



Invitation to Quote

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

**Subject NERC Innovation Priority Areas Market Analysis - Risk and
Resilience**

Sourcing reference number UK SBS BLOJEU-CR17106NERC

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

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UKSBS

Shared Business Services

Table of Contents

Section	Content
1	<u>About UK Shared Business Services Ltd.</u>
2	<u>About the Contracting Authority</u>
3	<u>Working with the Contracting Authority.</u>
4	<u>Specification</u>
5	<u>Evaluation model</u>
6	<u>Evaluation questionnaire</u>
7	<u>General Information</u>
Appendix	Annex A
	Annex B
	Annex C

Section 1 – About UK Shared Business Services

Putting the business into shared services

UK Shared Business Services Ltd (UK SBS) brings a commercial attitude to the public sector; helping Contracting Authorities improve efficiency, generate savings and modernise.

It is our vision to become the leading service provider for Contracting Authorities for of shared business services in the UK public sector, continuously reducing cost and improving quality of business services for Government and the public sector.

Our broad range of expert services is shared by our Contracting Authorities. This allows Contracting Authorities the freedom to focus resources on core activities; innovating and transforming their own organisations.

Core services include Procurement, Finance, Grants Admissions, Human Resources, Payroll, ISS, and Property Asset Management all underpinned by our Service Delivery and Contact Centre teams.

UK SBS is a people rather than task focused business. It's what makes us different to the traditional transactional shared services centre. What is more, being a not-for-profit organisation owned by the Department for Business, Energy & Industrial Strategy (BEIS), UK SBS' goals are aligned with the public sector and delivering best value for the UK taxpayer.

UK Shared Business Services Ltd changed its name from RCUK Shared Services Centre Ltd in March 2013.

Our Customers

Growing from a foundation of supporting the Research Councils, 2012/13 saw Business, Energy and Industrial Strategy (BEIS) transition their procurement to UK SBS and Crown Commercial Services (CCS – previously Government Procurement Service) agree a Memorandum of Understanding with UK SBS to deliver two major procurement categories (construction and research) across Government.

UK SBS currently manages £700m expenditure for its Contracting Authorities.

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

Section 2 – About the Contracting Authority

Natural Environment Research Council (NERC)

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

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

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

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

Examples of funded research

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

NERC also runs six organisations of world renown:

- British Antarctic Survey, in Cambridge and the Antarctic.
- British Geological Survey, in Nottingham and Edinburgh.
- National Oceanography Centre, in Southampton and Liverpool.
- Centre for Ecology & Hydrology, in Oxfordshire and Edinburgh.
- National Centre for Atmospheric Science, based at the University of Leeds.
- National Centre for Earth Observation, based at the University of Leicester.

www.nerc.ac.uk

Section 3 - Working with the Contracting Authority.

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

Section 3 – Contact details		
3.1	Contracting Authority Name and address	Natural Environment Research Council (NERC), Polaris House, North Star Avenue, Swindon, SN2 1EU
3.2	Buyer name	Liz Vincent
3.3	Buyer contact details	Research@uksbs.co.uk
3.4	Maximum Budget	£20,000.00 excluding 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	04/09/2017 Location: Contracts Finder
3.7	Latest date/time ITQ clarification questions shall be received through Emptoris messaging system	11/09/2017 14.00hrs
3.8	Latest date/time ITQ clarification answers should be sent to all Bidders by the Buyer through Emptoris	13/09/2017
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	18/09/2017 14.00hrs
3.10	Anticipated selection and de selections of Bids notification date	27/09/2017
3.11	Anticipated Award date	27/09/2017
3.12	Anticipated Contract Start date	02/10/2017
3.13	Anticipated Contract End date	02/02/2018
3.14	Bid Validity Period	60 Days

Section 4 – Specification

Brief for NERC Innovation Priority Areas market analysis – Request for quotes for Risk and Resilience

The NERC innovation team are currently developing strategies around their priority areas¹ and are seeking economic data to understand the scale of opportunity, barriers to progress, and in particular, an understanding of the potential for environmental science to affect this opportunity in each area.

NERC are looking for bids from suppliers with relevant expertise to carry out a review in each priority area. Each review will be carried out separately and are being published under separate tenders.

Annex B provides further context and details to the Risk and Resilience.

The review would provide comprehensive baseline data on the market opportunity for NERC science and innovation in the context of the role of environmental science. It will also improve our strategic understanding of where NERC innovation can have beneficial impact on the wider topical area. We are therefore looking for both qualitative and quantitative information (Annex C) that assesses the value added of applying environmental tools, solutions and practices within Risk and Resilience and the future opportunities.

The outputs from this review will inform NERC's approach, alongside other strategic advice, and provide an evidence base to demonstrate added value through targeted investment programmes. This will help NERC answer questions such as:

What is the potential impact on agricultural productivity through managing soil more effectively or adopting climate smart approaches to land use?

Therefore, we require from this exercise:

- Baseline market data with a focus on the environmental science opportunity (see Annex C)
- Baseline data for the UK's research strengths (see Annex C)
- A gap analysis, UK and International context, to inform investment opportunities
- An understanding of the market failures, within an environmental science viewpoint, and opportunities in each area

N.B. NERC is not seeking market values for the sector as a whole. Data must clearly articulate the value of the environmental science within that market.

Quantitative Information

The minimum type of information that NERC are seeking can be found in Annex C. This should provide value for the role of environmental science/innovation in the wider sector.

Qualitative information

NERC are also interested in identifying market failures within each part of the sector and

¹ Upon appointment, the selected market research organisation will be provided with a background document outline.

where targeted interventions could make a difference. A gap analysis of the range of activities happening in the UK and internationally would support this information, enabling NERC to inform opportunities for investment.

To support this further, NERC is seeking

- an assessment of leading companies, and key game-changing small and medium sized enterprises (SMEs), who are building on environmental science or have demonstrated a clear interest to innovate within their sector through smarter environmental solutions to create business growth.
- evidence of successful embedding of innovation in the sector via sustainable business models in those markets.
- the identification of where environmental research can provide solutions to major sector issues
- the identification of the business models and market for each area and the opportunities that this will provide to NERC science and innovation.

Output from the market analysis

A report which is appropriately referenced with a defensible methodology that would uphold independent scrutiny. It should have clear headline facts and figures accessible to a range of audiences, supported by a deeper analysis that provides information at a granular level as outlined at Annex B. NERC may publish the report online or use the headline stats in a news item. Data from the report will be used to help inform investment decisions and support the case for further investment in environmental science and innovation.

The report should be drafted in such a way that the findings can be updated on a regular basis to enable NERC to track progress. This would probably require both text and updatable tables for each section and metric.

There will be an opportunity at the beginning of the research project to meet with the appropriate Senior Programme Manager(s) either in person or via a teleconference in order to clarify any queries or issues and to identify what information the researchers may require from NERC to carry out the work.

Further meetings will be held late November/early December to discuss the early findings. This will require an early draft of the report to be submitted for discussion at that meeting for further refinements.

NERC requires a final report by February 2, 2018.

Full payment on completion of the service.

Annex A Successful Innovation in NERC

NERC's mandate for Innovation

NERC is the UK's leading public funder of environmental science. NERC invests £330 million each year in cutting-edge research, postgraduate training and innovation in universities and Research Centres. Our 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.

A key function of the Research Councils is to deliver the knowledge and skills that drive UK productivity and economic growth. The economic potential of this investment is often realised within longer term time-scales² and so needs support across its lifetime. Catalytic links are required between the research base and the relevant communities including the private sector, and the Research Councils make an important contribution to this, with co-development through to delivery of impact.

With respect to innovation derived from the UK's environmental science, NERC has a key role in improving ways that the knowledge, data, capabilities and skills generated by discovery ('blue-skies') and more directed research can be captured, applied, accessed and translated for commercial and societal benefit.

² Nurse, P (2015). Ensuring a successful research endeavour.

Annex B Areas of interest

Risk and resilience	Activities covered	Types of sectors/companies
	<p>Using environmental science to identify, quantify and manage environmental risks to UK infrastructure</p> <p>Hazards include (but not limited to): geological hazards (such as earthquakes, volcanoes and landslides); hydro-meteorological (e.g. flooding; storms, fog, ice); climatological (heat, cold, drought;); space weather; pollution (including air quality, ecotoxicology and environmental contamination); wildfires... sea level rise, storm surges and tsunamis.</p>	<p>UK (England/Wales, Scotland, NI) Infrastructure owners and operators</p> <ul style="list-style-type: none"> - transport (road, rail, air) - water - energy generation (e.g. EDF) - energy distribution & transmission (e.g. National Grid, UK power networks) <p>Professional services/ environmental consultancies /engineering consultants who are often subcontracted by infrastructure owners and operators to undertake maintenance, new build (e.g. Atkins, CH2MHill), or to provide information/advice about environmental risks e.g. KPMG, Acclimatise. Could this also include weather information providers, e.g. MetDesk.</p>
	<p>Financial services sector , focussing on (Re)insurance</p>	<p>Insurance, re-insurance companies and re-insurance brokers –only the parts involved in underwriting natural catastrophe risk (such as flooding, as opposed to house insurance). Should also include niche insurance and other financial products related to environmental risk, e.g. weather index / crop insurance, catastrophe bonds and resilience bonds</p> <p>Environmental modelling companies such as catastrophe risk modellers (e.g. AIR, RMS) and other more technical environmental modelling companies (e.g. JBA, Ambiental)</p>
	<p>NGOs operating in the developing world on issues related to disaster preparation and recovery</p>	<p>- those who are dealing with international disaster risk reduction and resilience issues, e.g. Christian Aid, OXFAM</p>

Annex C Information and data required by NERC relevant to each of the industry/business areas defined above in Annex B. Data must provide total value and value of Environmental science contribution/added value.

Type of data	Details
Value of Environmental Science (ES) in the Sector	Contribution of area to GVA (2016)
	Turnover of Sector (year on year)
	Employment (and net growth)
	Number of enterprises
	Global market size US\$m or bn (2016)
	Forecast global market size US\$m or bn (2025/30)
	Forecast compound annual growth rate (CAGR) 2016-2021, 2025 and 2030 (Employment, Turnover, GVA)
	UK share (2016) of current global market % and predicted growth (2021, 2025 & 2030)
	£ PE/VC invested in UK companies over the past 5 years (up to 2016)
	Labour productivity and forecast growth (2021, 2025 & 2030)
Research Base Standing (last 5 years)	% of global papers
	Collaboration indicators
	Number of highly cited research institutions
	Field-weighted citation impact
	Field-weighted download impact
	Field-weighted patents
UK comparative advantage – industry (last 5 years)	% top global R&D spending companies within relevant sectors active in UK
	UK patent rank against international counterparts
	UK patent trend

	UK balance of trade in value added
	UK employment in this area (millions)
Additionality	How much private equity and venture capital investment has there been in the UK since 2012 (£m)? Is there a funding gap?
Economic, Social, Environmental Impact	Predicted economic impacts of Environmental science application within area by 2025
	Predicted quality of life impact
	Social impact

Terms and Conditions

Bidders are to note that any requested modifications to the Contracting Authority Terms and Conditions on the grounds of statutory and legal matters only, shall be raised as a formal clarification during the permitted clarification period.

Section 5 – Evaluation model

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

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

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

Pass / fail criteria		
Questionnaire	Q No.	Question subject
Commercial	SEL1.2	Employment breaches/ Equality
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Contract Terms
Commercial	AW4.2	Justification and proposed change
Commercial	AW4.3	Non-Disclosure
Commercial	SEL3.11	Compliance to Section 54 of the Modern Slavery Act
Price	AW5.5	E Invoicing
Price	AW5.6	Implementation of E-Invoicing
Price	AW5.8	Maximum Budget
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 the Contracting Authority has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. The Contracting Authority considers these weightings to be in line with existing best practice for a requirement of this type.			
Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	15%
Quality	PROJ1.1	Understanding	25%
Quality	PROJ1.2	Project Plan and Risk Management	10%
Quality	PROJ1.3	Methodology	25%
Quality	PROJ1.4	Project Team and Capability to Deliver	25%

Evaluation of criteria

Non-Price elements

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

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

Example if a Bidder scores 60 from the available 100 points this will equate to 12% by using the following calculation:

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

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

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

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

All questions will be scored based on the above mechanism. Please be aware that the final score returned may be different as there may be multiple evaluators and their individual scores will be averaged (mean) to determine your final score.

Example

Evaluator 1 scored your bid as 60
Evaluator 2 scored your bid as 60
Evaluator 3 scored your bid as 40
Evaluator 4 scored your bid as 40
Your final score will $(60+60+40+40) \div 4 = 50$

Price elements will be judged on the following criteria.

The lowest price for a response which meets the pass criteria shall score 100. All other bids shall be scored on a pro rata basis in relation to the lowest price. The score is then subject to a multiplier to reflect the percentage value of the price criterion.

For example - Bid 1 £100,000 scores 100.

Bid 2 £120,000 differential of £20,000 or 20% remove 20% from price scores 80

Bid 3 £150,000 differential £50,000 remove 50% from price scores 50.

Bid 4 £175,000 differential £75,000 remove 75% from price scores 25.

Bid 5 £200,000 differential £100,000 remove 100% from price scores 0.

Bid 6 £300,000 differential £200,000 remove 100% from price scores 0.

Where the scoring criterion is worth 50% then the 0-100 score achieved will be multiplied by 50.

In the example if a supplier scores 80 from the available 100 points this will equate to 40% by using the following calculation: $\text{Score/Total Points} \times 50$ ($80/100 \times 50 = 40$)

The lowest score possible is 0 even if the price submitted is more than 100% greater than the lowest price.

Section 6 – Evaluation questionnaire

Bidders should note that the evaluation questionnaire is located within the **e-sourcing questionnaire**.

Guidance on completion of the questionnaire is available at <http://www.ukpbs.co.uk/services/procure/Pages/supplier.aspx>

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 7 – General Information

What makes a good bid – some simple do's 😊

DO:

- 7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
- 7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions. Unless formally requested to do so by UK SBS e.g. Emptoris system failure
- 7.3 Do ensure you have read all the training materials to utilise e-sourcing tool prior to responding to this Bid. If you send your Bid by email or post it will be rejected.
- 7.4 Do use Microsoft Word, PowerPoint Excel 97-03 or compatible formats, or PDF unless agreed in writing by the Buyer. If you use another file format without our written permission we may reject your Bid.
- 7.5 Do ensure you utilise the Emptoris messaging system to raise any clarifications to our ITQ. You should note that we will release the answer to the question to all Bidders and where we suspect the question contains confidential information we may modify the content of the question to protect the anonymity of the Bidder or their proposed solution
- 7.6 Do answer the question, it is not enough simply to cross-reference to a 'policy', web page or another part of your Bid, the evaluation team have limited time to assess bids and if they can't find the answer, they can't score it.
- 7.7 Do consider who the Contracting Authority is and what they want – a generic answer does not necessarily meet every Contracting Authority's needs.
- 7.8 Do reference your documents correctly, specifically where supporting documentation is requested e.g. referencing the question/s they apply to.
- 7.9 Do provide clear, concise and ideally generic contact details; telephone numbers, e-mails and fax details.
- 7.10 Do complete all questions in the questionnaire or we may reject your Bid.
- 7.11 Do check and recheck your Bid before dispatch.

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

DO NOT

- 7.12 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.13 Do not attach 'glossy' brochures that have not been requested, they will not be read unless we have asked for them. Only send what has been requested and only send supplementary information if we have offered the opportunity so to do.
- 7.14 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
- 7.15 Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Contracting Authority to discuss your Bid. If your Bid requires clarification the Buyer will contact you. All information secured outside of formal Buyer communications shall have no Legal standing or worth and should not be relied upon.
- 7.16 Do not contact any UK SBS staff or the Contracting Authority staff without the Buyers written permission or we may reject your Bid.
- 7.17 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.18 Do not offer UK SBS or or the Contracting Authority staff any inducement or we will reject your Bid.
- 7.19 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.20 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
- 7.21 Do not exceed word counts, the additional words will not be considered.
- 7.22 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.

Some additional guidance notes

- 7.23 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool must be submitted to Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.
- 7.24 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered as part of the evaluation process.
- 7.25 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.26 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.27 We do not guarantee to award any Contract as a result of this procurement
- 7.28 All documents issued or received in relation to this procurement shall be the property of the Contracting Authority. / UKSBS.
- 7.29 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
- 7.30 If you are a Consortium you must provide details of the Consortiums structure.
- 7.31 Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
- 7.32 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public
- 7.33 Your bid will be valid for 60 days or your Bid will be rejected.
- 7.34 Bidders may only amend the contract terms during the clarification period only, only if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract terms without such grounds and the Contracting Authority fail to accept your legal or statutory reason is reasonably justified we may reject your Bid.
- 7.35 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.
- 7.36 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.37 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.
- 7.38 Bidders should note that if they are successful with their proposal the Contracting Authority reserves the right to ask additional compliancy checks prior to the award of

any Contract. In the event of a Bidder failing to meet one of the compliancy checks the Contracting Authority may decline to proceed with the award of the Contract to the successful Bidder.

- 7.39 All timescales are set using a 24 hour clock and are based on British Summer Time or Greenwich Mean Time, depending on which applies at the point when Date and Time Bids shall be submitted through Emptoris.
- 7.40 All Central Government Departments and their Executive Agencies and Non Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further, the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement - including ensuring value for money and related aspects of good procurement practice.

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

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

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

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

USEFUL INFORMATION LINKS

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