

Invitation to Quote

Invitation to Quote (ITQ) on behalf of UK Government Investments
Subject UK SBS UK SBS PS16070 Executive Search for Nuclear
Decommissioning Authority Chair
Sourcing reference number PS16070

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

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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 Innovation and Skills (BIS) transition their procurement to UK SBS and Crown Commercial Services (CCS – previously Government Procurement Service) agree a Memorandum of Understanding with UK SBS to deliver two major procurement categories (construction and research) across Government.

UK SBS currently manages £700m expenditure for its Customers.

Our Procurement ambition

Our vision is to be recognised as a centre of excellence and deliver a broad range of procurement services across the public sector; to maintain and grow a procurement service unrivalled in public sector.

Procurement is a market-shaping function. Industry derived benchmarks indicate that UK SBS is already performing at or above “best in class” in at least three key measures (percentage savings, compliant spend, spend under management) and compare well against most other measures.

Over the next five years, it is the function’s ambition to lead a cultural change in procurement in the public sector. The natural extension of category management is to bring about a fundamental change in the attitude to supplier relationship management.

Our philosophy sees the supplier as an asset to the business and the route to maximising value from supply. This is not a new concept in procurement generally, but it is not a philosophy which is widely employed in the public sector.

We are ideally positioned to “lead the charge” in the government’s initiative to reform procurement in the public sector.

UK SBS Procurement’s unique selling points are:

- Focus on the full procurement cycle
- Leaders in category management in common and specialised areas
- Expertise in the delivery of major commercial projects
- That we are leaders in procurement to support research
- Use of cutting edge technologies which are superior to those used generally used across the public sector.
- Use of market leading analytical tools to provide comprehensive Business Intelligence
- Active customer and supplier management

‘UK SBS’ contribution to the Government Procurement Agenda has been impressive. Through innovation and leadership UK SBS has built an attractive portfolio of procurement services from P2P to Strategy Category Management.’

John Collington

Former Government Chief Procurement Officer

Section 2 – About Our Customer

UK Government Investments (UKGI)

UKGI (formally the Shareholder Executive) is the UK Government's centre of excellence in corporate finance and corporate governance.

Our objectives are to:

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

UKGI is also leading the development and promotion of the Government Corporate Finance Profession, which supports government corporate finance professionals from across Whitehall.

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	UK Government Investments, 1 Victoria St, London, SW1H 0ET
3.2	Buyer name	Alistair Staunton-Lambert
3.3	Buyer contact details	01793 867812
3.4	Estimated value of the Opportunity	£60,000
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	14/04/2016 Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	18/04/2016 16.00hrs
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	19/04/2016 16.00hrs
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	25/04/2016 09.00hrs
3.10	Date/time Bidders should be available if face to face clarifications are required	Not applicable
3.11	Anticipated rejection of unsuccessful Bids date	23/04/2016
3.12	Anticipated Award date	23/04/2016
3.13	Anticipated Contract Start date	29/04/2016
3.14	Anticipated Contract End date	29/07/2016
3.15	Bid Validity Period	60 Days

Section 4 – Specification

Introduction

UK Government Investments (UKGI) is leading an exercise to appoint a non-executive Chair to the Board of the Nuclear Decommission Authority (NDA) and requires recruitment advisor support to achieve this.

UKGI is a wholly owned company of HM Treasury. Its role is to manage Government's shareholdings of businesses, often on behalf of Government departments. It also provided corporate finance expertise and advice within Government.

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

Accountable to Ministers clean-up work and related waste management operation. As members of the Board, Non- Executive Directors provide oversight of and guidance to the executive on all NDA operations and are responsible for the institutional health of the NDA, long-term planning, custody of assets and for overall programme prioritisation and integration. This includes strategic direction on safety, health and environment, and safeguards and security for programmes across the NDA estate. The Chair is expected both to challenge and support the Executive in defining and delivering the Board's strategy. It is particularly important that the prospective Chair candidates should have exceptional leadership skills, honed through senior commercial and non-executive careers with the intellectual rigour to develop an in-depth understanding of the NDA's dual role as executive authority and shareholder (of Sellafield and other subsidiaries). We would not necessarily require a background in nuclear or engineering, but experience of working in a highly-regulated or heavy industry environment would be beneficial.

Aims

The aim of this exercise is to find executive search and selection capability to support the appointment of the chair of the non-executive NDA Board.

The current term of the Chairman expires on 28 February 2017, at the end of his third term of office. In line with the Code of Practice of the Officer of the Commissioner for Public Appointments (OCPA) no individual can serve more than 10 years in a single post and so a replacement is necessary.

We would like the prospective chair to be chosen by the end of July and to be in place as chair-designate

for the November 2016 Board, fully taking the over the role in February 2017.

Objectives

The successful advisor will be responsible for managing all of the search process. UKGI therefore require them to advising on the role description, advertising approach, long-listing and short-listing of candidates, assisting with preparation for final interviews, appointing the successful candidate to the role, as well as providing feedback to candidates.

The successful bidder is expected to have enough capacity to manage this requirement including regular advisory and updates to UKGI.

Background to the Requirement

We require recruitment advisory support to find a Chair, preferably from a commercial background with a broad range of experience and skills applicable to the role.

Our assessment of the skills the chair needs to fulfil their role is based on a number of factors: the importance of the chair being a senior and established leader capable of inspiring the confidence of the NDA Board, the required ability to realise the benefits of Sellafield as its subsidiary, the challenges we know the organisation will face over the next 1-3 years in making progress against its mission. The successful advisor will support us in finding candidates with experience of operating at a senior level within a major business or other organisation and in one or more of the following:

- Established and proven leadership in a senior business and non-executive role with a demonstrable track record as an effective NED or Chair achieving successful outcomes through board leadership, constructive challenge and support;
- Experience of demonstrable commercial, analytical, intellectual and strategic thinking skills with demonstrable commercial, analytical, intellectual and strategic thinking skills;
- Experienced in managing multi-stakeholder relationships and partnerships including unions and workforce;
- Experience of multi-disciplinary stakeholder engagement and management, with a clear understanding of government and the ability to engage with senior officials and Ministers in a politically sensitive environment;
- Experience of operating in a safety and security critical environment
- Experience of coaching and mentoring of executive teams as both contract manager and

shareholder

- Experience of project oversight and governance in a commercial environment including delivering major transformational, culture and operational change in a highly regulated, engineering, science or major infrastructure programme environment (e.g. Rail, major construction projects, energy, oil / gas); lack of nuclear experience is not a barrier and;
- Experience of risk management
- Able to travel between Cumbria and London and commit to undertake the role for 2 days a week.

The diversity of prospective candidates and their broad experience will be important factors in this exercise; UKGI will also work closely with established networks, such as the Department of Business, Innovation and Skills' 'Women on Board' to highlight the vacancies to groups with a particular focus on attracting those more diverse groups of candidates to apply.

Given the intricacies of the role of the NDA Chair, the successful bidder is expected utilise their network and market research in order to locate a strong candidate able to drive the mission of the NDA forward whilst also planning for future change in board composition.

Scope

The successful advisor will be responsible for the full range of executive search and selection activity from advising on an active candidate targeting, advert design and placement and thoroughly researching the market place.

We require an advisor with capacity and expertise in actively searching for candidates, over and above any core ability to manage responses to an advert. This will include, assistance in refining the search criteria; searching for candidates and managing any external advertising; administration of applicants; sifting of applications to produce both long-lists and short-list of recommended candidates as well as providing feedback to them.

Assistance in the preparation for interviews and handling of responses and references would also be required.

The interview panel will be formed of senior civil servants within UKGI and DECC and an independent panel member.

Requirement

Requirement

As per tender specification, the successful advisor will provide the following as a mandatory service:

- 1) Assistance in refining the search criteria;
- 2) Finalise the advertisement and advertising approach;
- 3) Advise UKGI on the best approach to advertising;
- 4) Search, head hunt and manage external advising to the extent required;
- 5) Weekly updates on progress
- 6) Available for in-house meetings with UKGI when required.
- 7) Administration of applications (including provision of diversity and equality information);
- 8) Sifting of applications to produce long-list of recommendations; interviews of long listed candidates to provide recommended shortlist;
- 9) Assistance with preparation for final interview; and responses handling; and
- 10) Referencing

Deliverables

Key deliverables are a role specification, advert, long list and assessment, short list and assessment; interview guidance; correspondence with applicant's references.

UKGI would like the successful bidder to advise them and engage with them on a weekly basis. This will include regular telephone calls and face-to-face meetings when they are needed.

Deadlines

Appointment of the Chair no later than 30 July 2016.

Quality Threshold

Full range of executive search and selection activity including:

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

Timetable

The envisaged timetable for key stages is as follows:

- Appointment of advisers– April 2016
- Advert to go out by April/May (closing May 2016)
- Long list to close end of May 2016
- Short list to close mid June 2016
- Interviews to take place from late June- early July 2016
- Appointment by end July 2016 (to coincide with Parliamentary recess)

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	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	15%
Quality	AW6.2	Capacity Please provide details of how you will plan the engagements into the capacity of your business to ensure that the quality of the search is not hindered in anyway. Include details of the follow up procedures you have if the required target market does not produce a good quality and the right target base of CVs which are suitable for the role of the Chair	20%
Quality	AW6.3	Quality Please provide details of your overall method including a scope of the work/Project Plan including timelines detailing how you propose to meet our requirement. This should include an overview of your method of advertising; an explanation of how you will ensure that the recruitment advertisement specifically targets appropriate levels of professionals, namely within private sector networks; contingency plans should there be a low response level; details of your proposed approach to both long-listing and short-listing based on key competencies and how diversity will be factored into advertising and short-listing.	40%
Quality	AW6.4	Capability The team need to work in partnership with the UKGI team in identifying and finally appoint the successful candidate to the role. Please provide evidence of	25%

		how you will work in partnership with senior teams including clarification of what in-house checks are completed on candidates and any security clearances which are performed.	
Quality	AW6.5	Staff Can you confirm the key staff who will be implementing the advertisement of the role, clarify what background information they will obtain and confirm what relevant skills, qualifications and certification they have. Incorporating the latest CVs in the bidders response.	For Information Only

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: $\text{Score}/\text{Total Points}$ 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](#)

TEMPLATE VERSION CONTROL

Version	Date	Author(s)	Comment
1.0	10/12/2013	James Aldred	Final Template Version
1.1	03/02/2103	James Aldred	Name change GPS - CCS
1.2	04/03/2014	James Aldred	Changes from PPN09/13 and 01/14
1.3	07/04/2014	James Aldred	Enhancements to Section 5.
1.4	04/11/2014	Marian Oram	Change to Section 5 narrative