



# Invitation to Quote

**Invitation to Quote (ITQ) on behalf of the Engineering and Physical  
Sciences Research Council (EPSRC)**

**Subject UK SBS UKRI Leadership & Development Programme**

**Sourcing reference number PS17018**

**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 North Star House, North Star Avenue, Swindon, Wiltshire SN2 1FF  
VAT registration GB618 3673 25  
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**UKSBS**  
  
*Shared Business Services*

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# Section 1 – About UK Shared Business Services

## Putting the business into shared services

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

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

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

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

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

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

## Our Customers

Growing from a foundation of supporting the Research Councils, 2012/13 saw Business, 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 Customers.

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

## Section 2 – About Our Customer

Note: The Contract is to develop a Leadership and Development Programme for UK Research & Innovation (UKRI). The requirement is being led by the Engineering and Physical Sciences Research Council. More information on UKRI can be found in section 4 of this document.

### Engineering and Physical Sciences Research Council (EPSRC)

EPSRC is the main UK government agency for funding research and training in engineering and the physical sciences, investing more than £800 million a year in a broad range of subjects – from mathematics to materials science, and from information technology to structural engineering.

The research EPSRC fund affects every aspect of our lives, from energy and the environment, through health, crime prevention, transport, construction and leisure time, to communications, nanotechnology and fundamental science.

The organisation's funded research has already led to improvements in MRI scanning to detect cancer, new ways of predicting and preventing flooding, the first controlled production of atomic antimatter, more durable artificial joints for our bodies, the lasers in our CD and DVD systems and software technologies to boost on-line shopping and the film industry

### Examples of funded research

- University research into the technology and economics of energy storage, with an emphasis on securing environmentally-friendly and affordable power for the UK.
- A new national Carbon Capture and Storage Research Centre aimed at developing a low- carbon energy system for the UK.
- Developing the next generation of supercomputers.
- Creating a robotic organism for medical use.

Facing the uncertain economic future EPSRC strives to be ahead of the game, investing in world-class research into green technologies, medical advances and high-value manufacturing.

The organisation meets the needs of industry and society by working in partnership with universities to invest in people, scientific discovery and innovation. The knowledge and expertise gained maintains a technological leading edge, builds a strong economy and improves people's quality of life.

[www.epsrc.ac.uk](http://www.epsrc.ac.uk)

## 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	Engineering and Physical Sciences Research Council (EPSRC) Polaris House North Star Avenue Swindon SN2 1ET
3.2	Buyer name	Joanne Hughes
3.3	Buyer contact details	Email: <a href="mailto:Joanne.Hughes@uksbs.co.uk">Joanne.Hughes@uksbs.co.uk</a> Tel: 01793 867005
3.4	Estimated value of the Opportunity	Maximum value of £225,000.00 excluding VAT) over the full contract period. Please note the budget for this contract will be £75,000.00 per annum, over three years. Please note volumes and spend are not guaranteed. The initial contract period is two years with the option to extend for one further year.
3.5	Process for the submission of clarifications and Bids	<b>All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available <a href="#">here</a>. 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>

Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	04/04/03/2017 Location – Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	12/04/2017 14:00 GMT
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	13/04/2017 14:00 GMT
3.9	Latest date/time ITQ Bid shall be	25/04/2017 11:00 GMT

	submitted through Emptoris	
3.10	Date/time Bidders should be available for a clarifications interview (either face to face or telephone)	09/05/17
3.11	Anticipated rejection of unsuccessful Bids date	15/05/2017
3.12	Anticipated Award date	15/05/2017
3.13	Voluntary Standstill Period Start Date	16/05/2017
3.14	Voluntary Standstill Period End Date	18/05/2017
3.15	Anticipated Contract Start date	22/05/2017
3.16	Anticipated Contract End date	21/05/2019 with the option to extend for further one year period.
3.17	Bid Validity Period	60 Days

## Section 4 – Specification

### Introduction

The seven Research Councils (Medical Research Council, Arts & Humanities Research Council, Biotechnology & Biological Sciences Research Council, Engineering & Physical Sciences Research Council, Natural Environment Research Council, Economic and Social Research Council and Science & Technology Facilities Council) , Innovate UK and part of the Higher Education Funding Council for England (HEFCE) are coming together to form a new organisation: UK Research and Innovation (UKRI). The primary driver behind this is the Higher Education Research Bill which has been created in response to the Nurse Review. The Bill is subject to Parliamentary approval and Royal Assent.

The new organisation will deliver:

- a strengthened strategic approach to future challenges and a maximisation of the value and benefit from government's investment of over £6 billion per annum in research and innovation;
- a greater focus on cross-cutting issues that are outside the core remits of the current funding bodies, such as multi- and inter-disciplinary research, enabling the system to respond rapidly and effectively to current and future challenges;
- a strengthened, unified voice for the UK's research and innovation funding system, facilitating the dialogue with government and partners on the global stage;
- a smoother pathway for innovation, enabling improved collaboration between businesses and researchers and better alignment of research outputs with business needs, driving commercialisation and impact and ensuring that knowledge and expertise is fully exploited for the benefit of the whole country;
- better mechanisms for the sharing of expertise and best practice – for example, around management of major projects and large capital investment – driving up the effectiveness of decision-making;
- more time for research and innovation leaders to focus on strategic leadership through the centralisation of back and middle office functions and the reduction of administrative responsibilities;
- improved quality of evidence on the UK's research and innovation landscape through the pooling of multiple datasets and information sources, underpinning effective funding decisions; and
- the removal of unnecessary duplication across the research funding landscape while ensuring clear governance and spans of control, resulting in a simple, easier and more agile system that will benefit researchers.

This is leading to a period of unprecedented change for the Research Councils, Innovate UK and HEFCE and consequently a huge challenge for the leadership population.

## **Background to the Requirement**

Each of the nine organisations (as referred to above) has previously made its own arrangements for leadership development. These have varied from in house programmes to outsourced programmes. There has been limited provision in recent years. The creation of UKRI with the bringing together of the Research Councils, Innovate UK and HEFCE into one organisation provides an opportunity to create a common language and shared peer learning environment for the senior leaders in order to strengthen their leadership capability to lead the transition.

The Chief Executive of UKRI will be appointed early in 2017. This combined with some organisational design work carried out by the Department for Business Energy & Industrial Strategy (BEIS) will set the tone for the leadership of the new organisation.

The new programme will need to be strengths based, enabling leaders to reflect on and build on the skills they have. It should also reflect contemporary leadership thinking and skills around culture management, navigation of ambiguity, the volatility, uncertainty, complexity and ambiguity (VUCA) environment and authenticity. It will also need to support the mind-set shift of leading within a small or medium organisation to leading within a large corporate organisation.

The Councils have established a small Organisational Development (OD) capability which will partner with the provider in leading the development of the new programme and who will manage the contract.

## **Aims**

The purpose of the tender exercise is to identify a leadership provider, who will partner with the Organisational Development Project to create and deliver a new UKRI Head Office wide leadership programme to engage those who work in UKRI Councils and in the new Corporate Services functions at a senior and strategic level to build on the leadership behaviours and capability expected of these roles.

The aims of this programme will be:

- to help good strategic level leaders raise the bar and understand what it takes - both from within themselves and through their influence on the wider organisation - to deliver high performance and transformational results.
- support leaders in the shaping and development of organisational strategy and the implementation of this within the VUCA environment in which they operate.
- to develop leadership skills and also leaders' understanding of how to use these skills to inspire outstanding performance in a team or organisation.

The programme should take account of the highly political public sector environment in which UKRI will operate. The organisation will be in a period of significant transition and disruption. The new organisation will not only interface with central government, but also works closely with the Higher Education Institute sector and associated research communities, leading research and innovation at a time when the Higher Education and business environment is uncertain. The skills required by the leaders are complex and the new programme should consider both personal development and organisational development. The new programme will need to be flexible and adaptable as the organisations transition.

The programme should have the potential to inform and embed leadership culture in UKRI.

### **Objectives**

- To work with the Research Councils, Innovate UK and HEFCE to develop a Learning Needs Analysis (LNA) for the senior leaders to identify and prioritise immediate and business as usual leadership skills requirements;
- to work with the Research Councils, Innovate and HEFCE to develop a fit for purpose delivery mechanism to enable senior leaders to develop these skills, employing innovative and contemporary techniques;
- to deliver the required programme on site (Swindon, London, Didcot and Bristol) and virtually;
- to review and evaluate the programme on an ongoing basis and work with the Research Councils, Innovate and HEFCE and develop and refine the content; and;
- to enhance the potential of the organisation by developing leadership and learning capability

### **Scope**

In scope:

- to work with the OD project team to conduct semi-structured interviews to develop an understanding of the requirement and opportunity for a contemporary leadership programme which will add value to UKRI in delivering its business;
- to design, pilot and evaluate the programme; to deliver the programme on a rolling basis as required to an estimated pool of between 80 – 100 strategic level leaders during the contract period; and;
- Deliver to strategic level leaders in the UKRI Corporate Services and in the Councils

Out of Scope:

- Leaders in the UKRI owned Research Centres and Institutes (for clarity leaders not posted in the London, Didcot, Bristol and Swindon locations); and;
- logistical support to the programme, such as, booking the training facilities and transport to and from the training location.

**Requirement**

The contractor is required to deliver:

1. A Learning Needs Analysis of the leadership needs of the Senior Leaders, based on semi structured interviews with the leadership population and reflecting contemporary best practice (delivered within 2 months of commencement of the contract).
2. A proposal for a cross UKRI leadership programme to support the strategic leadership in both the business transformation process and in business as usual for UKRI.
3. The design, piloting and evaluation of the new leadership programme (within 5 months of the commencement of the contract).
4. The delivery of the programme on a rolling basis for 2 years (with the option to extend for a further one year) to a pool of between 80 – 100 strategic level leaders (please note volumes are not guaranteed)

**Timetable**

1. Delivery of LNA within 2 months of commencement of the contract.
2. Design, pilot and evaluation of the programme within 5 months of the commencement of the contract.
3. Delivery of the rolling programme within the initial 2 year contract period (with the option to extend for a further one year 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, 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 ( $5+5+6=16\div3=5.33$ ))

### Pass / fail criteria

Questionnaire	Q No.	Question subject
Commercial	SEL1.2	Employment breaches/ Equality
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Contract Terms
Quality	AW6.1	Compliance to the Specification

### 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	10%
Quality	PROJ1.1	Methodology	45%
Quality	PROJ1.2	Delivery Team	10%
Quality	PROJ1.3	Contract Management	5%
Quality	PROJ1.4	Partnership Approach	10%
Quality	PROJ1.5	Development & Innovation	10%
Quality	PROJ1.6	Cultural Fit	10%

## 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: Score/Total Points multiplied by 50 ( $80/100 \times 50 = 40$ )

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

The Clarification Interview will be anticipated to last no longer than 40 minutes. Suppliers will be invited to provide a short presentation for information purposes only, and will be issued with clarification questions in advance of the interview so that they can prepare their responses in advance.

As a result of the clarification interview, the quality scores from the bid may be modified to a maximum of 10%. As such, only those suppliers who score falls within the top 10% of the leading bidder prior to the clarification interview, will be invited to participate in the session.

Once the evaluation process and due diligence is complete, should the result of the process result in a tied place(s) then the supplier(s) who scored the highest total in the following quality (criteria) shall be considered the successful supplier and shall be awarded the opportunity:

PROJ1.1 Methodology

## **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 modify duration if not 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](#)