



# Invitation to Quote

**Invitation to Quote (ITQ) on behalf of UK Research and Innovation (UKRI)**

**Subject: Strategic Priorities Fund Greenhouse Gas Removal Demonstrators (SPF GGR-D)**

**Sourcing Reference Number: CR21011**

**UK Shared Business Services Ltd (UK SBS)**  
[www.uksbs.co.uk](http://www.uksbs.co.uk)

Registered in England and Wales as a limited company. Company Number 6330639.  
Registered Office Polaris House, North Star Avenue, Swindon, Wiltshire SN2 1FF  
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Version 4.0

**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 Contracting Authorities improve efficiency, generate savings and modernise.

It is our vision to become the leading service provider for the Contracting Authorities 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](#).

## **Privacy Statement**

At UK Shared Business Services (UK SBS) we recognise and understand that your privacy is extremely important, and we want you to know exactly what kind of information we collect about you and how we use it.

This privacy notice link below details what you can expect from UK SBS when we collect your personal information.

- We will keep your data safe and private.
- We will not sell your data to anyone.

- We will only share your data with those you give us permission to share with and only for legitimate service delivery reasons.

<https://www.uksbs.co.uk/use/pages/privacy.aspx>

For details on how the Contracting Authority protect and process your personal data please follow the link below:

<https://www.ukri.org/privacy-notice/>

## Section 2 – About the Contracting Authority

### UK Research and Innovation (UKRI)

Operating across the whole of the UK and with a combined budget of more than £6 billion, UK Research and Innovation represents the largest reform of the research and innovation funding landscape in the last 50 years.

As an independent non-departmental public body UK Research and Innovation brings together the seven Research Councils (AHRC, BBSRC, EPSRC, ESRC, MRC, NERC, STFC) plus Innovate UK and a new organisation, Research England.

UK Research and Innovation ensures the UK maintains its world-leading position in research and innovation. This is done by creating the best environment for research and innovation to flourish.

For more information, please visit: [www.ukri.org](http://www.ukri.org)

## 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	UK Research and Innovation NERC Polaris House North Star Ave Swindon SN2 1EU
3.2.	Buyer name	Becky Eldridge
3.3.	Buyer contact details	<a href="mailto:research@uksbs.co.uk">research@uksbs.co.uk</a>
3.4.	Maximum value of the Opportunity	<p>The total contract value £400,000.00 excluding VAT.</p> <p>Contract Start Date: 2<sup>nd</sup> April 2021 Contract End Date: 31<sup>st</sup> March 2026</p> <p>A Break clause exist between deliverables. Special terms as follows.</p> <p>Deliverable 1: April 2021 – June 2021 Deliverable 2: July 2021 – September 2021 Deliverable 3. September 2023 – December 2023 Deliverable 4: End of programme completed by March 2026)</p>
3.5.	Process for the submission of clarifications and Bids	<p><b>All correspondence shall be submitted within the Messaging Centre of the e-sourcing. Guidance Notes to support the use of Delta eSourcing is available <a href="#">here</a>.</b></p> <p><b>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.</b></p>

Section 3 - Timescales		
3.6.	Date of Issue of Contract Advert on Contracts Finder	<p>Monday, 25 January 2021</p> <p>11:00 Contracts Finder</p>
3.7	Latest date / time ITQ clarification questions shall be received through Delta eSourcing messaging system	<p>Wednesday, 24 February 2021</p> <p>11:00</p>
3.8	Latest date / time ITQ clarification answers should be sent to all Bidders by the Buyer through Delta eSourcing Portal	<p>Friday, 26 February 2021</p> <p>11:00</p>

3.9	Latest date and time ITQ Bid shall be submitted through Delta eSourcing	Monday, 15 March 2021 11:00
3.10	Anticipated Contract Award date	Thursday, 01 April 2021
3.11	Anticipated Contract Start date	Friday, 02 April 2021
3.12	Anticipated Contract End date	Tuesday, 31 March 2026
3.13	Bid Validity Period	60 Days

## Section 4 – Specification

### 1. Background

UKRI are committed to collecting evidence to understand how the Strategic Priorities Fund Greenhouse Gas Removal Demonstrators (SPF GGR-D) programme has delivered socio-economic impact, and therefore contributed towards the overarching ambitions of the Strategic Priorities Fund (SPF). Bids (including consortia bids) are invited for initial scoping and feasibility studies leading to an evaluation framework, the production of a baseline report, an interim evaluation report, and a final evaluation report. The audience for the evaluation is wide and diverse: primarily it will be BEIS, Defra, UKRI, NERC and other Research Councils; however, there is a diverse audience of external stakeholders such as industry, NGOs and civic societies. It is important therefore that the evaluation activity describes the immediate outputs of the investment, as well as the likely long-term impacts, and to identify how any benefits gained (both intended and unintended) can be best exploited. The evaluation activity will also feed into the evaluation of the SPF fund as a whole, the background to which and its ambition can be found in Appendix D.

#### 1.1 Background to the SPF GGR-D programme

It is widely agreed that the world is facing a climate crisis due to human influence on climate systems. Recent anthropogenic emissions of greenhouse gases, predominantly carbon dioxide (CO<sub>2</sub>), are the highest in history and continued emission of greenhouse gases will cause further warming and long-lasting changes in all components of the climate system, increasing the likelihood of severe, pervasive and irreversible impacts for people and ecosystems as a result of climate change. In response to this risk, at COP21 (Convention of the Parties of the United Nations Framework Convention on Climate Change 21<sup>st</sup> Meeting) in December 2015 the landmark “Paris Agreement” was reached. It sets a goal to limit global average temperature increase to ‘*well below 2°C above preindustrial levels*’, and to ‘*pursue efforts*’ to limit it to 1.5°C. Dramatic reductions in CO<sub>2</sub> emissions will not be sufficient to meet these temperature goals, nor achieve the UK’s legal requirement of becoming net-zero by 2050 as required to control climate. The recent Intergovernmental Panel on Climate Change 1.5°C report re-confirmed that greenhouse gas removal (GGR) is therefore required at scale this century. GGR encompasses technologies that actively remove CO<sub>2</sub> from the atmosphere and store the gas in a form that prevents it from returning to the atmosphere for an extended period of time.

Two reports were released on GGR in the autumn of 2018: one by The UK’s Royal Society and Royal Academy of Engineering (commissioned by BEIS) and another by the US National Academies of Sciences, Engineering and Medicine<sup>1</sup>. Both identified a diverse portfolio of GGR technologies at very different stages of readiness. No single GGR method can provide the scale of GGR required to meet the Paris Agreement, and a portfolio of approaches is needed. This requires work to address the potential of these technologies, including methods that still require development and testing at a demonstration level, and their respective limitations including the potential for negative impacts and any appropriate mitigation strategies.

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<sup>1</sup> Royal Society & Royal Academy of Engineering (2018) *Greenhouse Gas Removal*. <https://royalsociety.org/greenhouse-gas-removal>; and National Academies of Sciences, Engineering, and Medicine. 2018. *Negative Emissions Technologies and Reliable Sequestration: A Research Agenda*. Washington, DC: The National Academies Press. doi: <https://org/10.17226/25259>



The SPF GGR-D programme is a UKRI grant of £31.523 million that has been designed to meet these challenges with the following three objectives:

**Objective 1:** Development of a suite of GGR technologies at demonstrator scale.

**Objective 2:** Development of successful GGR solutions – understanding economics, governance, society and ethics.

**Objective 3:** Sustainable GGR solutions – supporting technologies to readiness.

The SPF GGR-D will provide a world leading research and innovation programme that will:

- Establish a suite of up to 5 GGR demonstrator facilities. These will demonstrate the effectiveness (including wider impacts), cost, and limitations of large-scale GGR (Objective 1; £22.5m, administered by BBSRC).
- Findings will be integrated by a Directorate Hub, which will also provide underpinning research to address the cross-cutting business, environmental, social, ethical, and governance issues. This will establish a balanced suite of possible options that could provide successful GGR solutions for the UK (Objective 2; £6.3m administered by NERC).
- Together with the work of the Directorate Hub, Feasibility Studies will be run in the latter years of the programme to support the progress of GGR technologies to readiness (Objective 3; £1.5m administered by InnovateUK).<sup>2</sup>

The SPF GGR-D programme is governed by the Programme Board which ensures that the programme remains on track to meet its objectives and costs. It is guided and advised by an external Steering Committee. Each demonstrator project will appoint an Expert Advisory Panel, and the Chair of each will sit on the Steering Committee. Each demonstrator will provide 6 monthly reports to the Directorate Hub who will collate, coordinate and present them to the Steering Committee. The Steering Committee will review the progress against each project's targets and milestones and make recommendations to the Programme Board. In addition, a mid-term review will be carried out, led by the Demonstrator Hub, to assess the progress of the demonstrator projects and will report the findings to the Programme Board via the Steering Committee. Based upon the mid-term review and the recommendations from the Steering Committee, the Programme Board may take the decision to stop funding a project if it is felt that the project is unlikely to be deployed at a substantial scale to meet the UK GGR target or present an ethically acceptable GGR solution for the UK. The released funds will be reinvested elsewhere in the project. A schematic of the governance and management structure for the programme is presented in figure 1.

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<sup>2</sup> OpEx: to run the calls, manage the programme and allow for meaningful engagement by all of the partners: £1.223m

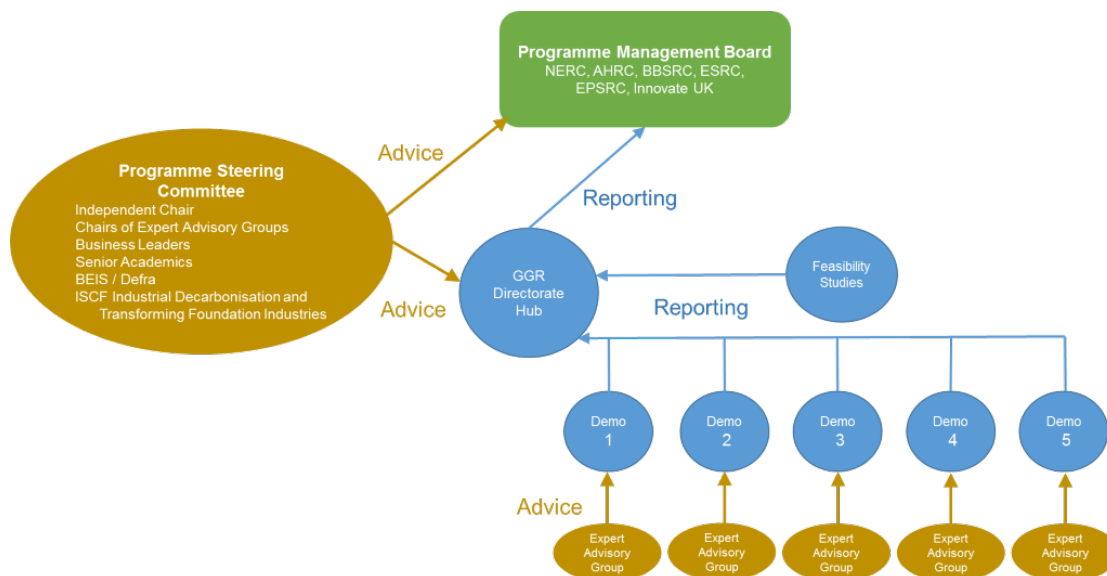


Figure 1. SPF GGR-D governance and programme management structure.

The logic model for the programme is provided in Annex A.

Evaluation of this programme is separated into two parts: a light touch internal process evaluation which will be carried out by UKRI looking at the governance and processes used to manage the programme; and an externally commissioned evaluation of the socio-economic impacts of the programme. This document relates only to the external evaluation of socio-economic impact.

**Bids are invited to submit a proposal with an indicative budget of £350K and a maximum of £400K (inclusive of VAT) for evaluation of the programme's socio-economic impacts.** The evaluation will support programme benefits management and will assess the resources, activities, and outputs of the programme from its start and the programme's outcomes and impacts (intended and unintended) arising by 2030. **The evaluation will run from April 2021** (SPF GGR-D programme start date estimated May 2021 but dependent on COVID-19 mitigation strategies) **until programme completion** (currently March 2026, but COVID-19 dependent).

The socio-economic impact evaluation activity will involve four phases:

- **Phase 1: a scoping and feasibility study resulting in an evaluation framework:** to outline the feasibility of and extent to which socio-economic impact can and will be measured, and propose the necessary key performance indicators (KPIs) with accompanying methodology required to measure outcomes, impact and attribution at the programme level. NERC and UKRI would welcome further development of the programme's current logic model to better reflect the likely outputs, outcomes and impacts once the winning demonstrator projects have been identified (expected January 2021).
- **Phase 2: the production of a baseline report:** an initial evaluation of the landscape that will establish the baseline from which the success of the programme can be measured and include any ex-ante forecasts of impacts.

- **Phase 3: an interim evaluation report:** this will specifically focus on the mid-term review that will be conducted by the programme. It is important that the mid-term review of the demonstrators is one that has shown strong programme management to arrive at strategic decisions on the potential of individual projects to deliver socio-economic impact for the UK. The interim report will also recommend any updates to the framework, (methodologies, datasets etc.) that would support evaluation.
- **Phase 4: final evaluation report(s):** to assess the socio-economic impact of the programme and the potential for future benefits based on the framework identified in Phase 1. It is likely that we will require tailored reports to suit the intended audience. For example, we would require a detailed report for analysts, a summary document for broader audiences and identified case studies for internal use by the Research Councils.

## 1. Aims and Objectives of the Project

UKRI is committed to rigorous evaluation of key programmes and the SPF programmes are a particular focus. The aim of the externally commissioned evaluation is to establish to what extent it has achieved its 3 objectives and to what extent the findings have, will have, or are likely to have on the UK economy and society at large. In order to achieve the stated programme objectives it is essential that it establishes a cohesive, collaborative and highly effective inter-disciplinary research community comprising of researchers, policy makers, industry and the wider stakeholder community. Secondly, the programme must achieve consensus among its participants and the wider research community on the accurate and fair assessment of potential GGR solutions, the evidence for any of approaches that are unlikely to meet the UK GGR target or are ethically non-viable, and the identification of proceedable GGR approaches. For each proceedable option the programme must develop full recommendations on the ethical, cultural, political and social considerations needed to ensure its acceptance, and provide a full economic assessment for its potential impact using accounting methods that, as a result of the programme, have been accepted by the scientific and stakeholder communities. Finally, in order to achieve its objectives, the programme must contribute towards the development of value systems and policy frameworks, including governmental, that supports and promotes the progression of GGR technologies into industry, paving the way for commercial uptake and adoption. It is anticipated that through InnovateUK activities (Objective 3) industries will be in the pipeline ready to adopt these approaches in the lifetime of the programme or imminently after its end.

Full details of the scope of the research being conducted by the SPF GGR-D programme can be found in the Announcement of Opportunity documents: Directorate Hub and Demonstrator Projects.

The evaluation will support conclusions about the longer term impact of the SPF GGR-D programme, maximise the value of public funding and enable the Treasury, BEIS and UKRI to demonstrate public funds accountability. The findings of the evaluation may also feed into the central evaluation of the Strategic Priorities Fund as a whole to help demonstrate the value of the SPF to stakeholders, and to help UKRI build an evidence base on 'what works' in successfully supporting high quality multi and interdisciplinary research and innovation. UKRI and NERC will use the evaluation findings to drive improvements in programme management, future business case development, as evidence to support related investments and in communications with stakeholders.

Bids are invited to:

- Develop an evaluation framework based upon a scoping and feasibility study for the evaluation of socio-economic impacts of the SPF GGR-D programme, exploring the extent to which socio-economic impact can and will be measured and identifying the necessary KPIs. Bids should set out how they intend to attribute programme activities and outputs with identified socio-economic impacts. It must set out realistic expectations on what can be achieved during the lifetime of the programme given that many of the benefits may not have easily measurable metrics, and may not be realised until long after the programme finishes.
- Produce a programme baseline report for the SPF GGR-D programme from which any socio-economic impacts can be measured.
- Produce an interim evaluation report focusing on the mid-term review conducted by the programme.
- Carry out the end of programme evaluation and produce a final report. Where programme outcomes have not yet materialised the evaluation must consider whether there are interim outcomes that provide an indication of future impact. The evaluation will consider each strand of the programme as well as the impact of the programme as a whole.

## 2.1 Evaluation framework

It is anticipated that the successful bidder will carry out a scoping and feasibility study that will define the scope of the socio-economic impact evaluation. The successful bidder will use the results of this activity to develop an evaluation framework that justifies and explains the extent to which socio-economic impact can and will be measured, propose the necessary KPIs required to measure impact at the programme level, and outline the methods to be employed to do so. The bidders should also set out how they intend to identify socio-economic impacts that are specifically attributable to the SPF GGRD programme. The activity should result in a justified evaluation framework and proposed methodology. During this stage the bidder is not expected to analyse the data below but it is available to the successful bidder to inform on the nature of the information currently collected. This will provide context to support the study objectives and can be built into the proposed approaches for the full evaluation. The current data collection processes to support the SPF GGR-D programme include:

- Data collected through the grants system on applications (currently the Joint electronic Submission (Je-S) form and Innovation Funding System (IFS)).
- SPF GGR-D performance monitoring key data.
- Data on research and innovation impacts and outcomes collected through the Researchfish® and InnovateUK platforms.
- Bi-annual progress reporting from the demonstrators projects.
- Annual meetings reporting any achievements they particularly want to highlight. This will supplement, but not replicate, Researchfish® and Innovate UKACC system and will be undertaken sensitively to minimise the reporting burden.
- Mid-term review report.
- Budget monitoring and annual reporting.

Due to the inter-disciplinary nature of the research it is recognised that gaining insight into the socio-economic impacts cannot be captured solely in numerical metrics but is likely to rely also on expert panels, survey and interview responses, and expert opinions. Bidders are therefore expected to use best practices for sourcing, quality controlling, analysing and presenting quantitative and qualitative data. It is also recognised that many of the definitive metrics that will provide feedback on GGR impacts are not likely to be realised until long after the investment finishes, and therefore proxy, predictive and forecasted measures will all play an important role in measuring the success of the SPF GGR-D programme. It is anticipated that the successful bidder will outline and justify the best approaches to capture this information. Evaluators are free to reflect on whether experience and best practices from other sectors is incorporated within the design and delivery of this programme, and whether it is appropriate to compare the UK approach to GGR solutions with international initiatives.

The key evaluation questions to consider when developing the framework for impact evaluation are presented in the table in Annex B, alongside suggested tracking measures and potential data sources. The successful bidder may regard these suggested metrics as indicative and non-exclusive: different metrics may be proposed during Phase 1 (see Section 4: Deliverables), that better measure the impact of the SPF GGR-D programme.

## **2.2 Establishing a baseline**

As part of the evaluation process, a baseline study is required to establish a set of performance indicators and metrics for GGR for the UK so that the success of the SPF GGR-D programme can be estimated ex ante, and measured and evaluated ex-post. The baseline study should:

- Populate the framework developed during phase 1 in order to provide a baseline assessment using the most up to date data available.
- Develop a protocol for measuring additionality / attributing impact of future changes to the baseline (where possible) to SPF GGR-D programme activity.
- Highlight any data gaps and make recommendations as to how the SPF GGR-D programme could fill these gaps.

The baseline study should reflect the evaluation questions and success factors proposed as part of the evaluation framework. Indicative baseline questions should include, but are not limited to, the following:

### Research and Innovation

What is the extent of overall UK R&I spend on current greenhouse gas removal technologies with a view to promoting their sustainable uptake and adoption by government, industry and society?

### Towards our Net Zero 2050 climate goals

What is the current status of performance of UK greenhouse gas **removal** as compared to greenhouse gas reduction and other methods of mitigation?

What relevant statistics or trends exist for preceding years and how are these expected to alter in future years?

### Multi- and interdisciplinary research

What is the current extent of multi- and interdisciplinary research in the UK in the field of GGR?

### Regulation and policy landscape

What is the current regulatory landscape in existence for GGR and what impacts have they had? How does the UK regulatory landscape compare with other countries?

### Economic benefits

What is the current UK capability in terms of business performance and growth in GGR technologies?

### Behaviour and practices

What is the current status of understanding of attitudes and behaviours (consumer, stakeholder and business/industry) on the requirement to adopt GGR technologies? What is the current public perception of GGR technologies and how might the social licence to operate affect the future uptake of proposed approaches?

### International impact

What is the current level of GGR research and innovation overseas? Which are the key countries actively pursuing GGR as strategy to address climate change and how does the UK approach compare?

## **2.3 Interim evaluation report**

Halfway through the programme's lifetime, an interim evaluation report will be carried out to assess the programme's progress against its stated aims and objectives. The programme will be conducting a mid-term review to assess the progress of each of the demonstrator projects against their stated targets and milestones. This review will be presented to the Programme Board who, in conjunction with advice and recommendations from the Steering Committee will decide any steps to be taken as a result of the outcome. This review is to mitigate against the risk that a demonstrator technology that is not progressing towards the potential for large-scale emissions removal continues to be funded for the full duration of the programme. Should a project be stopped the funds will be re-invested elsewhere in the programme. The interim evaluation report will build on the findings of the mid-term review to assess the progress of the programme as a whole, the supporting processes, and the methods adopted for taking any actions identified by the review. It is expected that as a result of the mid-term review impact forecasts will need to be updated. Key stakeholders are outlined in Section 2.5.

## **2.4 End of programme report(s)**

A full, detailed end of programme report is expected to build upon the findings of the baseline and mid-term-review to evaluate the programme in its entirety against the stated objectives. It is expected to provide evidence of the socio-economic impacts of the programme during its lifetime, and to give insight into the potential future long term impacts likely to be realised based upon the available data, expert opinion and indicators as identified in the evaluation framework. The findings will be presented to the Programme Board and should include lessons learned, areas of best practice that can be applied elsewhere in UKRI's portfolio and recommendations for future programmes with a similar structure. **It is anticipated that the full range of stakeholders will be engaged in this phase of the evaluation**, and the successful bidder should give a justification for any adaptations or changes to the methodology and scope initially proposed in the framework and baseline phases, with accompanying detail on the methods being applied in data collection and analysis. In summary the final evaluation report is expected to include:

- A summary of the socio-economic impacts achieved by the programme to date.
- The identification and likelihood of achieving the desired socio-economic impacts in the future beyond the life of the programme.
- The identification and likelihood of achieving unintended socio-economic impacts in the future beyond the life of the programme.
- Lessons learned and recommendations for best practice.
- A description of all caveats and assumptions surrounding the evidence that forms part of the final evaluation report. This should include any updates or changes from the assumptions and definitions used in the interim evaluation reporting.

The findings of the evaluation will be disseminated to a wide audience that is likely to include representatives from BEIS, Defra, UKRI, other Research Councils and external partners, therefore it is likely that up to two further summary reports will be requested according to the intended audience. In addition the successful contractor will be expected to prepare a PowerPoint presentation and to present evaluation findings at an identified meeting.

## **2.5 Stakeholders to be engaged in the evaluation activities**

Key stakeholders are expected to include but are not limited to:

- Government – particularly BEIS and Defra but also other relevant departments.
- UKRI, Central SPF, NERC, BBSRC, EPSRC, AHRC, ESRC, InnovateUK.
- PIs and research teams of the Demonstrator projects and Directorate Hub.
- Wider scientific community.
- Industry (including representation from SMEs and start-ups).
- Civic societies as representatives of the general public.
- NGOs.

- International organisations.

## 2.6 Time period to be covered by the evaluation

The timeline of the evaluation is expected to run between the start of the programme in May 2021 when successful research teams will be notified, until shortly after the end of the programme (March 2026). It is anticipated that the baseline will be established by the end of September 2021.

## 2.7 Oversight, ethics and governance

The day to day point of contact for the successful bidder will be the Programme Coordination and Delivery Senior Programme Manager (PCD SPM) appointed to the programme, supported by the programme Evaluation Steering Group with membership from across UKRI, including the UKRI Central Monitoring and Evaluation Lead. The SPF GGR-D Programme Board has responsibility for delivering the full monitoring and evaluation plan for the programme and the programme SRO has ultimate sign-off. The governance arrangements are shown in figure 2. The bidder is invited to explain how the research will be conducted in accordance with high ethical standards and in full compliance with relevant data protection and security standards.

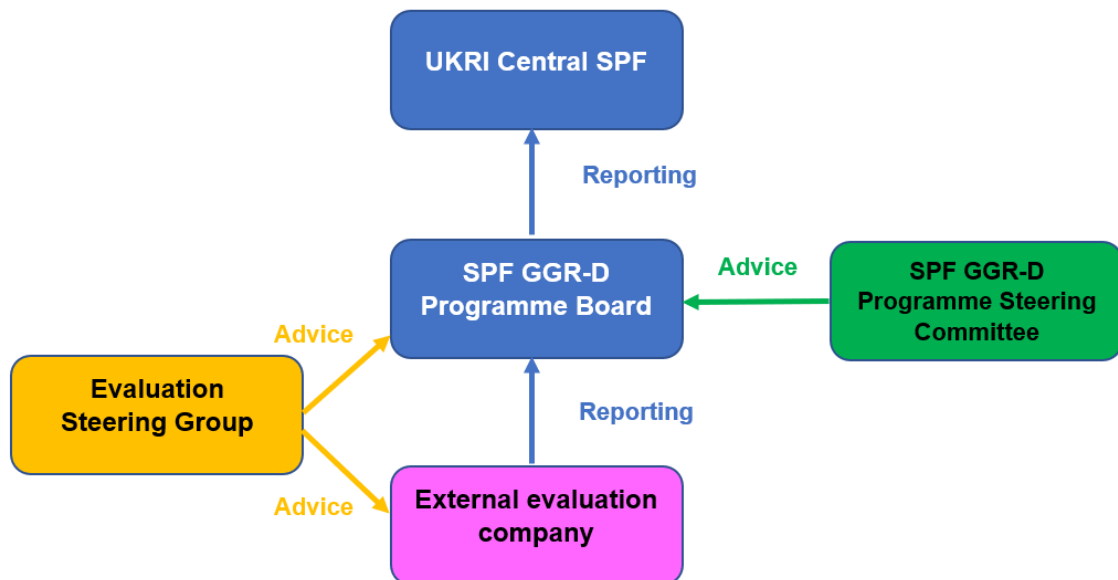


Figure 2. Governance structure of the socio-economic impacts evaluation process.<sup>3</sup>

## 2.8 Evaluation budget

There will be Break clause exist between deliverables, budgeting should allow for appropriate dataset hand over and accompanying GDPR/privacy compliance requirements.

The estimated breakdown for each element of the tender is as follows:

Deliverable 1: evaluation framework: £25K (April 2021 – June 2021)

Deliverable 2: baseline study £75K (July 2021 – September 2021)

Deliverable 3: interim evaluation report £125K (completed September 2023 – December 2023)

Deliverable 4: end of programme evaluation report(s) £125K Completed by end of March 2026)

<sup>3</sup> Structure liable to change as the programme develops.

## **2. Suggested Methodology**

### **3.1 General considerations**

The proposed approach should follow best practice guidance in designing evaluations drawing on a range of appropriate literature such as the HM Treasury's Magenta Book. This includes considering and outlining how the relevant analytical challenges would be addressed. For example, measuring deadweight, displacement, leakages and spillovers, defining/identifying a counterfactual, trade-offs between robustness and practicability, the reliability of quantified results, potentially small sample sizes, and intangible outcomes and impacts.

Proposals should give consideration to relevant external and policy factors, and activity being undertaken in complimentary programmes such as the ICSF Industrial Decarbonisation and Transforming Foundation Industries.

Bidders should outline how they will bring in industry expertise and sector knowledge relevant to this programme as part of the offering to evaluation, and so consortia bids are welcome. This could include but is not limited to evidence of understanding what benchmarks and appropriate comparisons are available for the range of businesses and organisations involved and not involved in developing/adopting GGR technologies as part of the SPF GGR-D; unique features of the businesses involved in progressing the technologies to readiness; as well as the relative impacts of the SPF GGR-D programme on society as a whole.

### **3.2 Data collection**

Bidders are invited to outline the proposed methodologies to be used in the scoping and feasibility studies, evaluation framework development, baseline development and final end of programme evaluation. It is anticipated that a variety of methods will be employed to do this, and innovation in approach is encouraged, though not at the expense of robustness. Bidders are expected to identify and justify their proposed approaches, paying particular attention to evidencing attribution. Where outcomes have not yet materialised, for example due to long lead times, the evaluation must consider whether there are interim outcomes that provide an indication of future impact. In all instances of data collection by the successful bidder, the burden on respondents must be minimised as far as possible. Data collection must build on what is already collected from award holders and other data sources through existing processes, either of funding organisations or third-parties; there is scope to negotiate changes in routine data collection by the core team, or to supplement fact-finding with, for example, extra sessions at meetings, webinars etc. Suggested methods of data collection that bidders could include but are not limited to are outlined in Annex C.

Bidders should consider how to survey or collect data and information from individuals that UKRI does not have funding or contractual relationships with. Hence they will need to consider how data may be obtained, processed, stored and ultimately returned/destroyed efficiently and effectively from all participants to be compliant with GDPR regulations. In the context of GDPR bidders will be classified as data processors. Bidders should consider the most streamlined way to collect information from these individuals with an aim to maximise quality and rate of response.



For survey activity, proposals should indicate the type (face to face/phone/online) of survey to be implemented, an indication and comment on the required or expected sample size and any strategies to maximise the response rate.

If case studies are proposed, bidders should give an overview of the number of case studies to be conducted and what selection/ sampling methods (i.e. random selection, willingness to participate approach) and tools (i.e. face to face, phone interview) are going to be implemented, taking into consideration the time and costs of the different tools implemented. Proposals should also set out how case study findings will be analysed and presented.

For baseline data collection, the data should represent project level information at the application stage/ point in time when projects are about to engage with the programme.

The evaluation may utilise data-linking from existing data sets, potentially including to proprietary third-party datasets. Access to these datasets should be considered and costed into proposals.

### **3.3 Data analysis**

Proposals should clearly set out where reliable, quantified impact estimates are expected to be achieved, and where a more qualitative or descriptive approach might be expected. Analysis methods could include, but are not limited to econometric analysis including counterfactuals, analysis of primary or secondary data or theory-based techniques such as contribution analysis.

If an econometric analysis and survey is proposed as a method for evaluation, the bidders should provide the required sample size in the bid, power analysis where relevant (with an aim to achieve appropriate statistical significance) and how low power issues will be mitigated if the evaluation were to encounter them.

If bidders propose the use of control groups as part of the evaluation design then proposals should outline which control group(s) and what characteristics will be used for the purposes of comparison, how data will be collected from the sample (both treatment and control groups), including how any issues around securing engagement and participation from treatment and control groups would be addressed.

## **3. Deliverables**

### **4.1 Deliverables**

#### **Deliverable 1: evaluation framework**

Drawing on the results of the feasibility and scoping activity the bidder must supply a proposed and justified evaluation framework to assess the socio-economic impacts of the SPF GGR-D programme. It is expected that this will be completed within the first three months of the programme with an anticipated deliverable date of June 2021. The output will be an approved evaluation framework report.

In particular this deliverable will:

- Validate and refine as necessary the programme's logic model, benefits model and key success criteria, building on the material already developed and as set out in this document. Verify with the relevant stakeholders the quality and robustness of the available material and suggest any improvements.
- Based on this, fully develop the evaluation framework for the programme. This should include a complete set of context, policy drivers, input, activity, output, outcome, and impact indicators to be measured by the evaluation, and a description of how such measures link to the programme objectives. These indicators must be agreed with all stakeholders, and must align with the evaluation framework for the SPF GGR-D programme as a whole.
- Based on the evaluation framework, define a complete set of data collection requirements (including who and how those data collection requirements will be carried out) to enable comprehensive monitoring and evaluation, identifying any gaps in existing data collection processes, taking into consideration the practical aspects of data collection. Building on the existing minimum data requirements and project level indicators that have already been developed, where applicable.
- Develop a detailed timeline including key activities and deliverables.
- Outline a stakeholder map for the evaluation and the approach to of communication with relevant groups and ways of working.

The framework will include assessment of counterfactual options (more than one counterfactual should be outlined in order to observe the best way to capture programme impacts).

Timing: To be completed within the first four months of appointment: April 2021.

## **Deliverable 2: baseline study**

This phase is expected to be rapid and completed by four months after appointment. The baseline report should include:

- Following discussion with the programme team, construction of a baseline for the programme, using new (primary) and existing (secondary) data (both qualitative and quantitative). To manage expectations the bidder will be expected to source the majority of data for the baseline from multiple sources including internationally or initiatives in other sectors and not rely solely on programme administrative data to construct a baseline.
- Where applicable, a proposed set of targets for each baseline metric/indicator that is reasonable and practical for the SPF GGR-D programme to aspire to meet by the end of the programme term. Where appropriate interim targets should be proposed if thought to be beneficial.
- Descriptions of caveats and assumptions surrounding the evidence that forms the baseline report, which highlights any data gaps preventing setting a baseline metric in any specific area

and make recommendations as to how the SPF GGR-D programme could fund or commission work to fill these gaps.

- Proposals for a method/process by which the required data should be collected during and after the programme in order to evaluate changes compared against the baseline and achievement of targets. Outline time and resource requirements for data collection.
- Lessons from other sectors and evaluations.

Timing: Draft baseline report to be produced within six months of the contract starting: (expected contract start April 2021). Up to two further iterations, Draft Final and Final, responding to UKRI comments to be completed within a further 2 months (November 2021).

### **Deliverable 3: interim evaluation report**

Using the evaluation framework identified in phase 1, and with appropriate comparison to the baseline produced in phase 2, the interim evaluation report is expected to report on the progress of the programme and will support the end of programme evaluation. The audience for the report is the programme board who will use the evaluation data and findings to inform programme strategy and legacy planning. The executive summary should be publishable in full. The expected content will include:

- Assessment of the progress and achievement against the programme's intended outcomes, outputs and strategic objectives.
- Assessment of the quality of the scientific research.
- Assessment of the progress towards socio-economic impact.
- Assessment of the programme's governance and management structure.
- Assessment of the mid-term review.
- Review of the evaluation approach and recommended adjustments if required.
- Identification of areas of best practice.
- Identification of areas for development and improvement.
- Recommendations.

Timing: The interim evaluation report is expected to be produced within three months of the mid-term review. Anticipated dates are expected to be September – December 2023.

### **Deliverable 4: end of programme evaluation report(s)**

The final evaluation report(s) will build on the findings of the baseline and interim evaluation using the most up to date knowledge, data and experience, providing comprehensive answers to the pre-agreed evaluation questions set out in the evaluation framework. It will provide full details suitable to support internal analysis, but up to two further summary reports are requested, suitable for audiences to be identified at the time. In addition to updating the interim evaluation the expected content will also include:

- A summary of the socio-economic impacts achieved by the programme to date.
- The identification and likelihood of achieving the desired socio-economic impacts in the future beyond the life of the programme.

- The identification and likelihood of achieving unintended but beneficial socio-economic impacts beyond the life of the programme.
- Lessons identified and recommendations for future improvements.
- A description of all caveats and assumptions surrounding the evidence that forms part of the final evaluation report. This should include any updates or changes from the assumptions and definitions used in the interim evaluation reporting.

The findings of the evaluation will be disseminated to a wide audience that is likely to include representatives from BEIS, Defra, UKRI, other research councils and external partners. In addition to the written reports, the successful contractor would be expected to prepare a PowerPoint presentation and present evaluation findings at an identified meeting.

Timing: the end of programme evaluation report is anticipated to be due within 3 months of the end of the programme: March 2026.

## 4.2 Outputs and meetings

The suggested outputs and meetings are shown below, however bidders should remain flexible to meet emerging requirements. The timelines have been suggested; however, if the bidder considers these timescales conflict with the methodology suggested the bidder is invited to propose alternative timescales with supporting rationale. In addition to the formal meetings listed below it is expected that the contractor will engage in regular catch up meetings (weekly/fortnightly/monthly as appropriate) with the programme team to discuss progress and on-going issues.

Phase	Output	Meetings
Phase 1: evaluation framework	<p>Draft evaluation framework report for review.</p> <p>Final evaluation framework report for acceptance.</p>	<p>Kick off meeting.</p> <p>Workshops with key stakeholders and sector experts to identify and validate key metrics.</p> <p>Meeting to present the draft evaluation framework report.</p> <p>Meeting to present the final evaluation framework report.</p>
Phase 2 will only commence upon the satisfactory completion of Phase 1 and so this represents a break clause in the contract. Bidders are therefore expected to cost each stage separately.		
Phase 2: baseline report	<p>Draft baseline report for review.</p> <p>Final baseline report for acceptance.</p>	<p>Workshops with stakeholders to facilitate data collection and data validation.</p> <p>Meeting to present draft baseline report.</p>

		Meeting to present final baseline report.
Phase 3 will only commence on the satisfactory completion of phase 2 and so this represents a break clause in the contract. Bidders are expected to cost each phase separately.		
Phase 3: interim evaluation report	<p>Draft interim evaluation report for review.</p> <p>Final interim evaluation report for acceptance.</p>	<p>Workshops/meetings with stakeholders as required to facilitate data collection.</p> <p>Meeting to present draft interim evaluation report.</p> <p>Meeting to present the final interim evaluation report.</p>
Phase 4 will only commence on the satisfactory completion of phase 3 and so this represents a break clause in the contract. Bidders are expected to cost each phase separately.		
Phase 4: final full evaluation report (and up to two summary reports, audiences to be identified at the time)	<p>Draft final full evaluation report for review.</p> <p>Final final full evaluation report for acceptance.</p> <p>Draft summary reports for review.</p> <p>Final summary reports for acceptance.</p> <p>Presentation of findings.</p>	<p>Meeting to present the draft final evaluation report and summary reports.</p> <p>Meeting to present the final final evaluation report and summary reports.</p> <p>Dissemination event (meeting date, time and audience to be identified).</p>

### **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.

The evaluation and if required team may comprise staff from UK SBS and the Contracting Authority and any specific external stakeholders the Contracting Authority deems required. After evaluation and if required moderation 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	SEL1.3	Compliance to Section 54 of the Modern Slavery Act
Commercial	SEL2.10	Cyber Essentials
Commercial	SEL2.12	General Data Protection Regulations (GDPR) Act and the Data Protection Act 2018
Commercial	FOI1.1	Freedom of Information
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Compliance to the Contract Terms
Commercial	AW4.2	Changes to the Contract Terms
Price	AW5.1	Firm and Fixed Price
Price	AW5.3	Maximum Budget
Price	AW5.4	E Invoicing
Quality	AW6.1	Compliance to the Specification
Quality	AW6.2	Variable Bids
Quality	PROJ1.6	Capacity to deliver
-	-	Invitation to Quote – received on time within e-sourcing tool
	In the event of a Bidder failing to meet the requirements of a Mandatory pass / fail criteria, the Contracting Authority reserves the right to disqualify the Bidder and not consider evaluation of any of the Award stage scoring methodology or Mandatory pass / fail criteria.	

### 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	10.00%
Quality	PROJ1.1	Approach and outputs	30.00%
Quality	PROJ1.2	Staff to deliver	30.00%
Quality	PROJ1.3	Understanding the research environment and landscape	10.00%
Quality	PROJ1.4	Project plan and timescales	15.00%
Quality	PROJ1.5	Risk management	5.00%

## 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 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.
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All questions will be scored based on the above mechanism. Please be aware that there may be multiple evaluators. If so, their individual scores will be averaged (mean) to determine your final score as follows:

**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 how to register and use the e-sourcing portal 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. Responses received after the date indicated in the ITQ shall not be considered by the Contracting Authority, unless the Bidder can justify that the reason for the delay, is solely attributable to the Contracting Authority
- 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 Delta eSourcing 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 ensure that the Response and any documents accompanying it are in the English Language, the Contracting Authority reserve the right to disqualify any full or part responses that are not in English.
- 7.12 Do check and recheck your Bid before dispatch.

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

### DO NOT

- 7.13 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.14 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.
- 7.15 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
- 7.16 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.
- 7.17 Do not contact any UK SBS staff or the Contracting Authority staff without the Buyers written permission or we may reject your Bid.
- 7.18 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.19 Do not offer UK SBS or the Contracting Authority staff any inducement or we will reject your Bid.
- 7.20 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.21 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
- 7.22 Do not exceed word counts, the additional words will not be considered.
- 7.23 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.
- 7.24 Do not unless explicitly requested by the Contracting Authority either in the procurement documents or via a formal clarification from the Contracting Authority send your response by any way other than via e-sourcing tool. Responses received by any other method than requested will not be considered for the opportunity.

## Some additional guidance notes

- 7.25 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool must be submitted to Delta eSourcing, Telephone 0845 270 7050
- 7.26 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.
- 7.27 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.28 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.29 We do not guarantee to award any Contract as a result of this procurement
- 7.30 All documents issued or received in relation to this procurement shall be the property of the Contracting Authority / UKSBS.
- 7.31 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through the Delta eSourcing Portal.
- 7.32 If you are a Consortium you must provide details of the Consortiums structure.
- 7.33 Bidders will be expected to comply with the Freedom of Information Act 2000, or your Bid will be rejected.
- 7.34 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
- 7.35 Your bid will be valid for 60 days or your Bid will be rejected.
- 7.36 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.
- 7.37 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.
- 7.38 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.39 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Delta eSourcing Portal.
- 7.40 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.

- 7.41 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 the Delta eSourcing Portal.
- 7.42 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.

- 7.43 The Government introduced its new Government Security Classifications (GSC) classification scheme on the 2<sup>nd</sup> 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

- [Contracts Finder](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)