



Mini Competition

**Mini Competition against an existing Framework Agreement (MC) on behalf of
Department for Business, Energy and Industrial Strategy (BEIS)**

Subject UK SBS Longitudinal Small Business Survey Years 4 and 5

Sourcing reference number FWRECR17153BEIS Lot 1

Table of Contents

Section	Content
1	<u>About UK Shared Business Services Ltd.</u>
2	<u>About our Customer</u>
3	<u>Working with UK Shared Business Services Ltd.</u>
4	<u>Specification</u>
5	<u>Evaluation of Bids</u>
6	<u>Evaluation questionnaire</u>
7	<u>General Information</u>
Appendix	N/A

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 Service (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](#).

Section 2 – About Our Customer

Department for Business, Energy and Industrial Strategy (BEIS)

The Department for Business, Energy and Industrial Strategy brings together responsibilities for business, industrial strategy, science, innovation, energy, and climate change, merging the functions of the former BIS and DECC.

BEIS is responsible for:

- developing and delivering a comprehensive industrial strategy and leading the government's relationship with business
- ensuring that the country has secure energy supplies that are reliable, affordable and clean
- ensuring the UK remains at the leading edge of science, research and innovation
- tackling climate change

BEIS is a ministerial department, supported by 47 agencies and public bodies.

Section 3 - Working with UK Shared Business Services Ltd.

In this section you will find details of your Procurement contact point and the timescales relating to this opportunity.

Section 3 – Contact details		
3.1	Customer Name and address	Department for Business, Energy and Industrial Strategy 1 Victoria Street , London, SW1H 0ET
3.2	Buyer name	Liz Vincent
3.3	Buyer contact details	Research@uksbs.co.uk
3.4	Total estimated value of the Opportunity	£900,000 excluding VAT This is split over 2 years as follows:- £500,000 excluding VAT in year 1 for the completion of the year 4 survey £400,000 excluding VAT in year 2 (if extended) for the completion of the year 5 survey
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 Mini Competition to all Bidders	Friday 8 th December 2017
3.7	Latest date/time Mini Competition clarification questions should be received through Emptoris messaging system	Wednesday 10 th January 2018 14:00
3.8	Latest date/time Mini Competition clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	Thursday 11 th January 2018
3.9	Latest date/time Mini Competition Bid shall be submitted through Emptoris	Monday 15 th January 2018 14:00
3.10	Interview	Wednesday 24 th January 2018
3.11	Anticipated rejection of unsuccessful Bids date	Wednesday 31 st January 2018
3.12	Anticipated Award Date	Wednesday 31 st January 2018
3.13	Anticipated Call Off Contract Start Date	Thursday 15 th February 2018
3.14	Anticipated Call Off Contract End Date	Tuesday 30 th April 2019 with the option to extend to Thursday 30 th April 2020
3.15	Bid Validity Period	60 Working Days
3.16	Framework and Lot the procurement should be based on	BIS Research & Evaluation Framework CR150025 LOT 1

Section 4 – Specification

Background

The BEIS Small Business Survey (SBS) has operated since 2003 and is a key source of reliable data on SME performance and the factors that affect this.

In 2015, the SBS was developed into a longitudinal survey, the Longitudinal Small Business Survey (LSBS). An initial sample of 15,500 SMEs (0 to 249 employees) was surveyed between August 2015 and December 2015. Respondents to this first survey were resurveyed in autumn 2016 and again in autumn 2017. The Year 2 and 3 surveys also included additional respondents in order to maintain the cross sectional representativeness of the data produced.

This specification relates to the Years 4 and 5 of LSBS; the fieldwork for which will take place in autumn 2018 and autumn 2019, respectively.

In Years 1, 2 and 3 of LSBS, the survey was commissioned through separate contracts for micro businesses, small and medium sized businesses, and analysis and reporting. Years 4 and 5 are to be commissioned through a single contract. Accordingly, this specification invites tenders for conducting the full surveys and for the associated analysis and report writing.

However, while this ITT relates to two surveys (Years 4 and 5), award of the contract will not guarantee that the Year 5 survey will take place. A decision on whether the Year 5 survey is to be conducted will be made by BEIS following completion of the Year 4 survey fieldwork and initial reporting.

Aims and Objectives of the Project

The aims of this project are as follows.

Year 4 of the survey

- a. To conduct a telephone survey of the panel of businesses with 0 to 249 employees that were initially surveyed in Years 1, 2 or 3 of the LSBS. The survey will take place between August and December 2018;
- b. To minimise attrition amongst the panel businesses;
- c. To conduct further telephone based interviews with a fresh sample of businesses to effectively establish a new panel. A total of 15,000 interviews will be required in Year 4;
- d. To produce and disseminate three research reports: one for businesses with no employees, one for SME employers and one for findings from the longitudinal data. The contractor will also be required to produce a comprehensive technical report;
- e. To manage the LSBS academic user group. Particularly, to manage a fund that will be

used for a small number of secondary analysis projects by members of this group.

If BEIS decide to proceed with Year 5 of the survey

- f. To conduct a telephone survey of the panels of businesses with 0 to 249 employees that were initially surveyed in Years 1, 2, 3 or 4 of the LSBS. The survey will take place between July and December 2019;
- g. To minimise attrition amongst the panel businesses;
- h. To conduct further telephone based interviews with a further sample needed to ensure the overall achieved sample is representative. A total of 11,000 interviews will be required in Year 5;
- i. To produce and disseminate three research reports: one for businesses with no employees, one for SME employers and one for findings from the longitudinal data. The contractor will also be required to produce a comprehensive technical report;
- j. To manage the LSBS academic user group. Particularly, to manage a fund that will be used for a small number of secondary analysis projects by members of this group.

The award of this contract will not guarantee that the Year 5 survey will be conducted.

For the purposes of price evaluation, please provide costings for each objective detailed in the price schedule which will give the potential maximum value of the contract. On inception, we expect discussion around the composition of interviews and anticipate there may be some fluctuation downwards following the initial bid estimate.

Methodology

We do not wish to be overly prescriptive in defining the project methodology and we would welcome alternative methods to those outlined in this specification. However, tendering organisations should be aware that LSBS is a longitudinal survey and key elements of the established approach and methods must be maintained.

The approach to sampling and weighting etc. should correspond directly to that used in LSBS Years 1 to 3. These are comprehensively explained in the Year 2 technical report.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/635228/sma-ll-business-survey-2016-methodology.pdf

A sample of the Interdepartmental Business Register will be provided for identifying businesses which are registered for VAT/PAYE, for sampling purposes. The sampling frame for businesses which are not registered for VAT/PAYE should be provided by the contractor.

To date interviews have lasted for a mean time of 25 minutes. Tendering organisations should assume a mean interview length of 20 minutes for Years 4 and 5 of the survey. The contractor will be required to work closely with the BEIS project manager and other stakeholders to develop and agree the questionnaires for Years 4 and 5. Proposals should include provision for piloting of the questionnaires. A copy of the Year 2 questionnaire is

included in the above mentioned technical report. It is likely that some non-core questions will be included in modules that will be asked in parallel to just a proportion of respondents.

Interviews for the panels should take place as near as possible to the dates individual businesses were interviewed in the previous year. The interviews for any boosts should also take place between July and December 2018 and July and December 2019. The successful contractor will be supplied with contact details, etc. for the panel.

We estimate that the number of businesses within the original panel that are available for re-interviewing in Year 4 will be approximately 4,500.

BEIS wishes to establish a new panel in Year 4. Accordingly, tenders should be based on an achieved Year 4 sample of 15,000 businesses. This total includes both the businesses in the existing panel and those being interviewed for the first time.

In Years 2 and 3 the sample has been 'topped up' to maintain its cross sectional representativeness (for example, through the addition of businesses which are less than one year old). The surveys have also been designed to achieve samples of 1000 in Scotland and 500 in Northern Ireland. Tenders should include proposals for maintaining cross sectional representativeness and the minimum achieved samples in Scotland and NI in Years 4 and 5.

Proposals for Year 5 should assume an attrition rate of 45 per cent from Year 4 to Year 5. Accordingly they should assume an overall achieved sample of approximately 11,000 including top ups in Year 5. The award of this contract will not guarantee that the Year 5 survey will be conducted

Minimising attrition is of paramount importance to this survey. Tenders should describe in detail the measures that will be taken to minimise attrition in Year 4 and beyond. On this point, you should be aware that BEIS does not normally favour the use of incentives. BEIS would welcome proposals to test measures to reduce attrition on a proportion of the overall sample in 2018.

The contractor will be required to manage the LSBS academic user group. The key task here is to allocate funding to four or five secondary analysis projects by members of this group each year. The contractor will make the user-group aware of the opportunity for funding, collate research proposals, contribute to deciding on which research bids to fund, make payments to the successful researchers, and review resulting outputs. Tenders should include a ring-fenced sum of £25,000 per year that will be used to fund these projects. The contractor will also oversee publication and effective dissemination of the outputs.

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The contractor will be required to work closely with the BEIS project manager throughout this project.

This project will be overseen by a Steering Group. Proposals should include provision for participation in three Steering Group Meetings per year in London.

Tenders should also include: details of how the contractor will undertake appropriate quality assurance and a comprehensive risk register.

Deliverables

The contractor will be required to produce the deliverables in relation to Year 4 described below by the dates indicated:

- I. A detailed work programme (within one month of the contract being awarded)
- II. A detailed sampling strategy (within one month of the contract being awarded)
- III. An agreed questionnaire for Year 4 (end May 2018)
- IV. Cleaned datasets (28th Feb 2019)
- V. A draft research report on SME employers (28th of Feb 2019)
- VI. Draft research reports: one for businesses with no employees and a report on the Year 4 findings from the longitudinal data. The contractor will also be required a comprehensive technical report. (31st March 2019)
- VII. Final reports as above of publishable quality (30th April 2019)
- VIII. Associated 'transparency tables' for publication alongside the survey reports. (30th April 2019)
- IX. A launch event to publicise the survey and presentation initial findings.
- X. Four or five projects commissioned from the LSBS academic user group, and effective dissemination.

Equivalent deliverables will be required at similar dates for Year 5 if it goes ahead

Publication

The final reports for this research project must be formatted according to BEIS publication guidelines, therefore within the Research paper series template and adhering to BEIS accessibility requirements for all publications on GOV.UK. The publication template will be provided by the project manager. Please ensure you note the following in terms of accessibility:

Checklist for Word accessibility

Word documents supplied to BEIS will be assessed for accessibility upon receipt. Documents which do not meet one or more of the following checkpoints will be returned to you for re-working at your own cost.

- document reads logically when reflowed or rendered by text-to-speech software
- language is set to English (in File > Properties > Advanced)
- structural elements of document are properly tagged (headings, titles, lists etc)
- all images/figures have either alternative text or an appropriate caption
- tables are correctly tagged to represent the table structure

- text is left aligned, not justified
 - document avoids excessive use of capitalised, underlined or italicised text
 - hyperlinks are spelt out (e.g. in a footnote or endnote)
- Datasets to support those to be published in the final report must be provided in an accessible format (CSV, Excel) on submission of the report.

Section 5 – Evaluation of Bids

The evaluation model below shall be used for this Mini Competition, which will be determined to two decimal places.

Where a question is 'for information only' it will not be scored.

To maintain a high degree of rigour in the evaluation of your bid, a process of moderation will be undertaken to ensure consistency by all evaluators.

After moderation the scores will be finalised by performing a calculation to identify (at question level) the mean average of all evaluators (Example – a question is scored by three evaluators and judged as scoring 5, 5 and 6. These scores will be added together and divided by the number of evaluators to produce the final score of 5.33 ($5+5+6 = 16 \div 3 = 5.33$))

Pass / fail criteria		
Questionnaire	Q No.	Question subject
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Price	AW5.5	E Invoicing
Price	AW5.6	Implementation of E-Invoicing
Quality	AW6.1	Compliance to the Specification
-	-	Invitation to Quote – received on time within e-sourcing tool

The Response Question and Answer Document must be used by all tenderers to answer the PROJ (Quality Questions). This should then be uploaded as an attachment to PROJ1.1. This is the only document assessors will evaluate; any other method used by bidders to answer questions will not be evaluated. Scoring shall be based on 0-100 scoring methodology (as outlined below). Each question has a page limit and this should be adhered to. Any additional content provided beyond this will not be considered or scored during the evaluation process

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 Mini Competition. 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	PROJ1.1	Research design, including measures to maintain response rates	30%
Quality	PROJ1.2	Data analysis, and weighting strategies	15%
Quality	PROJ1.3	Staff to deliver	10%
Quality	PROJ1.5	Risk Management	10%
Interview	PROJ1.6	Interview	15%

Evaluation of criteria

Non-Price elements

Each question will be judged on a score from 0 to 100, which shall be subjected to a multiplier to reflect the percentage of the evaluation criteria allocated to that question.

Where an evaluation criterion is worth 20% then the 0-100 score achieved will be multiplied by 20.

Example if a Bidder scores 60 from the available 100 points this will equate to 12% by using the following calculation: Score/Total Points available multiplied by 20 ($60/100 \times 20 = 12$)

Where an evaluation criterion is worth 10% then the 0-100 score achieved will be multiplied by 10.

Example if a Bidder scores 60 from the available 100 points this will equate to 6% by using the following calculation: Score/Total Points available multiplied by 10 ($60/100 \times 10 = 6$)

The same logic will be applied to groups of questions which equate to a single evaluation criterion.

The 0-100 score shall be based on (unless otherwise stated within the question):

0	The Question is not answered or the response is completely unacceptable.
10	Extremely poor response – they have completely missed the point of the question.

20	Very poor response and not wholly acceptable. Requires major revision to the response to make it acceptable. Only partially answers the requirement, with major deficiencies and little relevant detail proposed.
40	Poor response only partially satisfying the selection question requirements with deficiencies apparent. Some useful evidence provided but response falls well short of expectations. Low probability of being a capable supplier.
60	Response is acceptable but remains basic and could have been expanded upon. Response is sufficient but does not inspire.
80	Good response which describes their capabilities in detail which provides high levels of assurance consistent with a quality provider. The response includes a full description of techniques and measurements currently employed.
100	Response is exceptional and clearly demonstrates they are capable of meeting the requirement. No significant weaknesses noted. The response is compelling in its description of techniques and measurements currently employed, providing full assurance consistent with a quality provider.

All questions will be scored based on the above mechanism. Please be aware that the final score returned may be different as there will be multiple evaluators and their individual scores after a moderation process 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 50

Evaluator 4 scored your bid as 50

Your final score will $(60+60+50+50) \div 4 = 55$

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.
- 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 Mini Competition. You should note that typically we will release the answer to the question to all bidders and where we suspect the question contains confidential information we may modify the content of the question to protect the anonymity of the Bidder or their proposed solution
- 7.6 Do answer the question, it is not enough simply to cross-reference to a 'policy', web page or another part of your Bid, the evaluation team have limited time to assess bids and if they can't find the answer, they can't score it.
- 7.7 Do consider who your customer is and what they want – a generic answer does not necessarily meet every customer's needs.
- 7.8 Do reference your documents correctly, specifically where supporting documentation is requested e.g. referencing the question/s they apply to.
- 7.9 Do provide clear and concise contact details; telephone numbers, e-mails and fax details.
- 7.10 Do complete all questions in the questionnaire or we may reject your Bid.
- 7.11 Do check and recheck your Bid before dispatch.

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

DO NOT

- 7.12 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.13 Do not attach 'glossy' brochures that have not been requested, they will not be read unless we have asked for them. Only send what has been requested and only send supplementary information if we have offered the opportunity so to do.
- 7.14 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
- 7.15 Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Customer to discuss your Bid. If your Bid requires clarification the Buyer will contact you.
- 7.16 Do not contact any UK SBS staff or Customer staff without the Buyers written permission or we may reject your Bid.
- 7.17 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.18 Do not offer UK SBS or Customer staff any inducement or we will reject your Bid.
- 7.19 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.20 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
- 7.21 Do not exceed word counts, the additional words will not be considered.
- 7.22 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.

Some additional guidance notes

- 7.23 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool may be submitted to Crown Commercial Service (CCS – previously Government Procurement Service), Telephone 0345 010 3503.
- 7.24 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered.
- 7.25 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.26 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.27 We do not guarantee to award any Contract as a result of this procurement
- 7.28 All documents issued or received in relation to this procurement shall be the property of UK SBS.
- 7.29 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
- 7.30 If you are a Consortium you must provide details of the Consortiums structure.
- 7.31 Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
- 7.32 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this Mini Competition 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 Special terms if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract and UK SBS fail to accept your legal or statutory reason is reasonably justified we may reject your Bid.
- 7.35 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.
- 7.36 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.37 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.

- 7.38 Bidders should note that if they are successful with their proposal UK SBS reserves the right to ask additional compliancy checks prior to the award of any Call Off 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 Call Off Contract to the successful Bidder.
- 7.39 All timescales are set using a 24 hour clock and are based on British Summer Time or Greenwich Mean Time, depending on which applies at the point when Date and Time Bids shall be submitted through Emptoris
- 7.40 All Central Government Departments and their Executive Agencies and Non Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further, the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement - including ensuring value for money and related aspects of good procurement practice.

For these purposes, UK SBS may disclose within Government any of the Bidders documentation/information (including any that the Bidder considers to be confidential and/or commercially sensitive such as specific bid information) submitted by the Bidder to UK SBS during this Procurement. The information will not be disclosed outside Government. Bidders taking part in this Mini Competition consent to these terms as part of the competition process.

- 7.41 From 2nd April 2014 the Government is introducing its new Government Security Classifications (GSC) classification scheme to replace the current Government Protective Marking System (GPMS). A key aspect of this is the reduction in the number of security classifications used. All Bidders are encouraged to make themselves aware of the changes and identify any potential impacts in their Bid, as the protective marking and applicable protection of any material passed to, or generated by, you during the procurement process or pursuant to any Contract awarded to you as a result of this tender process will be subject to the new GSC from 2nd April 2014. The link below to the Gov.uk website provides information on the new GSC:

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

UK SBS reserves the right to amend any security related term or condition of the draft contract accompanying this Mini Competition to reflect any changes introduced by the GSC. In particular where this Mini Competition is accompanied by any instructions on safeguarding classified information (e.g. a Security Aspects Letter) as a result of any changes stemming from the new GSC, whether in respect of the applicable protective marking scheme, specific protective markings given, the aspects to which any protective marking applies or otherwise. This may relate to the instructions on safeguarding classified information (e.g. a Security Aspects Letter) as they apply to the procurement as they apply to the procurement process and/or any contracts awarded to you as a result of the procurement process.

USEFUL INFORMATION LINKS

- [Emptoris Training Guide](#)
- [Emptoris e-sourcing tool](#)
- [Contracts Finder](#)
- [Tenders Electronic Daily](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)