

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

Registered in England and Wales as a limited company. Company Number 6330639.
Registered Office North Star House, North Star Avenue, Swindon, Wiltshire SN2 1FF
VAT registration GB618 3673 25
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Invitation to Quote

Invitation to Quote (ITQ) on behalf of Low Pay Commission

**Subject The Impact of the Introduction of the National Living Wage: A Study
of Changes in Pay Settlements, Pay Structures and Age-related pay**

Sourcing reference number BLOJEU-CR150083LPC

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UKSBS

Shared Business Services

Table of Contents

Section	Content
1	<u>About UK Shared Business Services Ltd.</u>
2	<u>About our Customer</u>
3	<u>Working with UK Shared Business Services Ltd.</u>
4	<u>Specification</u>
5	<u>Evaluation model</u>
6	<u>Evaluation questionnaire</u>
7	<u>General Information</u>

Section 1 – About UK Shared Business Services

Putting the business into shared services

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

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

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

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

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

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

Our Customers

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

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

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

Our Procurement ambition

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

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

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

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

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

UK SBS Procurement’s unique selling points are:

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

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

John Collington

Former Government Chief Procurement Officer

Section 2 – About Our Customer

Low Pay Commission (LPC)

The Low Pay Commission (LPC) is an independent public body (sponsored by The Department for Business, Innovation and Skills: BIS) that advises the Government about the National Minimum Wage. There are 9 Low Pay Commissioners drawn from a range of employee, employer and academic backgrounds. All the commissioners serve in an individual capacity. They are supported by a small secretariat, which has 8 members of staff.

The Low Pay Commission makes evidence-based recommendations based on:

- commissioned and independent research;
- analysis of relevant data regarding the state of the economy and the impact of the minimum wage;
- consultations with employers, workers and their representatives;
- written and oral evidence from a wide range of organisations; and
- fact-finding visits across the UK to meet employers, employees and representative organisations.

<https://www.gov.uk/government/organisations/low-pay-commission>

Section 3 - Working with UK Shared Business Services Ltd.

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

Section 3 – Contact details		
3.1	Customer Name and address	Low Pay Commission 8th Floor Fleetbank House 2-6 Salisbury Square London EC4Y 8JX
3.2	Buyer name	UK Shared Business Services
3.3	Buyer contact details	research@uksbs.co.uk
3.4	Estimated value of the Opportunity	£15,000 to £30,000 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	22/10/2015 Location: Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	27/10/2015 14.00
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	30/10/2015 14.00
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	09/11/2015 11.00
3.11	Anticipated rejection of unsuccessful Bids date	16/11/2015 14.00
3.12	Anticipated Award date	23/11/2015
3.13	Anticipated Contract Start date	23/11/2015
3.14	Anticipated Contract End date	October 2016
3.15	Bid Validity Period	60 Days

Section 4 – Specification

PROJECT SUMMARY

1. The Low Pay Commission (LPC) invites tenders from researchers to investigate the impact of the introduction of the National Living Wage on pay settlements, pay structures and age-related pay. The research will investigate whether firms modify their pay and organisational structures, including systems of incentives and rewards, in response to the lead up to and following the introduction of the National Living Wage (NLW) in April 2016.

BACKGROUND

2. The minimum wage has been in place for more than sixteen years. Over that time the LPC has monitored its impact on earnings, employment in the aggregate economy, and in low-paying sectors in particular, using a number of data sources and methodologies. We have examined in detail data from national surveys to give trends in wages and employment across different sectors and groups of workers; conducted our own surveys of firms in low-paying sectors; commissioned research in particular areas of interest; and consulted a wide range of employer organisations, trade unions, research organisations and individuals through meetings and visits.

3. An important part of assessing the impact of the minimum wage is to examine the effect on the labour market. This is a sensitive area because critics of minimum wages often cite the adverse employment effects resulting from them. The LPC's 2015 Report contains our most recent assessment of the impact of the minimum wage to date.¹ The report analyses the impact of the minimum wage on earnings and pay differentials; employment and hours; training and productivity; profitability and prices; and business start-ups and failures. Overall it found that the steady rise in the minimum wage meant that more employers than previously were affected, both directly, as more employees were being paid at the minimum wage, and indirectly, as it exerted a growing influence on pay-setting and pay structures. However, the research conducted or commissioned by the Commission (and independent research) suggests that the minimum wage has so far had limited adverse effects on employment levels but that businesses may have adjusted hours, reduced non-wage benefits, increased prices to their customers and squeezed profit margins.

4. However, the National Minimum Wage framework is changing with the introduction of the National Living Wage (NLW), which will increase the wage floor for those aged 25 and over to £7.20 an hour in April 2016. This is 50 pence higher than the National Minimum Wage (NMW) uprating, covering those aged 21 and over, that came into effect on 1 October 2015. Indeed, the NLW will be 10.8 per cent higher than the NMW was in September 2015, when the NMW was £6.50. That increase will be the largest monetary increase (70 pence) in the NMW in any year (October-September) since it was introduced in 1999.

1

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/413415/The_National_Minimum_Wage_Low_Pay_Commission_Report_2015.pdf

5. Similar research, looking at the impact of the introduction of the National Minimum Wage on pay settlements and pay structures, was conducted for the LPC. It found that the NMW had been an influence on pay settlements and had led to changes in pay structures. Sectors adopted different pay practices with some paying all their workers an established rate, while others, notably fast food restaurants, making use of youth rates. There was evidence that non-wage benefits (such as perks, annual leave and pensions) had been reduced and that premia payments had become less generous in some firms. There was also some evidence that the introduction and subsequent large upratings in the NMW had compressed pay differentials forcing some businesses in particular sectors to re-organise work structures as a result. This had led some employers to radically redesign their work structures and increase efficiency through training and multi-skilling, or by introducing new incentives. For example, large retailers removed several layers and replaced them with one multi-skilled basic shop assistant grade and some restaurant kitchens with traditional hierarchical pay structures had also radically reorganised work structures in response to compressed differentials. The LPC therefore wishes to investigate whether there are any early signs of similar re-organisation taking place. It also seeks information on the treatment of 21-24 year olds with regards to pay. They are covered by the NMW but will not be entitled to the NLW.

AIMS AND OBJECTIVES

6. The aim of this study is to investigate the impact of the announcement of the National Living Wage and its subsequent introduction. It has several aspects:
- a. to investigate whether the announcement in July 2015 (and introduction in April 2016) has any impact on pay awards;
 - b. to investigate whether pay structures have been altered in any way to take account of any squeeze on differentials (that is, the pay of other staff higher up the earnings distribution);
 - c. to assess whether firms were paying 21-24 year olds the NLW or if they have introduced a new 21-24 year old rate;
 - d. to investigate whether wage premia (such as overtime and unsocial hours payments) and non-wage costs (such as annual leave and pension contributions) have been affected;
 - e. to investigate whether there is any initial evidence (anecdotal or otherwise) that firms are substituting their older workforces with cheaper, younger workers; and
 - f. to assess whether any of these effects identified vary by sector, size of firm or region.

RESEARCH METHODS AND DATA SOURCES

7. The methods and data used are at the discretion of the prospective researchers, but these should be specified in detail. It is anticipated that this study will use a combination of existing data and new sources of information to examine the issues mentioned above. If

using new sources, researchers should indicate: how they propose to gather data for the study; how they intend to make use of this data; and how they propose to overcome any remaining limitations of the data. The time frame for the study should also be specified.

8. The research should use up to date, respected, methods, in line with recent studies. It is essential that the methodology and analysis stands up to external scrutiny by professional academics, economists, statisticians and analysts.

PROPOSED TIMETABLE

9. The timetable for the project is as follows:

Deadline for submission of tenders:	9 November 2015
Selection of contractor:	Mid November 2015
Meeting to discuss scope and methodology:	Mid-late November 2015
Preliminary analysis and early findings:	January 2016
Presentation of methodology, sources and emerging findings at research workshop:	March/April 2016 (date tbc)
Submission of interim report: basis	Dates agreed on an individual basis
Meeting to discuss interim report:	May/June 2016
Presentation of findings at research symposium: day – date tbc)	July/August/September 2016 (all day – date tbc)
Draft final report:	Date agreed on an individual basis
Presentation to Commissioners:	September 2016 (afternoon tbc)
Final report:	30 September 2016
Publication:	November 2016

10. Potential contractors should provide a provisional timetable to meet the above requirements and take account of the following stages of project design and reporting:

- Finalising the contract. Initial meeting with LPC Secretariat to finalise timetable, scope, methodology and working arrangements.
- Initial analysis and any early findings to inform February 2016 Report.
- Presentation of progress at the research workshop in March/April 2016 (date to be confirmed).
- Submission of interim report.
- Meeting to discuss interim findings.
- Further analysis.
- Presentation of findings at the research symposium in July/August/September 2016 (date to be confirmed).
- Submission of draft final report.
- Short project summary and discussion of policy implications prior to the workshop.
- Non-technical presentation of interim findings to Commissioners in September 2016 (date to be confirmed).
- Submission of final report.

11. The contractor will be expected to meet at the LPC to discuss their proposed research scope, methodology and data sources and make a presentation of initial findings at a workshop in March/April 2016 (date to be confirmed). Comments on initial drafts of the report can be expected, and the timetable should allow for subsequent revisions. The contractor will be expected to participate in a whole day symposium in July/August/September 2016 (date to be confirmed), in which they will be invited to present findings to a group including academic experts, government analysts, policymakers and members of the LPC. In addition, the contractor will also be expected to present their findings in a non-technical way to the Commissioners at their Commission meeting in September 2016 (date to be confirmed). The results of the final report will be used in the Low Pay Commission October 2016 Report and published in November 2016.

OUTPUTS

12. The initial primary audience for this work will be the LPC. The main output of the study will be a report, detailing the aims and objectives of the research, the methodology adopted and the main findings. The report should include a brief non-technical Executive Summary. Ten bound copies of the final report and an electronic copy (preferably Word and pdf format) for the LPC website will be required. The LPC will make the findings publicly available, and a synopsis of the report will be included in the Low Pay Commission's October 2016 Report.

Section 5 – Evaluation model

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

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

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

Pass / fail criteria		
Questionnaire	Q No.	Question subject
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Contract Terms
Quality	AW6.1	Compliance to the Specification
-	-	Invitation to Quote – received on time within e-sourcing tool

Scoring criteria			
Evaluation Justification Statement In consideration of this particular requirement UK SBS has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. UK SBS considers these weightings to be in line with existing best practice for a requirement of this type.			
Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	20%
Quality	AW6.2	Understanding the Requirements	32%
Quality	AW6.3	Proposed Methodology and Data Sources	24%
Quality	AW6.4	Ability to Deliver	24%

Evaluation of criteria

Non-Price elements

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

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

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

Where an evaluation criterion is worth 10% then the 0-100 score achieved will be multiplied by 10.

Example if a Bidder scores 60 from the available 100 points this will equate to 6% by using the following calculation: Score/Total Points available multiplied by 10 ($60/100 \times 10 = 6$)

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

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

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

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

Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 40

Evaluator 4 scored your bid as 40

Your final score will $(60+60+40+40) \div 4 = 50$

Price elements will be judged on the following criteria.

The lowest price for a response which meets the pass criteria shall score 100.

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

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

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

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

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

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

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

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

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

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.uksbs.co.uk/services/procure/Pages/supplier.aspx>

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 7 – General Information

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

DO:

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

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

DO NOT

- 7.12 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.13 Do not attach 'glossy' brochures that have not been requested, they will not be read unless we have asked for them. Only send what has been requested and only send supplementary information if we have offered the opportunity so to do.
- 7.14 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
- 7.15 Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Customer to discuss your Bid. If your Bid requires clarification the Buyer will contact you.
- 7.16 Do not contact any UK SBS staff or Customer staff without the Buyers written permission or we may reject your Bid.
- 7.17 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.18 Do not offer UK SBS or Customer staff any inducement or we will reject your Bid.
- 7.19 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.20 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
- 7.21 Do not exceed word counts, the additional words will not be considered.
- 7.22 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.

Some additional guidance notes

- 7.23 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool may be submitted to Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.
- 7.24 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered.
- 7.25 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.26 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.27 We do not guarantee to award any Contract as a result of this procurement
- 7.28 All documents issued or received in relation to this procurement shall be the property of UK SBS.
- 7.29 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
- 7.30 If you are a Consortium you must provide details of the Consortiums structure.
- 7.31 Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
- 7.32 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public
- 7.33 Your bid will be valid for 60 days or your Bid will be rejected.
- 7.34 Bidders may only amend the Contract terms if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract and UK SBS fail to accept your legal or statutory reason is reasonably justified we may reject your Bid.
- 7.35 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.

- 7.36 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.37 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.
- 7.38 Bidders should note that if they are successful with their proposal UK SBS reserves the right to ask additional compliancy checks prior to the award of any Contract. In the event of a Bidder failing to meet one of the compliancy checks UK SBS may decline to proceed with the award of the Contract to the successful Bidder.
- 7.39 All timescales are set using a 24 hour clock and are based on British Summer Time or Greenwich Mean Time, depending on which applies at the point when Date and Time Bids shall be submitted through Emptoris.
- 7.40 All Central Government Departments and their Executive Agencies and Non Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further, the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement - including ensuring value for money and related aspects of good procurement practice.

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

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

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

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

USEFUL INFORMATION LINKS

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