



Invitation to Quote

Invitation to Quote (ITQ) on behalf of UK Research and Innovation (UKRI)

Subject: UKRI Brand Project

Sourcing Reference Number: CS18064



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

Registered in England and Wales as a limited company. Company Number 6330639.
Registered Office Polaris House, North Star Avenue, Swindon, Wiltshire SN2 1FF
VAT registration GB618 3673 25
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Table of Contents

Section	Content
1	<u>About UK Shared Business Services Ltd.</u>
2	<u>About the Contracting Authority</u>
3	<u>Working with the Contracting Authority.</u>
4	<u>Specification</u>
5	<u>Evaluation model</u>
6	<u>Evaluation questionnaire</u>
7	<u>General Information</u>
Appendix	Appendix 1 – Our Strategy Appendix 2 – Day 1 guide (culture and values)

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 Contracting Authorities improve efficiency, generate savings and modernise.

It is our vision to become the leading service provider for the Contracting Authorities 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 Contracting Authorities. This allows Contracting Authorities 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 the Department for Business, Energy & Industrial Strategy (BEIS), 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, Energy and Industrial Strategy (BEIS) 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 Contracting Authorities. Our Contracting Authorities who have access to our services and Contracts are detailed [here](#).

Privacy Statement

At UK Shared Business Services (UK SBS) we recognise and understand that your privacy is extremely important and we want you to know exactly what kind of information we collect about you and how we use it.

This privacy notice link below details what you can expect from UK SBS when we collect your personal information.

- We will keep your data safe and private.
- We will not sell your data to anyone.

- We will only share your data with those you give us permission to share with and only for legitimate service delivery reasons.

<https://www.uksbs.co.uk/use/pages/privacy.aspx>

For details on how the Contracting Authority protect and process your personal data please follow the link below:

<https://www.ukri.org/privacy-notice/>

Section 2 – About the Contracting Authority

UK Research and Innovation

Operating across the whole of the UK and with a combined budget of more than £6 billion, UK Research and Innovation represents the largest reform of the research and innovation funding landscape in the last 50 years.

As an independent non-departmental public body UK Research and Innovation brings together the seven Research Councils (AHRC, BBSRC, EPSRC, ESRC, MRC, NERC, STFC) plus Innovate UK and a new organisation, Research England.

UK Research and Innovation ensures the UK maintains its world-leading position in research and innovation. This is done by creating the best environment for research and innovation to flourish.

For more information, please visit: www.ukri.org

Section 3 – UK research and Innovation (UKRI).

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	Contracting Authority Name and address	UK Research and Innovation (UKRI)
3.2	Buyer name	Liz Vincent
3.3	Buyer contact details	professionalservices@uksbs.co.uk
3.4	Maximum value of the Opportunity	The initial contract value for the brand project is £95,000.00 excluding VAT. There is an additional £15,000.00 available for optional brand guardianship work making the total contract value £110,000.00 although there is no commitment to spend up to this amount during the contract term.
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	19/12/2018
3.7	Latest date/time ITQ clarification questions shall be received through Emptoris messaging system	03/01/2019 14:00
3.8	Latest date/time ITQ clarification answers should be sent to all Bidders by the Buyer through Emptoris	07/01/2019
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	16/01/2019 14:00
3.10	Date/time Bidders should be available for interview	29/01/2019
3.11	Anticipated notification date of successful and unsuccessful Bids	01/02/2019
3.12	Anticipated Award date	01/02/2019
3.13	Anticipated Contract Start date	08/02/2019
3.14	Anticipated Contract End date	07/02/2020
3.15	Bid Validity Period	60 Days

Section 4 – Specification

Evolving Our Brand

1. Project brief

1.1 Summary

UKRI is looking to work in partnership with an agency to create a strong organisational voice – and bring clarity, cohesion, consistency and understanding to our brand, both internally and externally.

1.2 Background

UK Research and Innovation (UKRI) is a new body which works in partnership with universities, research organisations, businesses, charities and government to create an environment within which research and innovation can flourish. We aim to maximise the contribution of each of our component parts, working individually and collectively. We work with our many partners to bring benefit to everyone through knowledge, talent and ideas.

Operating across the whole of the UK with a combined budget of more than £7 billion, UKRI brings together the:

- Arts and Humanities Research Council;
- Biotechnology and Biological Sciences Research Council;
- Engineering and Physical Sciences Research Council;
- Economic and Social Research Council;
- Innovate UK;
- Medical Research Council;
- Natural Environment Research Council;
- Research England; and
- Science and Technology Facilities Council.

Section 109 of The Higher Education and Research Act 2017 makes the following provision around the transfer of ‘symbolic property’¹ from the councils to UKRI:

“(3) A property transfer scheme made by the Secretary of State under Schedule 10 in connection with a research council must, in particular, make provision for the transfer of the symbolic property of the council to UKRI.

(4) The symbolic property of a research council is —

- (a) The name of, and any other name used by, the council,*
- (b) Any goodwill in a name falling within paragraph (a),*
- (c) Any logo or insignia of the council, and*

¹ <http://www.legislation.gov.uk/ukpga/2017/29/section/109>

(d) Any seal of the council."

UKRI has staff based in Swindon, London, Bristol and a number of other key sites in the UK and overseas. In addition, our councils have staff in Centres and Institutes. For more information, please visit: www.ukri.org

UKRI's primary external audiences and stakeholders are the research and innovation community in its broadest sense and the general public. This includes the academic research community and industry in the UK and globally, together with government and policymakers. It also includes wider society, with the aim of engaging people with the research we fund, to encourage young people to engage in science, technology, engineering and mathematics (STEM) subjects, and to encourage wider societal debates as we seek to embrace emerging technologies that could affect everyday lives.

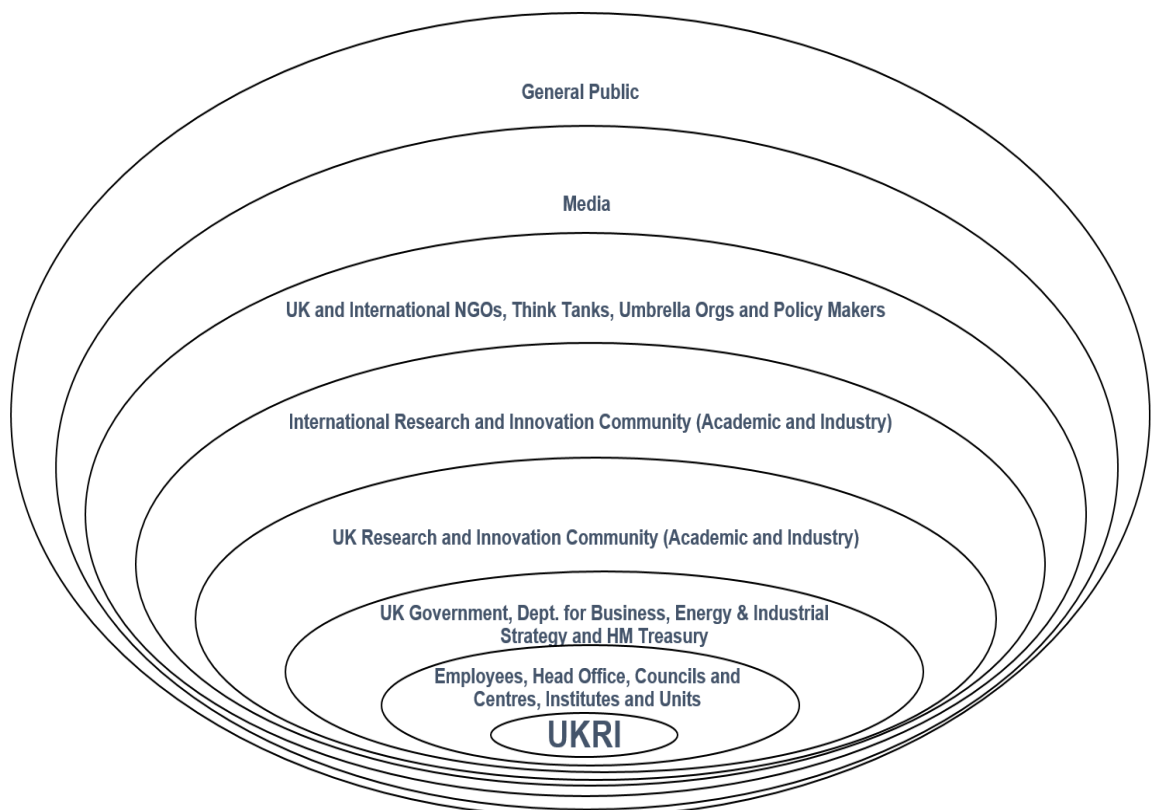
Why are we doing it?

We need to develop the interim brand work that was started at launch. We want to ensure our brand is in sync with our strategy and is fit for the future of Research and Innovation in the UK. We want to be in the best position to continue in creating a Brand story that reflects our ambition

Who are we talking to?

The key audiences for our brand are:

UKRI Stakeholders



1.3 Stages of work

The following outlines what we believe to be required:

Planning: we may need to finalise the proposal and contracts, and provide additional information, as well as agree ways of working, etc.

- I Audit and insight:** review existing work and surveys. Conduct selected interviews, and perhaps workshops/surveys. Present findings and recommendations on what to evolve, discard or add to our brand and the way forward with regards to internal engagement.
- II Brand strategy:** create a clear brand positioning for UKRI, and resulting brand framework, building on existing work to reflect our ambition and the impact we aim to make.
- III Brand architecture:** create and present various scenarios for the organisation and its partners, based on the transformation project's structure (to be provided on appointment), our Brand and business strategy. Give recommendations and a clear schematic with any descriptions.
- IV Messaging:** review and update our key messages in line with agreed strategy and architecture. Help us create our brand story.
- V Creative concepts and development:** Following agreed creative brief, **create** a minimum of three concepts based on the agreed brief, shown on a minimum of three agreed applications.
- VI Testing and Trademark:** Testing stimulus provided by agency, testing activity undertaken by UKRI (If required). Legal costs met by UKRI.
- VII Creative and message refinement.**
- VIII Artwork and guidelines:** online brand guidelines book – at minimum to include what we already have.
- IX Implementation guardianship:** to help guide our design work for a minimum of two months, whilst using the brand guidelines and assets provided.
- X Internal engagement and culture change:** from the outset we will require a mixture of guidance, partnership and leadership to help us engage our senior leadership team, staff and key stakeholders on the Brand and the project. We believe this may also include some initial messaging on why a strong brand is important. You will need to work with the communications team and internal communications in helping to create an engagement programme for our staff, including designing a leading engagement tool. You may also suggest and help to create a brand ambassador's programme.

Post project work - for our information only and not forming part of this tender;

Additional work that is not in scope of this tender may be required by UKRI at a later date regarding brand guardianship as outlined below. An additional £15,000 has been allocated by UKRI for the additional work although there is no commitment to spend this amount during the contract term.

- a. Brand Partner: Working with us as our brand partner, to provide your views on any strategic brand issues as they arise. This could be anything from a phone conversation to a discussion at board level.
- b. Internal branding: guide our Internal Communications team and HR about the branding of our main offices and digital manifestations. As well as advising our Ways of Working Group.
- c. Brand measurement: give your view and help us set up an on-going dashboard for measurement. This will include existing staff and government survey questions and suggestions around others, such as public engagement, staff entry/exit questions.

1.4 Budget

The project budget for the contract is a maximum of £95,000 including all costs, excluding VAT. There is an additional maximum budget of £15,000 excluding VAT for the additional brand guardianship options which is subject to budgetary approval and is not guaranteed.

1.5 Timings and process

The selected agency will be responsible for a timing and action plan – and keeping this up to date. We will work with the successful agency during the planning stage to ensure there is a detailed schedule for project delivery, including key milestones and client sign-off dates.

2 Supporting information and questions

2.1 Mandatory requirements

Our name remains.

All email addresses have just changed to name.council.ukri.org and will stay the same.

2.2 Project success measures

Answers to the staff engagement questions, relating to our vision and purpose.
Project being delivered on time and on budget.

Where the UKRI brand sits in terms of national and international comparisons.

Whilst there are no direct UK comparisons in terms of multi-discipline research funding, the following organisations sit within our peer group:

<https://wellcome.ac.uk/>

<https://www.gatesfoundation.org/>

<https://www.designcouncil.org.uk/>

https://www.forskningsradet.no/en/The_Research_Council/1138785832539

<https://www.nsf.gov/>

<https://www.royalacademy.org.uk/>

<https://acmedsci.ac.uk/>

<https://royalsociety.org/about-us/>

<https://www.raeng.org.uk/>

3 Project management and decision making

Project management

- *Director External Relations, Communications and Public Engagement, UKRI.*
- *Project Manager, UKRI*
- *Project Support, UKRI*

Decision making

(No contact is to be attempted with these roles, prior to the contract being awarded).

The interview panel for this appointment will comprise at least 3 members of our brand strategy steering committee.

For the project, the following decision making governance will be in place;

First line of approval (Brand Steering Group)

- Led by Director, External Relations, Communications and Public Engagement; and
- Includes representatives from: Digital, Transformation Team, Internal Communications, and key stakeholders from across the councils.

Second line of approval (Executive Council)

- Chief Executive Officer, UKRI;
- Director of Strategy, UKRI; and
- Chief Finance Officer, UKRI

4. Appendices

Appendix 1 – Our strategy

Link to Strategic Prospectus <https://www.ukri.org/about-us/strategic-prospectus>

Appendix 2 – Day 1 guide (culture and values)

Terms and Conditions

Bidders are to note that any requested modifications to the Contracting Authority Terms and Conditions on the grounds of statutory and legal matters only, shall be raised as a formal clarification during the permitted clarification period.

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 and the Contracting Authority and any specific external stakeholders the Contracting Authority deems 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	SEL1.2	Employment breaches/ Equality
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	SEL3.11	Compliance to Section 54 of the Modern Slavery Act
Commercial	AW4.1	Contract Terms Part 1
Commercial	AW4.2	Contract Terms Part 2
Commercial	AW6.4	Non-Disclosure agreement
Price	AW5.1	Maximum Budget
Price	AW5.5	E Invoicing
Price	AW5.6	Implementation of E-Invoicing
Quality	AW6.1	Compliance to the Specification
Quality	AW6.2	Variable Bids
-	-	Invitation to Quote – received on time within e-sourcing tool

Scoring criteria

Evaluation Justification Statement

In consideration of this particular requirement the Contracting Authority has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. The Contracting Authority 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	10%
Quality	PROJ1.1	Market View	5%
Quality	PROJ1.2	Understanding the Brief	20%
Quality	PROJ1.3	Methodology to Deliver	25%
Quality	PROJ1.4	Project Team and Capability to Deliver	15%
Quality	PROJ1.5	Project Management	5%
Interview	PROJ1.8	Interview	20%

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:

$$\text{Score} = \{\text{weighting percentage}\} \times \{\text{bidder's score}\} = 20\% \times 60 = 12$$

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: Score/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. Responses received after the date indicated in the ITQ shall not be considered by the Contracting Authority, unless the Bidder can justify that the reason for the delay, is solely attributable to the Contracting Authority
- 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 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 the Contracting Authority is and what they want – a generic answer does not necessarily meet every Contracting Authority'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, concise and ideally generic 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 ensure that the Response and any documents accompanying it are in the English Language, the Contracting Authority reserve the right to disqualify any full or part responses that are not in English.
- 7.12 Do check and recheck your Bid before dispatch.

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

DO NOT

- 7.13 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.14 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.
- 7.15 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
- 7.16 Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Contracting Authority to discuss your Bid. If your Bid requires clarification the Buyer will contact you. All information secured outside of formal Buyer communications shall have no Legal standing or worth and should not be relied upon.
- 7.17 Do not contact any UK SBS staff or the Contracting Authority staff without the Buyers written permission or we may reject your Bid.
- 7.18 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.19 Do not offer UK SBS or the Contracting Authority staff any inducement or we will reject your Bid.
- 7.20 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.21 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
- 7.22 Do not exceed word counts, the additional words will not be considered.
- 7.23 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.
- 7.24 Do not unless explicitly requested by the Contracting Authority either in the procurement documents or via a formal clarification from the Contracting Authority send your response by any way other than via e-sourcing tool. Responses received by any other method than requested will not be considered for the opportunity.

Some additional guidance notes

- 7.25 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool must be submitted to Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.
- 7.26 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 as part of the evaluation process.
- 7.27 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.28 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.29 We do not guarantee to award any Contract as a result of this procurement
- 7.30 All documents issued or received in relation to this procurement shall be the property of the Contracting Authority. / UKSBS.
- 7.31 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
- 7.32 If you are a Consortium you must provide details of the Consortiums structure.
- 7.33 Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
- 7.34 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
- 7.35 Your bid will be valid for 60 days or your Bid will be rejected.
- 7.36 Bidders may only amend the contract terms during the clarification period only, only if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract terms without such grounds and the Contracting Authority fail to accept your legal or statutory reason is reasonably justified, we may reject your Bid.
- 7.37 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.
- 7.38 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.39 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.
- 7.40 Bidders should note that if they are successful with their proposal the Contracting Authority 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

the Contracting Authority may decline to proceed with the award of the Contract to the successful Bidder.

- 7.41 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.
- 7.42 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, the Contracting Authority 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 the Contracting Authority 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.

- 7.43 The Government introduced its new Government Security Classifications (GSC) classification scheme on the 2nd April 2014 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. The link below to the Gov.uk website provides information on the new GSC:

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

The Contracting Authority 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](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)