirm that I have received this declaration and noted the contents. I approve the above Conflict of Interest Management Plan

Signature:

Full name:

Title/position:

Conditions of Approval: By signing, the FDH declares that they have no conflict of interest relating to the procurement. If you consider you may have a conflict of interest, please contact the Procurement Business Partner. For further guidance on approving management plans, please refer to this document- [COI approval Guidance for decision-makers.docx](#)

Nominated Personnel/Employee, Contractors, Individuals, or Subcontractor declaration

(Duplicate this page as required- every Nominated Personnel working on the contract must complete and sign this section)

Name:	Brian Slade
Date completed:	06 / 06 / 23
Employee	
Contract or engagement this declaration relates to:	Waste management Campaigns


Details of Conflict of Interest

Actual conflict of interest is where you already have a conflict	not applicable
Potential conflict of interest is where the conflict is about to happen or could happen	
Perceived conflict of interest is where other people might reasonably think you are not being objective	

Nominated Personnel/Employee, Contractors, Individuals, or Subcontractor Conflict of Interest Management Plan

How the conflict of interest will be managed	
There are four options for managing or resolving your conflict of interest:	not applicable
Restrict your involvement in the process	
Recruit an independent third party to oversee part or all of the process	
Remove yourself from the process	
Relinquish your private interest that causes the conflict	

Individual Declaration

Signature:	
Full name:	Brian Slade
Title/position:	Creative Director

Nominated Personnel/Employee, Contractors, Individuals, or Subcontractor declaration

(Duplicate this page as required- every Nominated Personnel working on the contract must complete and sign this section)

Name:	Edwin Hooper
Date completed:	01 June 2023
Employee	
Contract or engagement this declaration relates to:	Waste management Campaigns

Details of Conflict of Interest

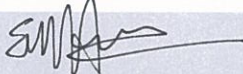
Actual conflict of interest is where you already have a conflict	not applicable
Potential conflict of interest is where the conflict is about to happen or could happen	
Perceived conflict of interest is where other people might reasonably think you are not being objective	

Nominated Personnel/Employee, Contractors, Individuals, or Subcontractor Conflict of Interest Management Plan

How the conflict of interest will be managed

There are four options for managing or resolving your conflict of interest:	not applicable
Restrict your involvement in the process	
Recruit an independent third party to oversee part or all of the process	
Remove yourself from the process	
Relinquish your private interest that causes the conflict	

Individual Declaration

Signature:	
Full name:	Edwin Hooper
Title/position:	Design Director

Nominated Personnel/Employee, Contractors, Individuals, or Subcontractor declaration

(Duplicate this page as required- every Nominated Personnel working on the contract must complete and sign this section)

Name:	Steven Giannoulis
Date completed:	05 June 2023
Employee	
Contract or engagement this declaration relates to:	Waste management campaigns


Details of Conflict of Interest

Actual conflict of interest is where you already have a conflict	No Conflict
Potential conflict of interest is where the conflict is about to happen or could happen	
Perceived conflict of interest is where other people might reasonably think you are not being objective	

Nominated Personnel/Employee, Contractors, Individuals, or Subcontractor Conflict of Interest Management Plan

How the conflict of interest will be managed	
There are four options for managing or resolving your conflict of interest:	No Conflict
Restrict your involvement in the process	
Recruit an independent third party to oversee part or all of the process	
Remove yourself from the process	
Relinquish your private interest that causes the conflict	

Individual Declaration

Signature:	
Full name:	Steven Giannoulis
Title/position:	Strategy Director, Managing Director

Nominated Personnel/Employee, Contractors, Individuals, or Subcontractor declaration

(Duplicate this page as required- every Nominated Personnel working on the contract must complete and sign this section)

Name:	Rainer Leisky
Date completed:	1/6/2023
Employee	
Contract or engagement this declaration relates to:	Waste management Campaigns

Details of Conflict of Interest

Actual conflict of interest is where you already have a conflict	not applicable
Potential conflict of interest is where the conflict is about to happen or could happen	
Perceived conflict of interest is where other people might reasonably think you are not being objective	

Nominated Personnel/Employee, Contractors, Individuals, or Subcontractor Conflict of Interest Management Plan

How the conflict of interest will be managed

There are four options for managing or resolving your conflict of interest: Restrict your involvement in the process Recruit an independent third party to oversee part or all of the process Remove yourself from the process Relinquish your private interest that causes the conflict	not applicable
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Individual Declaration

Signature:	<i>Rainer Leisky</i>
Full name:	Rainer Leisky
Title/position:	Production Director