**Invitation to Quote**



**Invitation to Quote (ITQ) on behalf of the Medical Research Council (MRC)**

**Subject - UK SBS PS16134 - Appointment of a Broker to procure and manage the Medical Research Council (MRC) Overseas Healthcare Plan for MRC personnel**

**Sourcing reference number PS16134**

## UK Shared Business Services Ltd (UK SBS)

[**www.uksbs.co.uk**](http://www.uksbs.co.uk/)

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

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## Table of Contents

**Section Content**

1. [About UK Shared Business Services Ltd.](#_bookmark0)
2. [About our Customer](#_bookmark1)
3. [Working with UK Shared Business Services Ltd.](#_bookmark2)
4. [Specification](#_bookmark3)
5. [Evaluation model](#_bookmark4)
6. [Evaluation questionnaire](#_bookmark5)
7. [General Information](#_bookmark6)

# 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 Customers who have access to our services and Contracts are detailed [here](http://www.uksbs.co.uk/services/procure/contracts/Pages/default.aspx).

# Section 2 – About Our Customer

**Medical Research Council**

The Medical Research Council is a publicly-funded organisation dedicated to improving human health.   
  
The organisation supports research across the entire spectrum of medical sciences, in universities and hospitals, in its own units, centres and institutes in the UK, and in our units in Africa.

**Supporting scientists**

* Around 5,700 research staff are supported by the MRC, either employed directly in our institutes and units or funded through grants and fellowships.
* We spent £86m on training awards for postgraduate students and fellows in 2011/12, including those in the MRC’s own institutes and units.
* At March 2012 there were around 1,900 MRC-funded PhD students and around 400 MRC fellows in higher education institutes and MRC research establishments.

**Research examples**

* The benefits of MRC research have a national and global impact; from infections in Africa, stem cell advances that can potentially combat brain and heart diseases and improvements in the design of tests for treatments. As well as more and better healthcare, medical research can lead to wider impacts; many millions more lives saved, a vastly improved quality of life and hence a more productive workforce and economic benefits to nations.
* MRC researchers have found markers for cancer cells that may help detect thousands of new cases of cancer a year. The markers are already part of an MRC-developed device that screens for cancer of the oesophagus, are being trialled for cervical cancer screening and could potentially be used in a test for bowel cancer.
* The NHS newborn hearing screening programme, introduced in 2002, improves the early detection of hearing impairment in babies, allowing earlier and more effective treatment for the 900 babies born each year in the UK with permanent hearing loss.
* An estimated 73,000 adults are living with HIV in the UK, according to 2006 figures, but around a third of those people haven’t been diagnosed and don’t know they’re infected. Black and ethnic minority populations accounted for just over half of all 7,000 new cases in 2006. Among many other aspects of HIV research, such as the molecular basis of the condition, treatments and diagnosis, MRC scientists are also researching social and behavioural factors.

[**http://www.mrc.ac.uk**](http://www.mrc.ac.uk)

The Medical Research Council (MRC) is one of the seven research councils in the UK. The MRC has 22 research units of which 2 are in Africa. The West African Unit, in Banjul, capital of The Gambia, was established in the 1940’s to study Malaria and other tropical diseases. It now specialises in research on a broad range of tropical diseases with the Thematic Objectives of Improving Child Survival, Controlling and Eliminating Diseases and developing vaccines against the major causes of morbidity and mortality of peoples in low income countries. Further information can be gained by visiting the website: <http://www.mrc.gm> /

The full address of the **MRC Unit in The Gambia, West Africa** is:-

Medical Research Council (MRC)

Atlantic Boulevard

Fajara

PO Box 273

Banjul

The Gambia

West Africa

The MRC Unit in Faraja district of the capital Banjul is 14.2 kilometres by road from the Banjul main port docks and some 27.2 kilometres by road from Banjul International airport.

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The MRC Unit, Uganda was established in the 1980’s in response to the request from Uganda for expertise to address the growing AIDS pandemic. The Unit is hosted at the Ugandan Virus Research Institute in Entebbe and continues to specialise in AIDS related research. Further information can be gained by visiting the website: <http://www.mruganda.org> /

The full address of the **MRC Unit in Uganda, East Africa** is:-

MRC/UVRI Uganda Research Unit on AIDS

Plot 51-59 Nakiwogo Road

PO Box 49

Entebbe

Uganda

East Africa

The above address is the main Unit’s Entebbe campus but in addition there are two field stations at Kyamulibwa and Masaka.

# 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.

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| **Section 3 – Contact details** | | |
| 3.1 | Customer Name and address (main) | Medical Research Council (MRC) Headquarters, 1 Kemble Street, London WC2B 4AN |
| 3.2 | Buyer name | John Welch |
| 3.3 | Buyer contact details | 01793 867305 |
| 3.4 | Estimated value of the Opportunity | £50,000-£100,000 exclusive of VAT |
| 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**](http://www.uksbs.co.uk/services/procure/Pages/supplier.aspx)**.**  **Please note submission of a Bid to any email address including the Buyer will result in the Bid not being considered.** |
| **Section 3 - Timescales** | | |
| 3.6 | Date of Issue of Contract Advert and location of original Advert | 09/09/2016  Contracts Finder |
| 3.7 | Latest date/time ITQ clarification questions should be received through Emptoris messaging system | 19/09/2016  16.00hrs |
| 3.8 | Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris | 20/09/2016  12.00hrs |
| 3.9 | Latest date/time ITQ Bid shall be submitted through Emptoris | 22/09/2016  14.00hrs |
| 3.10 | Date/time Bidders should be available by telephone  **for any** clarifications if required | 29/09/2016  **13.00 to 15.00 hours** |
| 3.11 | Anticipated rejection of unsuccessful Bids date | 29/09/2016 |
| 3.12 | Anticipated Award date | 30/09/2016 |
| 3.13 | Anticipated Contract Start date | 01/11/2016 |
| 3.14 | Anticipated Contract End date | 31/10/2019 |
| 3.15 | Bid Validity Period | 60 Days |

# Section 4 – Specification

UKSBS on behalf of the Medical Research Council (MRC) are intending to conduct a competitive market test quotation exercise to form a Contract for:-

*“Insurance Brokerage Services for the provision of an overseas Health & Medical Insurance plan*

*for the Medical Research Council (MRC) For their Expatriate employees; expatriate and indigenous employees and all spouses and live in partners, including immediate dependent children of such spouses & partners”.*

**The Requirements and Specifications**

The MRC is seeking to market test the Healthcare Services Insurance Plan it provides each calendar year seamless and continuous for its expatriate employees, expatriate and indigenous employees and their spouses and live in partners (opposite sex or same sex) and immediate dependent children at MRC Research Centres primarily in Uganda and Gambia with other overseas countries covered too such as USA, India, China.

The number of country postings is not implied and/or intended as definitive and other research bases may be established from time to time.

We have circa **150** employees and dependants who need to be insured under this agreement. There are circa **57** employees + dependents, equating to circa **150** lives in total covered by the current policy

Approx **112** in Gambia, **27** in Uganda**, 3** in China, **2** in India and **6** in the USA.

The existing Brokerage Contract expires at midnight of the **31st** **October 2016** and the new Brokerage Contract must start seamlessly on Thursday **1st November 2016**.

The current Healthcare Services Insurance Plan which is renewed each and every year runs from the first April and the current plan will expire at midnight on the **31st March 2017.** So too does the supporting and supplementary Business & Leisure Travel Policy.

**The current Plan is fully insured and based on claims performance**

The existing insurance covers provisions for the following:

* In-Patient and day care treatment
* Outpatient treatment (except for the Uganda population)
* Chronic medical conditions
* Hormone replacement therapy
* Emergency Local Ambulance
* Organ Transplant
* Nursing at Home
* Hospital cash benefit
* Legal expenses
* Emergency evacuation and repatriation
* Repatriation of mortal remains

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| The MRC are looking to appoint a Broker under a **3 year Contract.** The Broker will be required to fully engage with the MRC to fully understand their requirements now and throughout the duration of the Contract. |
| The MRC will require the successful broker to:-   * Review the existing cover and advise any alterations or recommendations * Assist the MRC in preparing the Insurance Specification, highlighting any potential risks that need to be mitigated * Conduct competitive bidding on the MRC’s behalf. A minimum of 3 insurance quotations must be obtained that provide Value for Money, Quality Service and fully meet the specification * Review and make recommendations to the MRC * Seek clarification if and when required |
|  |

The Medical Research Council is seeking for its African & Overseas Units one comprehensive Brokerage Agency Contract to procure on behalf of the MRC a comprehensive Healthcare Insurance Plan providing excellent private health care needs, facilities and support for its overseas workers and siblings, on a par with or comparison with UK NHS facilities and services which are not able to be replicated inside those countries. Replacing NHS facilities that other MRC (UK based) staff have local access to.

The intention is to form and negotiate a formal long term Contract for Brokerage and Healthcare Plan Services for a 3 year period with an option to agree to mutually extend for a further 12 months maximum period. Commencement of this new contract will be the 1st November 2016.

The Healthcare Plan and the Business & Leisure policies are renewed each year at midnight on the 31st March. Next renewal date is 31-3-2017.

This Invitation to Quote (ITQ) market test quotation exercise is to ensure that the MRC receive excellent insurance brokerage and healthcare plan services. Equally important is the provision of an efficient claims management service supported by good communications and first class customer services, based in the UK.

Supplementary to the provision of the Brokerage and Healthcare Plan and in support of the expatriates we are soliciting a price/cost for a Business & Leisure travel Insurance – Insurance Certificate currently with Crispin Speers & Partners Limited.

**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÷3 = 5.33)

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| **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 | AW4.1 | Contract Terms |
| Quality | AW6.1 | Compliance to the Specification |
| - | - | Invitation to Quote – received on time within e-sourcing tool |

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| **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 | 20% |
| Quality | AW6.2 | **Please describe your relevant expertise and knowledge with regards to the insurance service industry providing brokerage services, specifically in the general management of multi-site organisations Healthcare Support Plan Policies for staff; particularly intended for its overseas staff *“ex-pats”* working outside the UK**  **500 words Information only** | 0% |
| Quality | AW6.3 | **The bidder should state as a company what accreditations and quality assurance certifications do they hold and include dates? Attachments for individual person and or company allowed.**  **Proposed Broker account manager CVs / profiles can be attached.**  **Attachments are permitted** | 0% |
| Quality | AW6.4 | **The bidder shall confirm they understand the customer’s requirement.**  **Guidance – The bidder shall clearly demonstrate their understanding of MRC’s Specification; needs and requirements.**  **The bidder must clearly detail their methodology for sourcing the insurance market and delivering an underwritten comprehensive Healthcare Plan with well managed Brokerage fees offering value for money whilst meeting the MRC’s requirement aims.**  500 words maximum response question – 10% weighting scoring question | 10% |
| Quality | AW6.5 | **The bidder should describe how they envisage they would manage the Healthcare Plan programme in relation to the outcomes needed from the Specification. Please include how you envisage working with overseas MRC site Managers and how you would work and liaise effectively with MRC staff to ensure that episode claims are managed to satisfactory outcomes with the main underwriters and ensure administration tasks are completed.**  **How do you see the role as the envisaged Broker acting as the intermediary and conduit to the policy underwriters? What quality assuring methods and client follow up systems can you propose so claims are agreed and paid correctly and on time?**  3000 words maximum response question - 50% weighting scoring question  2000 words maximum response  1000 words maximum response question – 20% weighting scoring question | 50% |
| Quality | AW6.6 | **The bidder should envisage and propose how management information (MI) including Plan claims information may be improved and presented? (bidders refer to claims data attachment) How would you instigate continuous improvement; development and innovation by producing and assisting the MRC in supporting its overseas ex-pats staff; relatives and dependents? What resources would you bring to carry out the contract’s scope of the work?**  500 words maximum response question – 20% weighting scoring question | 20% |
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| **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 x 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 |

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| the following calculation: Score/Total Points available multiplied by 10 (60/100 x 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) ÷ 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 x 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:**

* 1. Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
  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.
  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.
  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.
  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
  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. Do consider who your customer is and what they want – a generic answer does not necessarily meet every customer’s needs.
  8. Do reference your documents correctly, specifically where supporting documentation is requested e.g. referencing the question/s they apply to.
  9. Do provide clear and concise contact details; telephone numbers, e-mails and fax details.
  10. Do complete all questions in the questionnaire or we may reject your Bid.
  11. Do check and recheck your Bid before dispatch.

**What makes a good bid – some simple do not’s** 

### DO NOT

* 1. Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer’s name.
  2. 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.
  3. Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
  4. 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.
  5. Do not contact any UK SBS staff or Customer staff without the Buyers written permission or we may reject your Bid.
  6. Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
  7. Do not offer UK SBS or Customer staff any inducement or we will reject your Bid.
  8. Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
  9. Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
  10. Do not exceed word counts, the additional words will not be considered.
  11. Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.

**Some additional guidance notes** 

* 1. 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.
  2. 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.
  3. Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
  4. Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
  5. We do not guarantee to award any Contract as a result of this procurement
  6. All documents issued or received in relation to this procurement shall be the property of UK SBS.
  7. We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
  8. If you are a Consortium you must provide details of the Consortiums structure.
  9. Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
  10. 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
  11. Your bid will be valid for 60 days or your Bid will be rejected.
  12. 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.
  13. 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.
  14. If you fail mandatory pass / fail criteria we will reject your Bid.
  15. Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.
  16. 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.
  17. 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.
  18. 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.

* 1. 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](http://www.uksbs.co.uk/services/procure/Pages/supplier.aspx)
* [Emptoris e-sourcing tool](https://gpsesourcing.cabinetoffice.gov.uk/sso/jsp/login.jsp)
* [Contracts Finder](https://online.contractsfinder.businesslink.gov.uk/)
* [Tenders Electronic Daily](http://ted.europa.eu/TED/main/HomePage.do)
* [Equalities Act introduction](http://www.equalityhumanrights.com/advice-and-guidance/new-equality-act-guidance/equality-act-starter-kit/video-understanding-the-equality-act-2010/)
* [Bribery Act introduction](https://www.gov.uk/government/publications/bribery-act-2010-guidance)
* [Freedom of information Act](http://www.ico.org.uk/for_organisations/guidance_index/freedom_of_information_and_environmental_information)