

Invitation to Quote

Invitation to Quote (ITQ) on behalf of Natural Environment Research Council – National Oceanography Centre

Subject - Provision of Annual inspections and initial cleaning of all installed general Air Handling Ductwork and 6 monthly kitchen extract cleaning NOC Southampton 2017 - 2020

Sourcing reference number FM17149

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

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Registered Office Polaris House, North Star Avenue, Swindon, Wiltshire SN2 1FF
VAT registration GB618 3673 25
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UKSBS
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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

Natural Environment Research Council (NERC)

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

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

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

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

Examples of funded research

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

NERC also runs six organisations of world renown:

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

www.nerc.ac.uk

Section 3 - Working with 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	National Oceanography Centre, European Way Southampton SO14 3ZH
3.2	Buyer name	James Hackett
3.3	Buyer contact details	FMPurchase@uksbs.co.uk 01793 867005
3.4	Maximum value of the Opportunity	£46,000 exclusive of VAT for 3 Years, with the option to extended for a further 1 + 1 years.
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	2 nd October 2017 Contracts Finder
3.7	Site Visits <i>We strongly recommend that you attend a site visit in order to gain complete clarity of our requirements and the environment that you will be working in. Please send a message to UK SBS through the Sourcing portal to confirm your attendance to this site visit.</i>	24 th October 2017
3.8	Latest date/time ITQ clarification questions shall be received through Emptoris messaging system	26 th October 2017 14:00
3.9	Latest date/time ITQ clarification answers should be sent to all Bidders by the Buyer through Emptoris	30 th October 2017 14:00
3.10	Latest date/time ITQ Bid shall be submitted through Emptoris	3 rd November 2017 14:00
3.11	Anticipated selection and de selections	8 th November 2017 2017

	of Bids notification date	
3.12	Anticipated Award date	10 th November 2017
3.13	Anticipated Contract Start date	20 th November 2017
3.14	Anticipated Contract End date	20 th November 2020 with the option to extend for a further 1 + 1 years
3.15	Bid Validity Period	60 Days

Section 4 – Specification

Background

The National Oceanography Centre is wholly owned by the Natural Environment Research Council. The Southampton site was opened in 1995 and constructed with a design life of 125 years. The campus is an international centre of excellence, primarily in ocean and earth science, and marine technology. A significant level of scientific research is undertaken throughout the campus. Approximately 2000 persons are based at the site, employed by the Natural Environment Research Council, the University of Southampton and a number of associated tenants.

The centre was purpose-built between 1992 and 1995 and occupies a quayside site within the Associated British Ports operational port area in Southampton. The site was previously used as a dock facility and generally the ground is reclaimed. The mainly six-storey building houses offices, research laboratories, engineering workshops and associated facilities. The heavily serviced building uses vertical service risers internally with horizontal mechanical and electrical distribution areas (intermediate 'MEDA' plant room floors) to service occupied areas. A number of separate single storey buildings are also constructed on the site mainly housing stores, workshops and support facilities.

Brief description of the Works

Annual Inspection and cleaning of general air handling ductwork and six monthly inspection and clean of kitchen extract ductwork

Scope of Works

To provide annual inspection and initial cleaning of all installed general air handling ductwork and grills including 6 monthly kitchen extract cleaning at the National Oceanography Centre Southampton in accordance with Manufactures Instructions, any relevant legislation and guidance such as; HSE Approved Code of Practices, CIBSE TM44, DW144, BS EN 15780, BS 9999, TR/19, CIBSE TM26 etc. (Not LEV Extraction relating to labs, workshops, etc.)

The installed Air Handling Ductwork is as follows: See attached asset list within Appendix 1.

6 Monthly Kitchen Ductwork Inspection and cleaning is to occur in July and January each year in working hours based on a programme agreed with the client.

The contractor is to allow for the following:

- Inspection and initial cleaning of all general Air Conditioning ductwork including the cleaning of kitchen extract ductwork from the catering office through the building to the point of extract.
- Subsequent annual inspection and reporting of condition of all general Air Conditioning ductwork

- Subsequent 6 monthly cleaning kitchen extract ductwork from the catering office through the building to the point of extract – certificating and reporting on condition.
- Advising the client where microbial sampling is recommended
- Appendix 1 includes duct work run lengths for the purposes of the survey works Contractors are not to allow for extraction duct work from fume cupboards or fume hoods onsite, general extracts from rooms or any other than that from the kitchen, these are excluded from the scope of works.
- Extraction duct work only to be included on systems with recirculation back to the AHU.
- Client to ensure AHUs are shutdown for cleaning and reinstated into service following cleaning
- Provision of written assurance that suitably competent personnel will only be used for the works relevant to this contract.
- Annual update of risk assessments and training information held within the log book
- Provision of 6 monthly cleaning certificates for kitchen extract system
- Provision of the following to be kept in the on site system log book for each system;
 - Copy of in date company certification with
 - Site-specific Risk Assessments, Method Statements, Relevant Training information for ductwork inspection and cleaning.
 - Inspection, Cleaning and Microbiological Records /Reports
 - System schematics showing all main components and access points
 - Remedial Actions
- Provision of schematics for each system showing main components and all points of access
- Completion and then 3 yearly update of the NOC Estates Health and Safety Questionnaire
- All travel and subsistence associated with Ductwork inspection and cleaning and site meetings.
- Allow for the installation of 4 additional access panels per ductwork system in line with current DW144; TR19, (Cost to be reduced accordingly if not required)
- Identification off any additional access panels as required to facilitate inspection and cleaning in line DW144; TR19
- Provide an inventory of installed fire dampers, to be included in log book, above.
- Service and test all fire dampers to BS 9999 and report on condition to NOC Head of Estates
- To provide a schedule of rates for the installation of additional panels.
- Clean local extract and supply grills.
- Sufficient time for administration, i.e. inductions, site-specific risk assessments taking into account foreseeable risks/hazards, permit issue / closure, etc.
- Provision of any temporary statutory notices and safety signage required whilst carrying out works. (To be in place before work commences).
- Adequate fencing of the work area to prevent unauthorised access as deemed required by the risk assessment.

- Minimising the negative environmental impact of the works
- Provision of information and instruction to the NOC liaison as to how work areas will be affected, to include potential for BMS alarms and updates as work progresses if required.
- Provision of details of their official who will control the work on site, any deputising arrangements and all contact details.
- Provision of emergency plans
- Provision of own access equipment as required.
- Provision of environmentally sound waste management in line with ISO14001 for all materials to be disposed of as part of the servicing requirements.
- Provision of site-specific risk assessments and method statements covering foreseeable risks and hazards applicable to the works taking into account the work location - they will need to take into account the safe isolation of electrical / mechanical services as required, working at height, etc.
- These shall be reviewed by the client before initiation of works

Note: no live electrical working, as defined by the Electricity at Work Regulations 1989, on any of the equipment associated with this contract, is permitted without first complying with Regulation 14. A suitably authorised Low Voltage Competent Person may only carry out such work taking all precautions necessary as detailed in their risk assessment.

General

- In addition to a quotation for the above, the contractor is to provide copies of relevant industry certifications/registrations held by the company, i.e. Association for Specialist Fire Protection (ASFP), Loss Prevention Council Board (LPCB), etc.
- Contractors are required to hold valid public liability insurance for a minimum value of **£10 million**; this is a precondition for all contractors undertaking works at NOC.
- Welfare to be provided by client is set out in the NOC Code of Practice.
- Before working onsite all contractors must have been inducted and signed the NOC Code of Safe Practice for Estates Contractors, including departmental rules, parking and site access instructions. This will be provided prior to the start of works.
- Any PPE required is to be outlined in the risk assessments and supplied by the contractor. Bump hats are required when in plant areas.
- No work is to commence on site without the issue of any permit to work identified by the risk assessment.
- The site-specific risk assessments and method statements are to be provided to the client at least one working week before the start of work.
- No hot works to be carried out without the required hot works permit.
- Identity passes to be worn at all times whilst on site.
- Normal working hours are limited to between 0800-1800

Price

Contract to run for a period of **3 years**, with an option for a 2 year extension at the quoted price, however, this will be subject to an annual performance review. The contract will initiate on 20th November 2017.

A fixed price for annual inspection of all installed ductwork, a fixed price for the initial cleaning of all installed ductwork and the 6 monthly cleaning of the kitchen extract ductwork from the catering office to the point of extract (inclusive of parts and labour), valid for the period November 2017 – November 2020, is to be submitted.

A standard day and half day rate price is to be provided for remedial visits that may arise from servicing or call out.

The first year fixed price is to include any site surveys and the installation of 4 additional access hatches required to facilitate the inspection and cleaning – if deemed required, (cost to be reduced accordingly if not required).

A schedule of rates to fit additional access panels as required

All schedule of rates are to remain valid for the period of the contract without adjustment or uplift. All prices submitted will be taken as exclusive of VAT.

Contractors are to provide a schedule of rates for additional duct work cleaning on a per meter basis for standard sizes:

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	AW4.1	Contract Terms
Price	AW5.5	E Invoicing
Price	AW5.6	Implementation of E-Invoicing
Quality	AW6.1	Compliance to the Specification
Commercial	SEL3.11	Compliance to Section 54 of the Modern Slavery Act
Commercial	AW6.2	Maximum Budget
Commercial	PROJ1.5	NOC Health and Safety Questionnaire
Commercial	PROJ1.6	Non-Negotiable Bid.
Commercial	PROJ1.7	Industry Accreditation
Commercial	PROJ1.8	Public Liability Insurance

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 - Servicing and Sampling	30.00% of overall bid
Price	AW5.3	Price - Transactional	20.00% of overall bid
Quality	PROJ1.1	Method Statement	12.50% of overall bid
Quality	PROJ1.2	Managing working conditions	12.50% of overall bid
Quality	PROJ1.3	Project programme	12.50% of overall bid
Quality	PROJ1.4	Risk	12.50% of overall bid

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.ukpbs.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 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 modify duration if not 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 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](#)