



Invitation to Quote

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

Subject: Diversity and Inclusion Campaigns FY18/19

Sourcing Reference Number: PS18106



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

Registered in England and Wales as a limited company. Company Number 6330639.
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VAT registration GB618 3673 25
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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](#).

Section 2 – About the Contracting Authority

UK Research and Innovation

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

Innovate UK

The Innovate UK is the UK's innovation agency – driving innovation to boost economic growth. It works with people, companies and partner organisations to find and drive the science and technology innovations that will grow the UK economy

Innovate UK is an organisation of around 300 staff, drawn mainly from business. It works across the UK, with a head office in Swindon.

With a strong business focus, Innovate UK drives growth by working with companies to de-risk, enable and support innovation. To do this, they work to:

- Determine which science and technology developments will drive future economic growth
- Meet UK innovators with great ideas in the fields they're focused on
- Fund the strongest opportunities
- Connect innovators with the right partners they need to succeed
- Help its innovators launch, build and grown successful businesses

Since 2007 Innovate UK has committed over £1.8 billion to innovation, matched by a similar amount in partner and business funding. They have helped more than 7,600 organisations with projects estimated to add more than £11.5 billion to the UK economy and create 55,000 extra new jobs.

As of 1 April 2018, Innovate UK is part of UK Research and Innovation, a non-departmental public body funded by a grant-in-aid from the UK government. For more information visit www.ukri.org.

Section 3 - Working with UK Research and Innovation (UKRI).

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 (UKRI) Polaris House, North Star Avenue, Swindon SN2 1FL |
| 3.2 | Buyer name | Liz Vincent |
| 3.3 | Buyer contact details | Professionalservices@uksbs.co.uk |
| 3.4 | Maximum value of the Opportunity | £160,000 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 | 02/05/2018 Contracts Finder |
| 3.7 | Latest date/time ITQ clarification questions shall be received through Emptoris messaging system | 09/05/2018 14:00 |
| 3.8 | Latest date/time ITQ clarification answers should be sent to all Bidders by the Buyer through Emptoris | 11/05/2018 |
| 3.9 | Latest date/time ITQ Bid shall be submitted through Emptoris | 23/05/2018 14:00 |
| 3.11 | Anticipated notification date of successful and unsuccessful Bids | 01/06/2018 |
| 3.12 | Anticipated Award date | 01/06/2018 |
| 3.13 | Anticipated Contract Start date | 07/06/2018 |
| 3.14 | Anticipated Contract End date | 30/04/2019 |
| 3.15 | Bid Validity Period | 60 Days |

Section 4 – Specification

Overview

We require PR support to drive earned media to maintain momentum around our diversity and inclusion campaigns and support the launch of any new initiatives in the next financial year.

Background

Innovate UK drives productivity and growth by supporting businesses to realise the potential of new technologies, develop ideas and make them a commercial success.

We believe a good idea for innovation can come from anyone and diversity is proven to contribute to business success.

The objectives for our diversity and inclusion campaigns are:

- **Boost the UK economy** by encouraging more diversity in business
- **Create role models** and challenge perceptions of what and who an innovator/entrepreneur is
- **Find potential leaders** in innovation/successful entrepreneurs and invest in them
- Raise awareness of Innovate UK and **achieve greater diversity in applications to Innovate UK**
- Build **understanding of barriers** to engaging in innovation and how to overcome these
- Position Innovate UK as a **pioneering government body** pushing forward the diversity and inclusion agenda

Our approach is to shine a spotlight where there is currently under representation in business innovation and a significant opportunity to boost the economy in addressing this. We take action where we believe this will make a positive difference.

First Focus – Women in Innovation

Our first action, launched in May 2016, was the Women in Innovation Awards as only 14% of our funding applications were from women. We received a fantastic response – over 1700 registrations of interest and 442 final applications. The overall quality of applications was excellent and we offered awards to 34 women (note 31 women actively engaged with the awards programme).

All 31 award holders were matched with a senior business mentor were provided with a tailored package of business support and connections. 15 of the women also received a £50k grant. Along with networking events, a business bootcamp and regular master classes, we have also held:

- **Partnership with Getty** – a two-week photography exhibition of our Women in Innovation Award Holders. The purpose of the exhibition is to challenge the perception of what an innovator is and looks like, to create new female role models and to celebrate women entrepreneurs. The images will be added to the Getty stock images and will therefore have a lasting life and impact

- **Boston mission** – working with the British Consulate in Boston we are planning to take a cohort of female founders in the UK on a trip to Boston to access the innovation ecosystem (Oct 2017).
- **International Women’s Day events** – comprising a high-profile business event with speakers including the United Nations and BBC, and a House of Commons stakeholder reception.

Together these activities resulted in an uplift of females registering with Innovate UK – up to 24% from 14%.

In FY2018/19 we are continuing our commitment to this programme through the following milestones:

- 2018 Women in Innovation Award launch
- Publication of a Global Diversity Review
- A wider support programme across the UK of innovation accelerator training workshops
- Celebrating award winners
- Global Diversity influencer symposium
- Changes to our internal policies and practices in terms of diversity and inclusion

We are looking for PR support for these FY18/19 activities.

Second Focus – Young people from diverse backgrounds

Our second action is a campaign and awards programme to engage young people from diverse backgrounds and to find and support innovators of the future within this group. We launched this in partnership with Prince’s Trust in December 2017. The Prince’s Trust has over 40 years’ experience and an impressive track record of success in working with the young people we are seeking to engage.

Through this initiative we are supporting 18-30 year olds who are not in full time employment, education or training or are in a form of unsustainable employment.

There are four key elements to our action:

- **Research** to help us to understand:
 - How to reach our target audience, digital behaviours and messaging that resonates best with them;
 - the ambitions of tomorrow’s innovators within our target audience, the barriers they face and tangible ways to overcome these.
- **A high-profile communications campaign** to highlight the partnership with the Prince’s Trust, the awards programme and opportunities in innovation.
- **A targeted outreach programme** We will seek out young people who could benefit from the support available from Prince’s Trust and Innovate UK and drive them towards the Princes Trust’s new ‘PT Online’ digital platform for enterprise support on which we will host content specific to opportunities in innovation.
- **Awards** and a regional programme to inspire, immerse in innovation and explore challenges. We will identify a cohort of young people in each region of the UK to take part. All participants in the regional programmes will be invited to submit their ideas for business innovation and we will provide awards to the young people

whose ideas are judged to have the greatest potential. The awards will provide support to validate ideas and make them a success. We will support all our award holders to be role models to encourage more young

This initiative was launched in December 2017 and resulted in strong media coverage as well as celebratory endorsement by Prince's Trust Ambassadors Deborah Meaden and Jamal Edwards.

Over the course of Jan and Feb 2018, we have run a number of regional workshops to upskill young people in innovation and to garner applications to our Awards programme.

The Awards (which comprise a funding pot, an allowance and programme of support), will be decided in April 2018 and go to approximately 20 young people. At this time, we will also launch the full suite of innovation content on The Prince's Trust online platform and we will celebrate these winners at a press event in May 2018.

From June 2018 onwards, we require PR support to amplify the stories of these young people and the impact Innovate UK is making by undertaking this initiative, through the following milestones:

- Summer reception at House of Commons (match-making young innovators to big businesses)
- PR moment at end of programme to shine light on all successes

Objectives

The primary objectives of securing an external PR agency to support us are to:

- Raise brand recognition of Innovate UK through coverage within the national, mainstream (both broadcast and print) and consumer media, and to increase our message penetration in regional and trade press
- Increase reach within the specific target audiences we are addressing through our programmes (e.g. female innovators, young people etc)
- Drive diversity of applications to Innovate UK's funding and support programmes
- Achieve positive stakeholder recognition for our diversity and inclusion work

We are open to exploring new strategic partnerships to fulfil these objective and welcome responses that contain creative tactics to achieve our aim.

The specific areas we require PR support for are:

- FY18/19 Women in Innovation programme (see Appendix A)
- FY 18/19 Ideas Mean Business programme (See Appendix B)
- FY18/19 new diversity activities we launch during this campaign

We would expect any strategy to be presented to us in the GCS OASIS framework with evaluation to also be conducted under the GCS best practice framework of;

- Input
- Outputs
- Outtakes
- Outcomes
- Impact

Target

Primary audiences:

- UK innovators – existing and potential
- Stakeholders (BEIS, Cabinet Office, leading diversity organisations, corporates, strategic partners)

Secondary audiences:

- UK public

Overseas businesses and stakeholders

KPI's

We have achieved outstanding communications results in terms of media engagement and brand awareness for our diversity activities to date (See appendices A and B) and we would look for the FY18/19 KPIs to exceed these as follows:

- 52 Pieces of coverage
- 239m media reach
- 50 media articles: spanning consumer, national, broadcast and trade media, delivered via 15 young, expert and celebrity ambassador interviews, hosted at 1 inspiring coffee shop.
- over 596M impressions in media

Key Messages

Diversity Campaign key messages

- Innovate UK is committed to improving diversity and inclusion in all our work in innovation as an investor, partner and employer
- The UK economy can only reach its maximum potential when innovation talent is harnessed from the whole potential talent pool

We will work with the appointed agency on working up specific key messages for the actions we undertake in our FY18/19 activities.

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 | SEL3.11 | Compliance to Section 54 of the Modern Slavery Act |
| Commercial | SEL3.12 | Cyber Essentials |
| Commercial | SEL3.13 | General Data Protection Regulations (GDPR) |
| Commercial | AW4.1 | Contract Terms Part 1 |
| Commercial | AW4.2 | Contract Terms Part 2 |
| Commercial | AW6.2 | Non-Disclosure Agreement |
| Price | AW5.1 | 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 | 10% |
| Quality | PROJ1.1 | Understanding | 20% |
| Quality | PROJ1.2 | Strategy, creative ideas, implementation plan and scoring | 40% |
| Quality | PROJ1.3 | Risk Management | 10% |
| Quality | PROJ1.4 | Project Team and Capability to Deliver | 20% |

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 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 modify duration if not 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](#)