

Invitation to Quote



**Invitation to Quote (ITQ) on behalf of Natural Environment
Research Council**

**Subject UK SBS Portside Collection and Disposal of Ship and
Antarctic Waste**

Sourcing reference number FM 16030

UK Shared Business Services Ltd (UK SBS)
www.uksbs.co.uk

Registered in England and Wales as a limited company. Company Number 6330639.
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UKSBS
Shared Business Services

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Section 1 – About UK Shared Business Services

Putting the business into shared services

UK Shared Business Services Ltd (UK SBS) brings a commercial attitude to the public sector; helping our customers improve efficiency, generate savings and modernise.

It is our vision to become the leading provider for our customers of shared business services in the UK public sector, continuously reducing cost and improving quality of business services for Government and the public sector.

Our broad range of expert services is shared by our customers. This allows our customers the freedom to focus resources on core activities; innovating and transforming their own organisations.

Core services include Procurement, Finance, Grants Admissions, Human Resources, Payroll, ISS, and Property Asset Management all underpinned by our Service Delivery and Contact Centre teams.

UK SBS is a people rather than task focused business. It's what makes us different to the traditional transactional shared services centre. What is more, being a not-for-profit organisation owned by its customers, UK SBS' goals are aligned with the public sector and delivering best value for the UK taxpayer.

UK Shared Business Services Ltd changed its name from RCUK Shared Services Centre Ltd in March 2013.

Our Customers

Growing from a foundation of supporting the Research Councils, 2012/13 saw Business Innovation and Skills (BIS) transition their procurement to UK SBS and Crown Commercial Services (CCS – previously Government Procurement Service) agree a Memorandum of Understanding with UK SBS to deliver two major procurement categories (construction and research) across Government.

UK SBS currently manages £700m expenditure for its Customers.

Our Procurement ambition

Our vision is to be recognised as a centre of excellence and deliver a broad range of procurement services across the public sector; to maintain and grow a procurement service unrivalled in public sector.

Procurement is a market-shaping function. Industry derived benchmarks indicate that UK SBS is already performing at or above “best in class” in at least three key measures (percentage savings, compliant spend, spend under management) and compare well against most other measures.

Over the next five years, it is the function’s ambition to lead a cultural change in procurement in the public sector. The natural extension of category management is to bring about a fundamental change in the attitude to supplier relationship management.

Our philosophy sees the supplier as an asset to the business and the route to maximising value from supply. This is not a new concept in procurement generally, but it is not a philosophy which is widely employed in the public sector.

We are ideally positioned to “lead the charge” in the government’s initiative to reform procurement in the public sector.

UK SBS Procurement’s unique selling points are:

- Focus on the full procurement cycle
- Leaders in category management in common and specialised areas
- Expertise in the delivery of major commercial projects
- That we are leaders in procurement to support research
- Use of cutting edge technologies which are superior to those used generally used across the public sector.
- Use of market leading analytical tools to provide comprehensive Business Intelligence
- Active customer and supplier management

‘UK SBS’ contribution to the Government Procurement Agenda has been impressive. Through innovation and leadership UK SBS has built an attractive portfolio of procurement services from P2P to Strategy Category Management.’

John Collington

Former Government Chief Procurement Officer

Section 2 – About Our Customer

Natural Environment Research Council

NERC is the UK's main agency for funding and managing research, training and knowledge exchange in the environmental sciences.

NERC's work covers the full range of atmospheric, Earth, biological, terrestrial and aquatic science, from the deep oceans to the upper atmosphere and from the poles to the equator.

The organisation coordinates some of the world's most exciting research projects, tackling major issues such as climate change, environmental influences on human health, the genetic make-up of life on Earth, and much more.

Working internationally, NERC have bases at some of the most hostile places on the planet; running a fleet of research ships and aircraft and investing in satellite technology to monitor gradual environmental change on a global scale. NERC provide forewarning of, and solutions to, the key environmental challenges facing society.

Examples of funded research

- Showing the importance of mature tropical forests to the global climate.
- Developing a safer and cleaner way to mine gold by reducing the use of mercury.
- Studying the hole in the ozone layer - discovered by our British Antarctic Survey - and monitoring climate change.
- Playing a major role in the International Census of Marine Life that monitors our oceans.

NERC also runs six organisations of world renown:

- British Antarctic Survey, in Cambridge.
- British Geological Survey, in Nottingham.
- National Oceanography Centre, in Southampton.
- Centre for Ecology & Hydrology, in Oxfordshire.
- National Centre for Atmospheric Science, in Leeds.
- National Centre for Earth Observation, Swindon.

www.nerc.ac.uk

Section 3 - Working with UK Shared Business Services Ltd.

In this section you will find details of your Procurement contact point and the timescales relating to this opportunity.

Section 3 – Contact details		
3.1	Customer Name and address	Natural Environment Research Council British Antarctic Survey High Cross Madingley Road Cambridge CB3 0ET
3.2	Buyer name	Khush Vadher
3.3	Buyer contact details	FMProcurement@uksbs.co.uk 01793 867000
3.4	Estimated value of the Opportunity	£100,000.00
3.5	Process for the submission of clarifications and Bids	All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available here. Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid <u>not</u> being considered.

Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	11/04/2016 Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	18/04/2016 14.00
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	03/05/2016 14.00
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	09/05/2016 09.00
3.10	Anticipated rejection of unsuccessful Bids date	20/05/2016 14.00
3.12	Anticipated Award date	20/05/2016
3.13	Anticipated Contract Start date	01/06/2016
3.14	Anticipated Contract End date	01/06/2019
3.15	Bid Validity Period	60 Days

Section 4 – Specification

Background

The British Antarctic Survey (BAS) is a component of the Natural Environment Research Council (NERC). Based in Cambridge it has, for over 60 years, undertaken the majority of Britain's scientific research on and around the Antarctic continent. BAS operates three bases in the Antarctic, at Rothera, Halley and Signy, and two stations on South Georgia, at King Edward Point and Bird Island.

This document sets out the scope and parameters of work which BAS NERC wishes to commission and describes how tenderers may tender to undertake this work for BAS.

The Antarctic Treaty came into force on 23 June 1961 after ratification by the twelve countries then active in Antarctic science. The Treaty covers the area south of 60°S latitude. Its objectives are simple yet unique in international relations. They are:

To demilitarize Antarctica, to establish it as a zone free of nuclear tests and the disposal of radioactive waste and to ensure that it is used for peaceful purposes only;

To promote international scientific cooperation in Antarctica; and

To set aside disputes over territorial sovereignty.

The Protocol on Environmental Protection to the Antarctic Treaty (Environmental Protocol or Madrid Protocol) was agreed in 1991 and came into force in 1998, once it had been ratified by all 28 Antarctic Treaty Consultative Parties (ATCPs). Annex III of the Protocol deals with waste disposal and waste management. A requirement of this is to ensure that all waste other than sewage and food waste is removed from Antarctica.

The UK government is a signatory to the Antarctic Treaty and as the UK's national Antarctic operator, BAS has to ensure that the legal obligations of the Environmental Protocol are met.

BAS liaises with the Environment Agency in the UK, regarding trans-frontier shipment authorisations. Waste from BAS bases is generally exempt from these requirements.

Approximately 300m³ (between 100-200 tonnes) of hazardous and non-hazardous waste from all BAS stations is segregated on site and sent to the UK on the two ships RRS Ernest Shackleton and RRS James Clark Ross. The amount of waste varies annually dependent on the science undertaken and any construction projects carried out during the season. The ships return to the UK typically in between May and July each year and the waste is off-loaded and sent for reuse, recycling or other disposal in accordance with the waste hierarchy.

The work will require the contractor to provide bespoke waste management services involving the collection, transportation and disposal of waste generated at BAS stations and offloaded at ports in the UK, typically Immingham or Grimsby but could include others such as Portland, Ipswich, Southampton or Harwich.

A key element of the contract is to be able to provide a flexible service for which the

collection location, waste types and quantities may change at short notice.

Scope of Work

The aim of the contract is provide a waste management service to BAS NERC, for waste generated in the Antarctic and offloaded from BAS ships.

A key aspect of the contract will be to support BAS NERC in maintaining the high recycling rates currently achieved for wastes produced in the Antarctic (Currently recycling rates are 85% of total waste produced by BAS bases.)

The type of waste materials generated will vary on each shipment but will typically include the following materials;

- Aerosols
- Asbestos
- Batteries (all types)
- Cans
- Card
- Clinical Waste (sharps)
- Fluorescent tubes
- Foam
- Glass (mixed colours, broken or crushed)
- Paper
- Plastics (mixed all grades)
- Polystyrene
- Radioactive wastes (low level)
- Tetrapaks
- Various Chemicals
- Waste oil & oily rags
- Waste Refrigerant Gas
- WEEE waste

Each year a different mix and quantity of waste is generated. As part of this tender you are required to provide a quotation for the disposal of forecasted list of waste for one of the ships. **The contractor will be expected to provide a revised quotation once the manifest for each ship is issued confirming the actual waste materials to be disposed of, based on the fees provided as part of this tender exercise.**

Approximately one month prior to the arrival of each ship and the collection date, BAS will provide to the contractor, the ship's manifest which lists the waste types and quantities. After which the contractor will be expected to issue and deliver to BAS's office in Cambridge, hazardous waste labels for each hazardous waste consignment.

A certain level of flexibility will be required to allow for last minute additions to the manifest including potential additions on the day of collection. This uncertainty will be minimised wherever possible.

In detail the contractor will be expected to:

To collect waste materials from the BAS ships, the RRS Ernest Shackleton and the RRS James Clark Ross berthed at UK ports. The port locations typically include Grimsby or

Immingham however the contractor should be prepared to make a collection from other port facilities in the UK if required. The BAS ships operate independently to each other and will not be berthed at the same port at the same time. The BAS Environment Office has no control over the ships programme which may change at short notice. The contractor will therefore have to apply a flexible approach to the service provided.

To transport all waste offloaded from the ships to suitable disposal sites. The contractor will be expected to provide vehicles suitable for transporting waste materials packaged in the following containers;

Container	Waste Material
1 tonne bags <i>Flexible Intermediate Bulk Container (FIBC)</i>	Recyclables – paper, card, plastic, cans, tetrapaks etc
205 litre metal drums	Glass, cans, oily rags, waste oil, incinerator ash
Plywood boxes (UN approved)	Variety of hazardous waste
Plastic Containers (UN approved)	Chemical waste

N.B. Drums, UN approved boxes and containers will be loaded onto wooden pallets prior to transportation. FIBC bags will be loaded directly onto collection vehicles.

To provide drivers who are fully briefed on BAS requirements, the intended consignments for collection, the type of waste and associated containers and the quantity of waste to be loaded on to each vehicle.

To safely and legally transport BAS waste to appropriate waste disposal and recycling facilities. BAS welcomes any suggestions from tenderers on ways to increase the current reuse and recycling rates.

To meet all legal requirements and provide the appropriate paper work.

In accordance with the Waste (England and Wales) (Amendment) Regulations 2014, the contractor will provide consignment notes for all hazardous waste collected and disposed of and return the Part E within one month of collection. A duty of care waste transfer note for non-hazardous waste must be provided by the contractor on collection of the waste.

Deliverables

Attendance at BAS offices in Cambridge for an initial start-up meeting on award of the contract. Thereafter each year attendance will be required as follows;

- One meeting prior to waste collection
- One meeting post disposal to present final waste statistics

During the agreed waste collection period BAS would expect to have direct contact with the account manager by telephone on a daily basis.

Provision of appropriate hazardous waste labels delivered to BAS offices within 5 days of receipt of the manifest and at least one week prior to the collection date.

Provision of a fleet of vehicles and drivers ready to collect waste at the agreed time and location.

Disposal of BAS waste in the most environmentally sound manner possible in accordance with the waste hierarchy.

Provision of signed transportation and disposal paper work on day of collection. Provision of signed Part E (of the consignment note) for hazardous waste and final disposal site paper work for non-hazardous within one month of collection.

Provision of advice by email or telephone regarding packaging and disposal of unusual wastes during the contract period.

An electronic version of the final waste statistics as per HM Treasury Public Sector Annual Report: Sustainability reporting, Guidance for 2014-2015.

Contract length:

- 24 months

With option to extend for a further 12 months (1 x 12 months) max before a re-tender

Section 5 – Evaluation model

The evaluation model below shall be used for this ITQ, which will be determined to two decimal places.

Where a question is 'for information only' it will not be scored.

The evaluation team may comprise staff from UK SBS, the Customer and any specific external stakeholders UK SBS deem required. After evaluation the scores will be finalised by performing a calculation to identify (at question level) the mean average of all evaluators (Example – a question is scored by three evaluators and judged as scoring 5, 5 and 6. These scores will be added together and divided by the number of evaluators to produce the final score of 5.33 ($5+5+6=16 \div 3 = 5.33$))

Pass / fail criteria		
Questionnaire	Q No.	Question subject
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Contract Terms
Price	AW5.5	E Invoicing
Price	AW5.6	Implementation of E-Invoicing
Quality	AW6.1	Compliance to the Specification
Quality	PROJ1.1	Collect from Various Ports
Quality	PROJ1.2	Compliant with Legislation
Quality	PROJ1.3	Provide Waste Data
Quality	PROJ1.4	Reference Codes
Quality	PROJ1.5	Separate Breakdown
Quality	PROJ1.6	Audit Sites
Quality	PROJ1.10	Subcontractors Compliance

Scoring criteria

Evaluation Justification Statement

In consideration of this particular requirement UK SBS has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. UK SBS considers these weightings to be in line with existing best practice for a requirement of this type.

Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	40%
Quality	PROJ1.12	Collection and Waste Disposal	30%
Quality	PROJ1.13	Risk assessment	20%
Quality	PROJ1.14	Recent Project	10%

Evaluation of criteria

Non-Price elements

Each question will be judged on a score from 0 to 100, which shall be subjected to a multiplier to reflect the percentage of the evaluation criteria allocated to that question.

Where an evaluation criterion is worth 20% then the 0-100 score achieved will be multiplied by 20.

Example if a Bidder scores 60 from the available 100 points this will equate to 12% by using the following calculation: Score/Total Points available multiplied by 20 ($60/100 \times 20 = 12$)

Where an evaluation criterion is worth 10% then the 0-100 score achieved will be multiplied by 10.

Example if a Bidder scores 60 from the available 100 points this will equate to 6% by using the following calculation: Score/Total Points available multiplied by 10 ($60/100 \times 10 = 6$)

The same logic will be applied to groups of questions which equate to a single evaluation criterion.

The 0-100 score shall be based on (unless otherwise stated within the question):

0	The Question is not answered or the response is completely unacceptable.
10	Extremely poor response – they have completely missed the point of the

	question.
20	Very poor response and not wholly acceptable. Requires major revision to the response to make it acceptable. Only partially answers the requirement, with major deficiencies and little relevant detail proposed.
40	Poor response only partially satisfying the selection question requirements with deficiencies apparent. Some useful evidence provided but response falls well short of expectations. Low probability of being a capable supplier.
60	Response is acceptable but remains basic and could have been expanded upon. Response is sufficient but does not inspire.
80	Good response which describes their capabilities in detail which provides high levels of assurance consistent with a quality provider. The response includes a full description of techniques and measurements currently employed.
100	Response is exceptional and clearly demonstrates they are capable of meeting the requirement. No significant weaknesses noted. The response is compelling in its description of techniques and measurements currently employed, providing full assurance consistent with a quality provider.

All questions will be scored based on the above mechanism. Please be aware that the final score returned may be different as there may be multiple evaluators and their individual scores will be averaged (mean) to determine your final score.

Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 40

Evaluator 4 scored your bid as 40

Your final score will $(60+60+40+40) \div 4 = 50$

Price elements will be judged on the following criteria.

The lowest price for a response which meets the pass criteria shall score 100. All other bids shall be scored on a pro rata basis in relation to the lowest price. The score is then subject to a multiplier to reflect the percentage value of the price criterion.

For example - Bid 1 £100,000 scores 100.

Bid 2 £120,000 differential of £20,000 or 20% remove 20% from price scores 80

Bid 3 £150,000 differential £50,000 remove 50% from price scores 50.

Bid 4 £175,000 differential £75,000 remove 75% from price scores 25.

Bid 5 £200,000 differential £100,000 remove 100% from price scores 0.

Bid 6 £300,000 differential £200,000 remove 100% from price scores 0.

Where the scoring criterion is worth 50% then the 0-100 score achieved will be multiplied by 50.

In the example if a supplier scores 80 from the available 100 points this will equate to 40% by using the following calculation: $\text{Score/Total Points} \times 50$ ($80/100 \times 50 = 40$)

The lowest score possible is 0 even if the price submitted is more than 100% greater than the lowest price.

Section 6 – Evaluation questionnaire

Bidders should note that the evaluation questionnaire is located within the **e-sourcing questionnaire**.

Guidance on completion of the questionnaire is available at
<http://www.uksbs.co.uk/services/procure/Pages/supplier.aspx>

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 7 – General Information

What makes a good bid – some simple do's ☺

DO:

- 7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
- 7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions.
- 7.3 Do ensure you have read all the training materials to utilise e-sourcing tool prior to responding to this Bid. If you send your Bid by email or post it will be rejected.
- 7.4 Do use Microsoft Word, PowerPoint Excel 97-03 or compatible formats, or PDF unless agreed in writing by the Buyer. If you use another file format without our written permission we may reject your Bid.
- 7.5 Do ensure you utilise the Emptoris messaging system to raise any clarifications to our ITQ. You should note that typically we will release the answer to the question to all bidders and where we suspect the question contains confidential information we may modify the content of the question to protect the anonymity of the Bidder or their proposed solution
- 7.6 Do answer the question, it is not enough simply to cross-reference to a 'policy', web page or another part of your Bid, the evaluation team have limited time to assess bids and if they can't find the answer, they can't score it.
- 7.7 Do consider who your customer is and what they want – a generic answer does not necessarily meet every customer's needs.
- 7.8 Do reference your documents correctly, specifically where supporting documentation is requested e.g. referencing the question/s they apply to.
- 7.9 Do provide clear and concise contact details; telephone numbers, e-mails and fax details.
- 7.10 Do complete all questions in the questionnaire or we may reject your Bid.
- 7.11 Do check and recheck your Bid before dispatch.

What makes a good bid – some simple do not's ☹

DO NOT

- 7.12 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.13 Do not attach 'glossy' brochures that have not been requested, they will not be read unless we have asked for them. Only send what has been requested and only send supplementary information if we have offered the opportunity so to do.
- 7.14 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
- 7.15 Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Customer to discuss your Bid. If your Bid requires clarification the Buyer will contact you.
- 7.16 Do not contact any UK SBS staff or Customer staff without the Buyers written permission or we may reject your Bid.
- 7.17 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.18 Do not offer UK SBS or Customer staff any inducement or we will reject your Bid.
- 7.19 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.20 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
- 7.21 Do not exceed word counts, the additional words will not be considered.
- 7.22 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.

Some additional guidance notes

- 7.23 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool may be submitted to Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.
- 7.24 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered.
- 7.25 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.26 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.27 We do not guarantee to award any Contract as a result of this procurement
- 7.28 All documents issued or received in relation to this procurement shall be the property of UK SBS.
- 7.29 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
- 7.30 If you are a Consortium you must provide details of the Consortiums structure.
- 7.31 Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
- 7.32 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public
- 7.33 Your bid will be valid for 60 days or your Bid will be rejected.
- 7.34 Bidders may only amend the Contract terms if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract and UK SBS fail to accept your legal or statutory reason is reasonably justified we may reject your Bid.
- 7.35 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.
- 7.36 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.37 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.

- 7.38 Bidders should note that if they are successful with their proposal UK SBS reserves the right to ask additional compliancy checks prior to the award of any Contract. In the event of a Bidder failing to meet one of the compliancy checks UK SBS may decline to proceed with the award of the Contract to the successful Bidder.
- 7.39 All timescales are set using a 24 hour clock and are based on British Summer Time or Greenwich Mean Time, depending on which applies at the point when Date and Time Bids shall be submitted through Emptoris.
- 7.40 All Central Government Departments and their Executive Agencies and Non Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further, the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement - including ensuring value for money and related aspects of good procurement practice.

For these purposes, UK SBS may disclose within Government any of the Bidders documentation/information (including any that the Bidder considers to be confidential and/or commercially sensitive such as specific bid information) submitted by the Bidder to UK SBS during this Procurement. The information will not be disclosed outside Government. Bidders taking part in this ITQ consent to these terms as part of the competition process.

- 7.41 From 2nd April 2014 the Government is introducing its new Government Security Classifications (GSC) classification scheme to replace the current Government Protective Marking System (GPMS). A key aspect of this is the reduction in the number of security classifications used. All Bidders are encouraged to make themselves aware of the changes and identify any potential impacts in their Bid, as the protective marking and applicable protection of any material passed to, or generated by, you during the procurement process or pursuant to any Contract awarded to you as a result of this tender process will be subject to the new GSC from 2nd April 2014. The link below to the Gov.uk website provides information on the new GSC:

<https://www.gov.uk/government/publications/government-security-classifications>

UK SBS reserves the right to amend any security related term or condition of the draft contract accompanying this ITQ to reflect any changes introduced by the GSC. In particular where this ITQ is accompanied by any instructions on safeguarding classified information (e.g. a Security Aspects Letter) as a result of any changes stemming from the new GSC, whether in respect of the applicable protective marking scheme, specific protective markings given, the aspects to which any protective marking applies or otherwise. This may relate to the instructions on safeguarding classified information (e.g. a Security Aspects Letter) as they apply to the procurement as they apply to the procurement process and/or any contracts awarded to you as a result of the procurement process.

USEFUL INFORMATION LINKS

- [Emptoris Training Guide](#)
- [Emptoris e-sourcing tool](#)
- [Contracts Finder](#)
- [Tenders Electronic Daily](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)