



Invitation to Quote

**Invitation to Quote (ITQ) on behalf of Natural Environment
Research Council**

**Subject UK SBS PS17002 Strategic review of Innovation
Programme mechanisms**

Sourcing reference number PS17002

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

Registered in England and Wales as a limited company. Company Number 6330639.
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UKSBS

Shared Business Services

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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 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, 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 Customers.

Our Customers who have access to our services and Contracts are detailed [here](#).

Section 2 – About Our Customer

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 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	Natural Environment Research Council Polaris House, North Star Avenue Swindon, SN2 1EU United Kingdom
3.2	Buyer name	Alistair Staunton-Lambert
3.3	Buyer contact details	01793 867005
3.4	Estimated value of the Opportunity	£85,000 GBP Ex VAT
3.5	Process for the submission of clarifications and Bids	All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available here. 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	07/02/2017 Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	21/02/2017 14.00hrs
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	22/02/2017 14.00hrs
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	01/03/2017 14.00hrs
3.10	Date/time Bidders should be available if clarifications are required	Week commencing 06/03/2017
3.11	Anticipated rejection of unsuccessful Bids date	13/03/2017
3.12	Anticipated Award date	13/03/2017
3.13	Anticipated Contract Start date	17/03/2017
3.14	Anticipated Contract End date	16/06/2017
3.15	Bid Validity Period	60Days

Section 4 – Specification

Introduction

The Natural Environment Research Council (NERC) is the leading public funding agency for environmental science in the United Kingdom (UK) investing over £300 million per annum in cutting-edge research, training and innovation. NERC funded scientists study the physical, chemical and biological processes on which our planet and life itself depends – from pole to pole, from the deep Earth and oceans to the atmosphere and space.

[NERC](#) partners with business, government, the public and the wider research community to shape the environmental research and innovation agenda. Our science provides knowledge, skills and technology that deliver sustainable economic growth and public wellbeing.

Innovation for NERC focuses on enhancing the impact of our investments by transforming the knowledge, data, capabilities and skills of our community into new value-adding approaches, tools and solutions that are new to businesses.

As an organisation, NERC has a number of flexible mechanisms that support innovation by translating research to address specific business issues, and provide access to relevant scientific knowledge, data and tools. One of these mechanisms is through a series of Innovation Programmes. Through an Innovation Programme NERC makes a significant investment (around £5m over 3-5 years) and works directly with businesses to address their challenges in a specific topic area where there is a strong *shared* need for environmental science, data and knowledge, which can be met by *existing* NERC science.

NERC operates a number of Innovation Programmes: the [Environmental Risks to Infrastructure Innovation Programme](#) (ERIIP), [Sustainable Agriculture Research and Innovation Club](#) (SARIC); [UK Aquaculture Initiative](#) (UKAI); and, [Innovation Programme in Oil and Gas](#) (IPOG).

Aims

NERC is seeking a suitably qualified, independent and expert group to conduct a strategic review of the Innovation Programme mechanism in terms of its design and delivery.

Ultimately, in the wider context of change in the innovation landscape in the UK, NERC is seeking a strategic review that will assess whether the innovation programme mechanism is fit for purpose moving forward and where improvements could be made to make the approach (or variety of approaches) more efficient and effective in terms of:

- delivering industry challenge-driven innovation investments by translating the knowledge and expertise generated by NERC investments into innovative, industry-relevant tools and approaches;
- providing a neutral, open interface with the vast body of UK environmental data, knowledge and expertise; and
- building effective partnerships to facilitate access to the body environmental science, data and skills funded by NERC.

Objectives

The objectives of the review are to:

- ensure appropriate mechanisms for adding value to existing NERC science by translating it into tools, approaches and solutions that meet the needs of the business end-user community;
- inform the process by which NERC identifies, scopes and develops future innovation programme activity that is fit for purpose;
- identify opportunities to ensure an efficient and effective development process for the innovation programme mechanism;
- consider the balance of resource requirements for delivery of the programmes as they currently stand and in light of anticipated future requirements; and
- anticipate future requirements for delivery of sector-based programmes, understanding the current context and likely changes as NERC moves into UKRI.

Background to the Requirement

Innovation programmes enable businesses and policymakers to address their environmental research needs in specific areas where there is a strong shared need for knowledge which can be met by existing NERC science. Their purpose is to:

- delivering industry challenge-driven innovation investments by translating the knowledge and expertise generated by NERC investments into innovative, industry-relevant tools and approaches;
- providing a neutral, open interface with the vast body of UK environmental data, knowledge and expertise; and
- building effective partnerships to facilitate access to the body environmental science, data and skills funded by NERC.

The wider innovation landscape in the UK continues to evolve as the Higher Education and Research Bill (HERB) – the outcome of the Nurse and Dowling Reviews in the latter half of 2015 - passes through the

Parliamentary process. The ultimate outcome of HERB will be the establishment of UK Research and Innovation (UKRI) and this therefore also forms a key part of the context for this review of innovation programme mechanism. A key question is whether the mechanism is fit for purpose in terms of proactively engaging businesses with the research base.

Over the last 3 years NERC has developed the Innovation Programme mechanism in a variety of models. NERC is currently running 4 active Innovation programmes with a further 2 programmes in development in the next year. Whilst it is too early to effectively assess the impact of many of the projects invested in through current programmes, within a changing context (Nurse and Dowling Reviews, formation of UKRI, announcement of the Industrial Strategy Challenge Fund), NERC considers it appropriate to conduct a strategic review of whether the programme mechanism itself is designed in the best way, rather than the performance of any one individual innovation programme or investment.

As an organisation NERC is subject to the same resource constraints that are prevalent and current across all central Government departments and agencies. This results in an acute need to deliver innovation programme activity in the most efficient and effective way whilst maintaining a key focus on our vision to proactively engage with business end-users to enhance the impact of NERC's investments by transforming the knowledge, data, capabilities and skills of our community into new value-adding approaches, tools and solutions. Currently, there is little objective, independent evidence on which model is most effective at this point and in order to develop this a review across the mechanism as a whole is required.

NERC therefore proposes to engage strategic advice to conduct a complex review across the 4 live innovation programmes to allow a testing, validation and verification of investment models in Innovation Programmes and the mechanisms for delivery.

Scope

NERC is seeking a review of the Innovation programme mechanism (development and delivery) and not a view on individual programme performance at this stage.

The scope therefore **includes**:

- review of delivery process
- Programme theme selection (pre-launch, delivery)
- Industry member selection and engagement models (Memorandum of Understanding model, subscription model)
- Coordinator selection and operation (levels of autonomy, capability)
- Interaction of members and levels of engagement (programme delivery phase)
- Call processes (call specification, delivery, assessment)

The scope **excludes**:

- Individual programme/project level impact assessment at this stage

Requirement

NERC is seeking a strategic review of the innovation programme mechanism in terms of whether it is:

- fit for purpose in terms of proactively engaging businesses with the research base;
- fit for purpose in a changing organisational and wider UK innovation context; and
- delivers innovation activity effectively and efficiently to maximise impact of NERC science investments.

Within the time available (3 months/12 weeks) and as programmes are at various stages of maturity, NERC anticipates approaches that involve a mixed approach to review. As such an in-depth review of at least one innovation programme (e.g. ERIIP, SARIC, UKAI, IPOG) to develop a view on the mechanism itself with a level of comparative qualification and verification across remaining programmes is anticipated and acceptable.

NERC expects approaches for conducting this work to include *inter alia*:

- an assessment of the development process of an innovation programme in its pre-launch phase;
- an assessment of the delivery mechanism employed including the role of coordinators, the role of NERC Head Office and the balance of activity;
- an assessment of the membership model for programmes and assessment of engagement approaches;
- a semi-structured, consultative interview process with key stakeholders (programme member businesses, coordinators, NERC Head Office staff, other wider stakeholders); and
- a review of good practice from elsewhere in the innovation system (e.g. other Research Councils, devolved administrations, international comparators) for comparative purposes.

NERC will supply the successful contracting organisation with:

- Membership lists of all programmes and key industry contacts;
- Contact details for coordination partners;
- Memoranda of understanding and subscription agreements;
- Lists of projects awarded, levels of investment achieved; and
- Contact details of key NERC Head office staff for consultation.

NERC expects the final outputs of this review to be a comprehensive report with annexes. This will be presented to NERC innovation team senior stakeholders at a Draft Final Report workshop at the end of the review period.

NERC will nominate a dedicated project manager from within the Innovation Team to be a day-to-day liaison with the successful contractor – it is anticipated that this will be mirrored within the successful contractor organisation. NERC also anticipates a structured approach to project updates including a project inception meeting, regular progress reports and calls to maintain close contact with the contracting delivery team.

Timetable

- Contract award – approx. 13th March 2017
- Contract start – 17th March 2017
- Inception meeting – w/c 20th March 2017
- Progress meeting 1 – w/c 18th April 2017
- Interim progress meeting – w/c 2nd May 2017 (Stage Gate)
- Progress meeting 2 (if required, could be telecon) – w/c 15th May 2017
- Draft Final report meeting – w/c 30th May 2017
- Final report – 16th June 2017

Section 5 – Evaluation model

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

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

The evaluation team may comprise staff from UK SBS, the Customer and any specific external stakeholders UK SBS deem required. After evaluation the scores will be finalised by performing a calculation to identify (at question level) the mean average of all evaluators (Example – a question is scored by three evaluators and judged as scoring 5, 5 and 6. These scores will be added together and divided by the number of evaluators to produce the final score of 5.33 ($5+5+6=16 \div 3 = 5.33$))

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
-	-	Invitation to Quote – received on time within e-sourcing tool

Scoring criteria

Evaluation Justification Statement

In consideration of this particular requirement UK SBS has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. UK SBS considers these weightings to be in line with existing best practice for a requirement of this type.

Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	20%
Quality	AW6.2	Please outline your understanding of the strategic context in which this review sits and your understanding of NERC's approach to innovation and how this will aid the successful delivery of this requirement. Your response should be an	10%

		attachment of no more than 2 sides of A4.	
Quality	AW6.3	<p>Please outline your methodological approach to delivering the strategic review including but not limited to:</p> <ul style="list-style-type: none"> • Quantity of interviews proposed • Levels of documentation that will be useful and the media intended to be used to deliver the requirement successfully. • A clear project plan. <p>Please also detail how the proposed methodology will ensure the successful delivery of the project.</p> <p>Your response should be an attachment of no more than 5 sides of A4.</p>	30%
Quality	AW6.4	<p>Please demonstrate how the team will utilise their expertise and skills to successfully carry out the project and how this will lead to the successful delivery of the project. Please also demonstrate the time that will be applied to each element of the project and role types that will be utilised and how this will ensure successful delivery of the project.</p> <p>Your response should be an attachment of no more than 3 sides of A4.</p>	25%
Quality	AW6.5	<p>Please outline your approach to project management for a review such as this, to include but not limited to;</p> <ul style="list-style-type: none"> • Identification of key points of contact for the delivery of the project • Key meetings with NERC and escalation procedure. • An overview of risks and how they can be mitigated <p>Please also detail how the project management approach</p>	15%

		<p>proposed will ensure successful delivery of the project.</p> <p>Your response should be an attachment of no more than 2 sides of A4.</p>	
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Evaluation of criteria

Non-Price elements

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

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

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

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 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.
- 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 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 (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 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 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 Contract. In

the event of a Bidder failing to meet one of the compliancy checks UK SBS may decline to proceed with the award of the Contract to the successful Bidder.

- 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 ITQ 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 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](#)
- [Tenders Electronic Daily](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)