

# Invitation to Quote



**Invitation to Quote (ITQ) on behalf of UK Government Investments (UKGI)**

**Subject UK SBS PS17267 Executive Search, Selection and Assessment for up to five Non Executive Directors (NEDs) UKGI Assets**

**Sourcing reference number UK SBS PS17267**



*Shared Business Services*

**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.  
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VAT registration GB618 3673 25  
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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 Contracting Authorities improve efficiency, generate savings and modernise.

It is our vision to become the leading service provider for Contracting Authorities for 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](#).

## Section 2 – About the Contracting Authority

### UK Government Investments (UKGI)

UK Government Investments (UKGI) is a new government-owned company which will oversee the activities of the former Shareholder Executive (formerly part of the Department for Business Innovation and Skills), and UK Financial Investments. UKGI was established as of 1 April 2016.

UKGI will be the UK Government's centre of excellence in corporate finance and corporate governance. Our objectives are to:

- Prepare and execute all significant corporate asset sales by the UK Government;
- Advise on all major UK Government financial interventions into corporate structures;
- Act as shareholder for those arm's length bodies of the UK Government that are structured to allow a meaningful shareholder function and for other assets facing complex transformations; and
- Advise on major UK Government negotiations with corporates.

## Section 3 - Working with the Contracting Authority .

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 Government Investments (UKGI), 1 Victoria Street, London, SW1H 0ET                                                                                                                                                                                                                                  |
| 3.2                         | Buyer name                                            | Owen Lister                                                                                                                                                                                                                                                                                            |
| 3.3                         | Buyer contact details                                 | Professionalservices@uksbs.co.uk                                                                                                                                                                                                                                                                       |
| 3.4                         | Estimated value of the Opportunity                    | £100,000.00 ex. of VAT.                                                                                                                                                                                                                                                                                |
| 3.5                         | Process for the submission of clarifications and Bids | <b>All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available <a href="#">here</a>. 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.</b> |

| Section 3 - Timescales |                                                                                                        |                                |
|------------------------|--------------------------------------------------------------------------------------------------------|--------------------------------|
| 3.6                    | Date of Issue of Contract Advert and location of original Advert                                       | 09/02/2018<br>Contracts Finder |
| 3.7                    | Latest date/time ITQ clarification questions shall be received through Emptoris messaging system       | 15/02/2018<br>14.00            |
| 3.8                    | Latest date/time ITQ clarification answers should be sent to all Bidders by the Buyer through Emptoris | 21/02/2018<br>16.00            |
| 3.9                    | Latest date/time ITQ Bid shall be submitted through Emptoris                                           | 26/02/2018<br>17.00            |
| 3.10                   | Anticipated selection and the selections of Bids notification date                                     | 28/02/2018                     |
| 3.11                   | Anticipated Award date                                                                                 | 28/02/2018                     |
| 3.12                   | Anticipated Contract Start date                                                                        | 01/03/2018                     |
| 3.13                   | Anticipated Contract End date                                                                          | 01/03/2019                     |
| 3.14                   | Bid Validity Period                                                                                    | 60 Days                        |

## Section 4 – Specification

\*\*\*\*\*CONFIDENTIAL\*\*\*\*\*

UK Government Investments (UKGI) is leading an exercise to appoint up to 5 Non-Executive Members roles focussing upon infrastructure, to Boards across the UKGI assets. A recruitment advisor support is required to achieve this.

UKGI, formerly known as the Shareholder Executive, is a wholly owned company of HM Treasury and is the UK Government's centre of excellence in corporate finance and corporate governance. Its role is to manage Government's shareholdings of businesses, often on behalf of Government departments and provide corporate finance expertise and advice within Government. UKGI is also leading on the development and promotion of the Government Corporate Finance Profession, which supports Government finance professionals from across Whitehall.

The first of NED appointments will be for the Nuclear Decommissioning Authority (NDA), a non-departmental public body set up in 2005 under the sponsorship of the Department for Business, Energy and Industrial Strategy (BEIS), reporting to the Department's Secretary of State and to the Scottish Ministers. Its core objective is to ensure that the civil public nuclear legacy sites are decommissioned and cleaned up safely, securely, cost effectively and in ways that protect the environment. Through contracts with site licence companies, who carry out day to day work on the sites, and through competitions to win those contracts, the NDA is responsible for driving substantial change to improve delivery and cost-efficiency in this large and complex industry, managing a budget of some £3 billion per annum, funded through a mixture of government funding and commercial income.

### **Aims**

The aim of this exercise is to procure a supplier with executive search and selection capability to support the appointment of up to five non-executives to UKGI assets.

UKGI would like to run the recruitment process for the to start dates of the prospective NEDs to run in two rounds. The first cohort, of 1-2 NEDs will be for the NDA Board. It is expected that these NEDs would have specialist skills in either managing major procurements and/or experience in the nuclear field, and will be able to take up the appointment on selection. The second cohort, of 3-4 NEDs would be chosen at a later date.

### **Objectives**

It is expected that the successful advisor will manage the search from procuring candidates to assisting with preparation for final interviews and appointing the successful candidates to the roles.

The successful advisor is expected to have the capacity to fully manage the executive search and selection activity. Adhering to the role specification, they will be expected to advise UKGI on candidate targeting and source candidates through market research, providing a long list and then a short list of prospective candidates as well as providing feedback to candidates.

## **Background to the Requirement**

UKGI require recruitment advisory support to find up to 5 NEDs for UKGI assets, preferably from a diverse range of backgrounds with a broad range of experience and skills applicable to the role.

UKGI's assessment of the skills needed to fulfil these roles is based on the importance of the NEDs being capable of rigorously holding the executive to account.

For the appointment to the NDA Board, the successful NEDs need the skillset to shape the NDA, and navigate the organisation through its current challenges as well as through the challenges UKGI know the organisation will face over the coming years in making progress against its mission.

For all five of the NED positions across the UKGI assets, the successful advisor will support UKGI in finding candidates with expertise in operating at a senior level within a major business or other organisation and have the below specification:

- Expertise of working as a non-executive director (highly desirable);
- With one or more of the following skillsets:
  - o Procurement expertise (commercial or legal), with significant expertise of current best procurement practice (ideally in major projects and/or with public procurement perspective);
  - o Expertise in accountancy, audit, other financial services or at senior levels in the finance function in the corporate world; and / or
  - o Knowledge and expertise of the nuclear sector (applied, rather than academic).

NEDs will also need to have the following personal skills:

- Clear, effective and robust communication and influencing skills, including an ability to contribute fully to Board discussions, challenge the Executive effectively but constructively, and communicate with a wide range of audiences;
- Independent and strategic thinking with an ability to analyse complex issues and promote innovative thinking;
- Team working and collaboration skills, including an ability to work in a collegiate fashion with other executives and non-executives in the organisation to solve collective problems;
- Results orientation and a willingness to look for solutions combined with a focus on targeted performance measurement
- Adaptability and pragmatism, including an ability to adapt quickly to fast moving & challenging situations;
- Demonstrable commitment to good practice in corporate governance.

The diversity of prospective candidates will be an important factor in this exercise; UKGI will also work closely with established networks within Whitehall to highlight the vacancies to groups with a particular focus on attracting those more diverse groups of candidates to apply.

The NDA HQ is based in Cumbria. Whilst it is not necessary to be local to the area, there is a need for some travel between Cumbria and London, as well as across the wider estate (mostly remote sites across England, Wales and (far north) of Scotland).

### **Requirement**

The successful supplier will be responsible for the full range of executive search and selection activity from advising on active candidate targeting, advert design and placement and thoroughly researching the market place, through longlisting and shortlisting to providing feedback to candidates. UKGI require a supplier with capacity and expertise in actively searching for candidates, over and above any core ability to manage responses to an advert.

The request is for the recruitment to be run in two stages. Firstly, there will be a recruitment for 1-2 NDA NEDs with immediate effect and then potentially a second recruitment round in summer 2018, if required, to identify 1-4 further NED positions. The maximum number of NED positions is 5. The fee will be payable in stages, upon the successful placement of each candidate, and not exceed the estimated value of opportunity stated in section 3.

UKGI therefore requires all of the services listed below:

- 1) Assistance in refining the search criteria;
- 2) Extensive search, head hunting and management of the external advert, advising to the extent required. This is the most important factor given the niche skillset that UKGI are looking for in candidates.
- 3) Weekly, or as agreed, updates on progress;
- 4) Administration of applications (including provision of diversity and equality information);
- 5) Sifting of applications to produce a long-list of recommendations; interviews of long-listed candidates to provide recommended shortlist
- 6) Diary management and arranging timings and dates for meetings, fireside chats and interviews (working with UKGI executive assistants);
- 7) Assistance with preparation for final interview;
- 8) Responses handling, as approved by UKGI; and
- 9) Detailed referencing (security clearance will be required for the roles)

### **Deliverables**

Key deliverables are a pool of excellent candidates, sought through role specification, advert, long list and assessment, short list and assessment; interview guidance; correspondence with applicants' references.

The contract covers up to two separate recruitment rounds. Firstly, there will be a recruitment for 1-2 NDA NEDs with immediate effect and then potentially a second recruitment round later in the year, if required, to identify between up to 5 in total NED positions. UKGI will retain the long and short list as well as the right to appoint from this at a later date outside of this contract should another opportunity arise.

### **Deadlines**

Appointment of up to a total of 5 NEDs, with the first cohort no later than Summer 2018, with the first cohort (1-2 NEDs) to join the NDA Board as close to this date as possible, and the second cohort to join Boards in the UKGI portfolio at later dates (which will be dependent upon terms of office expiry dates across the various Boards).

### **Quality Threshold**

Full range of executive search and selection activity including:

- 1) Candidate targeting and actively searching for candidates
- 2) Advert design and placement with thorough research into the market
- 3) Long listing and shortlisting
- 4) Providing feedback to candidates

### **Timetable**

The envisaged timetable for key stages of the first recruitment round is as follows:

- Appointment of advisers March 2018
- Advert to go out by mid-March (closing end March 2018)
- Long list to close early April 2018
- Short list to close mid-April 2018
- Interviews to take place from mid- end April 2018

Interviews to take place from mid- end April 2018. Please note the above dates are estimated and may be subject to change.

Appointments by Summer 2018

### **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    | SEL3.11 | Compliance to Section 54 of the Modern Slavery Act |
| Commercial    | SEL3.12 | Cyber Essentials                                   |
| Commercial    | SEL3.13 | General Data Protection Regulations (GDPR)         |
| Commercial    | FOI1.1  | Freedom of Information Exemptions                  |
| Commercial    | AW1.1   | Form of Bid                                        |
| Commercial    | AW1.3   | Certificate of Bona Fide Bid                       |
| Commercial    | AW3.1   | Validation check                                   |
| Commercial    | AW4.1   | Contract Terms                                     |
| Price         | AW5.5   | E Invoicing                                        |
| Price         | AW5.6   | Implementation of E-Invoicing                      |
| Quality       | AW6.1   | Compliance to the Specification                    |

### 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                                             | 15%           |
| Quality       | PROJ1.1 | Delivering a Quality Service                      | 20%           |
| Quality       | PROJ1.2 | Approach                                          | 20%           |
| Quality       | PROJ1.3 | Promoting Diversity                               | 15%           |
| Quality       | PROJ1.4 | Executive Search and Methodology                  | 20%           |
| Quality       | PROJ1.5 | Security, data protection act and GDPR compliance | 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:

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

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. Unless formally requested to do so by UK SBS e.g. Emptoris system failure
- 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 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 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.
- 7.16 Do not contact any UK SBS staff or the Contracting Authority 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 the Contracting Authority 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 must 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 as part of the evaluation process.
- 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 the Contracting Authority. / UKSBS.
- 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 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.
- 7.35 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 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.

- 7.39 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, 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.

- 7.41 The Government is introducing its new Government Security Classifications (GSC) classification scheme on the 2<sup>nd</sup> 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](#)