



Invitation to Quote

Invitation to Quote (ITQ) on behalf of **Groceries Code Adjudicator**

Subject UK SBS **Groceries Code Adjudicator: Media
Communications Support**

Sourcing reference number **PS16160**

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

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

What we do

The Groceries Code Adjudicator is the UK's first independent adjudicator to oversee the relationship between supermarkets and their suppliers. It ensures that large supermarkets treat their direct suppliers lawfully and fairly, investigates complaints and arbitrates in disputes.

The Groceries Code Adjudicator is the new independent adjudicator that oversees the relationship between supermarkets and their suppliers. It ensures that large supermarkets treat their direct suppliers lawfully and fairly by upholding and enforcing the [Groceries Supply Code of Practice].

Responsibilities

We have powers to enforce the Groceries Supply Code of Practice, in particular we:

- investigate confidential complaints from any source about how supermarkets treat their suppliers
- make recommendations to retailers if a complaint is upheld
- require retailers to publish details of a breach of the code
- in the most serious cases, impose a fine on the retailer
- arbitrate disputes between retailers and suppliers

Who we are

The Groceries Code Adjudicator Act, which created the GCA, came into force on June 25 2013.

If a supplier is concerned that there has been a breach of the code, they can complain to the GCA. We can also receive information about potential breaches from the code from anyone, and any complaints we receive will be kept strictly confidential.

We will only be able to launch investigations after we have completed our consultation and finalised our guidance. We anticipate this will be by the end of the year.

If you are considering sending us a complaint or information about a potential breach of the code, please use our checklist to ensure the item is under the remit of the adjudicator and that the retailer is one of those that has to abide by the code.

You can also view a PowerPoint presentation that explains the powers, remit and functions of the Groceries Code Adjudicator, including what types of complaint are covered by the GCA.

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	Groceries Code Adjudicator 2nd Floor Victoria House Southampton Row London WC1B 4DA
3.2	Buyer name	Becky Eldridge
3.3	Buyer contact details	professionalservices@uksbs.co.uk
3.4	Estimated value of the Opportunity	£70,000.00 excluding VAT The initial contract duration is for 12 months with a maximum possible budget of £35,000.00 excluding VAT. There is a possible 1 year contract extension with a maximum budget of £35,000.00 excluding VAT. The total contract value shall not exceed £70,000.00
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	28/07/2016 Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	08/08/2016 11.00 am
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	10/08/2016 2.00 pm
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	12/08/2016 2.00 pm
3.10	Date/time Bidders should be available if face to face clarifications are required	22/08/2016 11am – 3pm 24/08/2016 10am – 4pm
3.11	Anticipated rejection of unsuccessful Bids date	25/08/2016
3.12	Anticipated Award date	25/08/2016
3.13	Anticipated Contract Start date	01/09/2016
3.14	Anticipated Contract End date	31/08/2017
3.15	Bid Validity Period	60 Days

Section 4 – Specification

Groceries Code Adjudicator – Communication and Media Support

ITT Scope

Support required

To provide the Groceries Code Adjudicator (GCA) with strategic communication and media support.

The main elements of the contract will include:

- Development of a media strategy and ongoing communication and media relations support
- Strategic stakeholder engagement plan update
- Media training

The GCA was formally established on 25 June 2013 by an Act of Parliament and was set up to ensure supermarkets treat their suppliers lawfully and fairly. The GCA is an independent regulator and encourages, monitors and enforces compliance with the Groceries Supply Code of Practice (the Code). It is funded by a levy on supermarkets.

The GCA's media presence is not generally high profile in the national press but there is considerable trade press interest. From time to time, issues garner more national press coverage, generally at the start or end of an investigation, when the GCA has published a case study in relation to retailer compliance with the Code, or at the time of the GCA annual conference.

The media interest is focused on: the ways the GCA works with retailers and suppliers; how it tackles issues raised by suppliers; how progress and success is reported and measured; the performance of retailers in complying with the Code; interest in the annual sector survey and GCA annual conference; and the GCA's published investigation reports and case studies. In 2016 the Department for Business, Innovation and Skills will also carry out a statutory review into the GCA's performance in the first three years, along with a call for evidence on the GCA's role and remit.

With a very small team, it is critical that the stakeholder and corporate communication plans ensure that the GCA has effective messages to provide the groceries sector with a clear understanding of the GCA role, the extent of its remit and its work. This will mean tailoring our messages to the different audiences. There is a need for flexibility as there are peaks to the work, especially around the annual conference in June. In addition, the GCA works part time.

Contract Extension

There is then a possible extension of a further 12 months dependent on the strategies taken. Bidders should set out their proposals on the requirements of the GCA on the basis of the information provided. Bidders will be assessed on their understanding of the role of the GCA and how that translates into the design of an appropriate support package. An initial 12-month contract will be awarded with the option of extension for a further 12 months.

Deliverables

In setting out the deliverables, there are two over-riding factors which must be reflected in the proposed approach: (1) The GCA is an independent regulator and there are constraints on how it must act; and (2) the work of the GCA is limited to the Code and does not extend to all aspects of commercial relationships between retailers and suppliers. The deliverables for this work are:

a) Development of a media strategy and ongoing communication and media relations support

This will be the principal element of the contract and will start with the development of a bespoke media strategy which reflects the role of the GCA and the market dynamics associated with a regulator in a market where large retailers have been found to transfer excessive risk and unexpected costs to their suppliers through various supply chain practices. As a regulator, media presence is expected to be timed to specific events such as: the annual conference; the issue of guidance; communication surrounding the strategic review or the launch of an investigation. However, there is a reasonable degree of trade press attention and this will be the main focus of attention. We will also require a daily media cuttings service which should include monitoring of parliamentary activity. It is possible that media perceptions analysis may be needed at various points in time.

The successful contractor will then be expected to provide full support in the delivery of the media strategy.

b) Strategic stakeholder engagement plan update

There is an existing plan to engage with a broad range of stakeholders and interest groups which the GCA must remain in contact with but engages at different levels and at different times. These groups have different expectations of the GCA and this must be reflected in the media and corporate communication messages.

The successful contractor will be expected to review and update the plan.

c) Media training support, if required

It is possible that we may see a need for media training for members of the GCA team which would be useful for both media interviews, giving evidence to Parliamentary Committees but also public speaking events. This is not a firm commitment at this stage.

Cost, timing and resources

We expect the deliverables to be costed, where appropriate, by: (i) delivery of output; and (ii) ongoing support. For the ongoing support, we expect an average weekly resource commitment of 8 hours per week with an availability to suit the demands of the GCA. There will be times when extra support is needed; provision for this will be made in the contract and there will be reasonable notice of the requirement.

Our planned timetable for review of the tender is:

Role of the Groceries Code Adjudicator

The Adjudicator's two main statutory functions are to arbitrate in disputes between retailers and their direct suppliers and to investigate potential breaches of the Groceries Supply Code of Practice. The GCA also provides advice and guidance on any Code related matter.

The GCA works with the retailers and their direct and indirect suppliers, trade bodies and other bodies such as the National Farmers' Union and the British Retail Consortium, other Government departments and regulators, and the Devolved Administrations. The Code applies only to retailers with an annual UK groceries turnover in excess of £1bn (see Table below) and their direct suppliers of groceries for sale in the UK; this will include suppliers based in the UK but also internationally. The value of the groceries supply chain is of the order of £70 billion in annual sales to grocery retailers.

Retailers designated under the Code	
Aldi Stores Limited	Asda Stores Limited
Co-operative Group Limited	Iceland Foods Limited
Lidl UK GmbH	Marks & Spencer plc
Wm Morrison Supermarkets plc	J Sainsbury plc
Tesco plc	Waitrose Limited

The GCA began work on 25th June 2013 and its remit extends to England, Northern Ireland, Scotland and Wales. The Adjudicator is currently supported by a small team of 4 and therefore resources are finite.

The Code

The Code obliges the designated retailers:

- a) to deal fairly and lawfully with their suppliers;
- b) not to vary supply agreements retrospectively, except in circumstances beyond the retailer's control which are clearly set out in the supply agreement;
- c) to pay suppliers within a reasonable time;
- d) not to seek contributions to marketing costs unless this is provided for in the relevant

Supply Agreement;

- e) not to seek compensation for shrinkage;
- f) not to seek payments for wastage except in limited circumstances;
- g) not to charge listing fees, except in limited circumstances;
- h) to compensate suppliers for forecasting errors;
- i) except in limited circumstances, not to tell suppliers which third party suppliers to use;
- j) not to charge position payments unless they relate to a promotion;
- k) not to require suppliers predominantly to fund promotions;
- l) not to over-order at promotional prices;
- m) not to require suppliers to make unjustified payments for consumer complaints; and
- n) to de-list suppliers only for genuine commercial reasons and give reasonable notice of, and opportunity to, discuss delisting with the large retailer's Code Compliance Officer.

The Code covers a particular range of grocery products and the table below sets out what is covered by the Code and what is excluded.

Included	Excluded
<ul style="list-style-type: none">• Food (other than that sold for consumption in the store)• Pet food• Drinks (alcoholic and non-alcoholic, other than that sold for consumption in the store)• Cleaning products• Toiletries• Household goods	<ul style="list-style-type: none">• Petrol• Clothing• DIY products• Financial services• Pharmaceuticals• Newspapers, magazines and books• Greetings cards• CDs, DVDs, videos and audio tapes• Toys• Plants and flowers• Perfumes• Cosmetics• Electrical appliances• Kitchen hardware• Gardening equipment• Tobacco and tobacco products

The groceries sector

There are a large number of businesses that supply groceries to UK retailers, including food and drink manufacturers, primary producers and fresh food wholesalers (e.g. packers and processors). There are approximately 311,000 farm holdings, 3,600 fresh food intermediaries and 6,600 food and drink manufacturers in the UK (although not all of these necessarily supply groceries retailers).

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
Quality	AW6.1	Compliance to the Specification

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%
Price	GCA1	Communications techniques	25%
Price	GCA2	Making use of additional expertise	5%
Price	GCA3	Providing support	20%
Price	GCA4	Level of understanding	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: $\text{Score}/\text{Total Points}$ multiplied by 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](#)