### **CORPORATE SERVICES DEPARTMENT**

Caroline Holland - Director

**Learning and Development**

**London Borough of Merton**

**Merton Civic Centre**

**London Road**

**Morden SM4 5DX**

***Direct Line:* 020 8545 3394**

***Ref :*  DN442918**

***Date:*  21st October 2019**

**Re: Request for Quotation for HR Advice & Consultancy**

The London Borough of Merton (“the Council”) is inviting quotations from suitably qualified and experienced providers to provide HR Advice & Consultancy (**“Quotations”**).

Enclosed is the Request for Quotation (RFQ) pack, which contains:

Section 1: Background

Section 2: Statement of requirements

Section 3: Instructions and conditions for quoting

Section 7: Contract award

Section 8: Supplier response

Section 9: Form of quotation and declarations

Section 10: Conditions of contract

Section 7.3 Pass / Fail Criteria - to be completed and documents submitted.

Appendix A Commercially Sensitive Information

Appendix B Method Statement

Appendix C Price Schedule

Appendix D References

This RFQ exercise will be conducted electronically via the London Tenders Portal, which can be found at <https://procontract.due-north.com/Register> (**the “Portal”**).

Your Quotation must be received by 1st November 2019 at 15.00 Any Quotations received after this deadline may not be accepted. All Quotations must be submitted via the Portal and not in any other form.

Please acknowledge receipt of this RFQ confirming your intention to submit a Quotation. Should you have any questions regarding the process or the RFQ please submit these via the Portal in accordance with section 8

Yours Sincerely

**Ruth Poulter**

**HR Contract Manager**

1. **Background**
2. **Introduction**

The London Borough of Merton wish to appoint an HR specialist advice & consultancy company to support our business to develop our HR and People strategy to deliver effective and impactful HR Operations.

HR Advice is seen as a valuable tool in supporting organisational development and leadership and management development. It can provide personalised, quick and effective support for complex and challenging issues that cannot easily be addressed in house

Most Local Authorities have in recent years been subject to reduced central government funding and a period of rapid change. Most Councils have had to adapt quickly to embrace smaller budgets, reduction of staff, TUPE, new technology, new legislation and changing customer expectations. The process of change is ongoing and requires innovative solutions and strong management and leadership. Therefore providing the appropriate and timely support to our managers and employees is critical at this time through our HR function.

1. **Contract Term**

The proposed contract will be for a period of 2 year with the option to extend, subject to a satisfactory performance and continued need for 2 years further.

1.3 **Proposed Contract Start Date**

1st December 2019

1. **Statement of requirements**
2. **Outline of the Council’s requirements**

The Council seeks to appointment a supplier who can provide HR Advice & Consultancy.

1. **Detailed specification**
2. We require the provider to deliver comprehensive employment law , HR advice, good practice, and benchmarking information.
3. Merton Council have around 5000 employees including schools. We have 6 HR Advisors supporting employees at Merton Council and Merton Schools with HR Advice & Consultancy
4. Merton Council would require advice by telephone and access to online services to assist with the key topics outlined below.
5. Key topics would include but not be limited to:-

Business changes and TUPE

Capability

Contracts and staff handbooks

Corporate social responsibility

Data protection/GDPR

Disciplinary

Employee relations

Employing foreign nationals

Employing foreign nationals

Employment disputes

Equal opportunities

Equal opportunities

Family-friendly rights and policies

Grievance

Health and safety

Holiday and holiday pay

Paternity leave and pay

Pay and benefits

Policies, documents, templates

Pregnancy and maternity leave and pay

Protecting the business

Recruitment

Redundancy

Right to request flexible working

Sensitive employment situations

Shared parental leave and pay

Sickness and sick pay

Termination of employment

Time off work

Training and development

Transfer of undertakings

Underperformance

Variation of contract

Work arrangements

Working hours

1. **Instructions and Conditions for Quoting**
   1. **Invitation to provide a quotation**
   2. The London Borough of Merton (“the Council”) invites quotations for the provision of HR Advice and Consultancy in accordance with this RFQ (“Quotations”).
   3. This RFQ:
   4. sets out the instructions that apply to this procurement process
   5. sets out the overall timetable and process for the procurement
   6. provides bidders with sufficient information (including the Council’s Statement of Requirements) to enable them to submit a compliant Quotation
   7. sets out the award criteria and evaluation model that will be used to evaluate Quotations
   8. **Indicative timetable**
   9. This procurement will follow a clear, structured and transparent process to ensure a fair and level playing field is maintained at all times and that all bidders are treated equally.
   10. It is intended that the procurement process will follow the timetable set out below, however this is provided for indicative purposes only and the Council reserves the right to amend the timetable as it sees fit.

|  |  |
| --- | --- |
| **Stage / Activity** | **Dates** |
| Publication of RFQ | 21st October 2019 |
| Last date for RFQ clarification questions | 25th October 2019 |
| Closing date for receipt of Quotations | 1st November 2019 |
| Evaluation of Quotations | 4th November 2019 |
| Contract Award | 8th November 2019 |

* 1. **Completing this quotation**
  2. Your Quotation will take the form of your responses to the series of Method Statements (**Appendix B)** (Quality Ability) of this RFQ. Additional information should not be submitted unless you are requested to do so.
  3. Please ensure that all Method Statements **(Appendix B)** are completed in full, and in the format requested. Failure to do so may result in your Quotation being disqualified. If a Method Statement question does not apply to you please state clearly ‘N/A’ and give the reason it does not apply.
  4. Subject to paragraph 3.12 above, should you need to provide additional information in response to a question, this should be page numbered and clearly cross-referenced to the question to which it relates.
     1. **Signatures**
  5. Quotations must be signed (as appropriate) as follows:

1. Where the bidder is an individual, by the individual
2. Where the bidder is a partnership, by one partner duly authorised for such purposes
3. Where the bidder is a limited company, by one director duly authorised for such purposes.
   1. **Verification of information provided**
   2. A sub-contracting arrangement means:
   3. an organisation who takes a portion of a contract from the primary contractor (winning bidder), or from another subcontractor. Or;
   4. an organisation who bids for a contract but uses (an)other provider(s) to carry out part(s) of a contract.
   5. Where a sub-contracting arrangement is proposed, the bidder must complete questions 10.2.11 – 10.2.14 of the Bidder Information Form (at section 10) ? setting out:
   6. the identity of all sub-contractors
   7. the percentage of the contract proposed to be delivered by each sub-contractor, and
   8. the roles and responsibilities of each sub-contractor.
   9. The Council recognises that arrangements in relation to sub-contracting may be

subject to future change and may not be finalised until after Quotations are submitted. However, bidders should be aware that where sub- contractors are to play a significant role in delivering key contract those sub-contractors may be taken into account on evaluation. On appointment, the lead bidder is accountable for fulfilling the contract and ensuring that their sub-contractor(s) fulfil their part of the arrangement. Accordingly, any changes to sub-contracting arrangements (including the identity of a sub-contractor) may affect the evaluation of the Quotation and in such circumstances, the Council reserves the right to re-evaluate the Quotation, or terminate the procurement process. Bidders are required to notify the Council immediately of any change or proposed change in their proposed sub-contracting arrangements.

* 1. **Consortia arrangements**
  2. A consortium arrangement means a group of organisations coming together

specifically for the purpose of bidding for the contract where they envisage that they will establish a special purpose vehicle as the prime contracting party with the Council.

* 1. Where a bidder is proposing a consortium arrangement, it must complete questions

8.2.11 to 8.2.14 of the Bidder Information Form (at section 8) setting out:

* 1. the names of all consortium members
  2. the percentage of work proposed to be delivered by each consortium member
  3. the roles and responsibilities of each consortium member
  4. the percentage shareholding of the consortium
  5. the lead member of the consortium who will be the point of contact during the procurement process
  6. Please note that the Council is likely to require any consortium to form a single

legal entity if awarded the contract (although it is not required to have done so prior to submitting a Quotation).

* 1. All members of any consortium are required to complete the Supplier sections 8.1

and 8.2 and must sign the Form of Quotation at section 8.1 of the RFQ. The remaining sections should be completed as a single composite response by the consortium as a single bidding entity.

* 1. The Council recognises that consortium arrangements may be subject to future

change. Bidders should therefore respond on the basis of the arrangements as currently envisaged. Bidders should be aware that where it is proposed that consortium members will deliver key parts of the contract, or will have a significant shareholding in the consortium, those matters will be taken into account on evaluation. Accordingly, any changes to those arrangements (including the identity of a consortium member) may affect the evaluation of the Quotation and in such circumstances, the Council reserves the right to re-evaluate the Quotation, or terminate the procurement process. Bidders are required to notify the Council immediately of any change or proposed change to their consortium arrangement.

* 1. **References (Appendix D)**
  2. In completing their Quotations, bidders are required to provide contact details of contracts that demonstrate their suitability to deliver this contract. The Council

reserves the right to contact the named contact in order to verify bidders’ responses.

1. **Confidentiality and publicity**
   1. This RFQ is made available on condition that its contents is kept confidential by the bidder and is not copied, reproduced, distributed or passed to any other person at any time except for the purpose of enabling the bidder to submit a Quotation.
   2. Bidders should be aware that, in compliance with its transparency obligations, details of the Council’s contracts are published on its Contracts Register. Published details include contract values and the identities of its providers without consulting the provider of that information.
   3. **The Freedom of Information Act 2000 and Environmental Information Regulations 2004**
   4. In accordance with the obligations and duties placed upon public authorities by the Freedom of Information Act 2000 (”FOIA”’) or Environmental Information Regulations (2004) (“EIRs”), all information submitted to the Council may in theory be disclosed in response to a request made pursuant to the FOIA and/or the EIRs. This request may be made by any member of the public or interested party.
   5. The Council shall treat all Quotations as confidential during the procurement process. Requests for information received following the procurement process shall be considered on a case-by-case basis, applying the principles of the FOIA and EIRs (which permit certain information to be withheld, for example where disclosure would be prejudicial to a party’s commercial interests) and in accordance with the Council’s transparency obligations.
   6. Therefore, bidders are responsible for ensuring that any confidential or commercially sensitive information, the disclosure of which would be likely to diminish the bidder’s competitive edge, has been clearly identified to the Council in the template provided at **Appendix A (attached).** In respect of any information that a bidder considers to be commercially sensitive, the bidder should complete the template, setting out:
   7. such information proposed to be designated as commercially sensitive
   8. of the reasons why such information should be designated commercially sensitive; and
   9. the period of time it is proposed the information will remain commercially sensitive.
   10. Where a bidder identifies information as commercially sensitive, and even where it does not, it should note, however, that the Council might be required to disclose such information in accordance with the FOIA and/or EIRs. Accordingly, the Council cannot guarantee that any information marked ‘commercially sensitive’ will not be disclosed.
   11. **London Tenders Portal**
   12. This procurement process is being conducted electronically via the Council’s e-tendering system, the London Tenders Portal to be found at <https://procontract.due-north.com/Register> (the “Portal”).
   13. All communications with the Council and all Quotations must be submitted to the Council via the Portal.
   14. Bidders should not communicate directly with any Council officer unless specifically requested by the Council to do so.
   15. **Clarifications about the contract or RFQ**
   16. Any requests for clarification regarding this RFQ or the contract should be submitted to the Council via the Portal.
   17. All requests for clarification must be submitted via the messaging option on the Portal no later than 25th November 2019
   18. The Council will respond to all reasonable requests for clarification as soon as possible and, subject to paragraph 4.20 below, it will make all requests for clarification and the Council’s responses available to all bidders on the Portal.
   19. If a bidder wishes the Council to treat a request for clarification as confidential and not issue the response to all bidders, the bidder must state this when submitting its request for clarification. If the Council considers that the request for clarification is relevant to all bidders and is therefore not confidential, it will inform the bidder that it is not confidential (in which case, the Council will publish the clarification request and response in accordance with paragraph 4.19.
   20. The Council reserves the right (but is not obliged) during the evaluation phase to seek clarification of any aspect of a bidder’s Quotation or require additional documents where it considers this is necessary for the purpose of carrying out a fair evaluation. Bidders are asked to respond to such requests promptly and within any deadline set.
   21. Bidders should note that the Council is not obliged to seek clarification and vague or ambiguous Quotations or responses to clarifications are likely to score poorly or render a Quotation non-compliant.
2. **Submitting quotations**

5.1 Quotations should be submitted no later than 1st November 2019 at 15.00 via the Portal.

* 1. Bidders’ attention is specifically drawn to the date, time and method of submission and should allow adequate time to submit their Quotations as any Quotations submitted after the specified deadline will not be considered. The Council may, however, at its own discretion extend the deadline for submission of Quotations.
  2. The Council will contact bidders via the Portal at the conclusion of this RFQ process to inform them whether or not they have been successful.
  3. **Council’s rights**

The Council reserves the right at any time to:

* 1. cancel this procurement and not proceed with the award of any contract pursuant to this procurement process
  2. withdraw this RFQ or re-invite Quotations on the same or any alternative basis
  3. waive or change the requirements of this RFQ from time to time
  4. disqualify any bidder that does not submit a compliant Quotation in accordance with this RFQ
  5. disqualify any bidder that is guilty of serious misrepresentation in relation to its Quotation
  6. make whatever changes it sees fit to the timetable, structure or content of the procurement process for any reason whatsoever.
  7. Invite the top three bidders for a clarification meeting based at the London Borough of Merton before the award is made.

1. **Bid costs**
   1. Bidders are solely responsible for their own costs and expenses (including those of their advisers and sub-contractors) incurred in connection with the preparation and submission of their Quotations and all future stages of the procurement process, including if the procurement process is terminated or amended by the Council and whether or not the bidder is successful and under no circumstances will the Council be liable for such costs or expenses.
   2. **Bidder conduct and conflict of interests**
   3. Any attempt by bidders or their advisors to influence the contract award process in any way may result in the bidder being disqualified. Specifically, bidders shall not directly or indirectly at any time:
   4. devise or amend the content of their Quotation in accordance with any agreement or arrangement with any other person, other than in good faith with a person who is a proposed partner, supplier, consortium member or provider of finance;
   5. enter into any agreement or arrangement with any other person as to the form or content of any other Quotation, or offer to pay any sum of money or valuable consideration to any person to effect changes to the form or content of any other Quotation;
   6. enter into any agreement or arrangement with any other person that has the effect of prohibiting or excluding that person from submitting a Quotation;
   7. canvass the Council or any employees or agents of the Council in relation to this procurement;
   8. attempt to obtain information from any of the employees or agents of the Council or their advisors concerning another bidder or Submission.
   9. Bidders are responsible for ensuring that no conflicts of interest exist between them and their advisers, and the Council and its advisers. Any bidder who fails to comply with this requirement may be disqualified from the procurement at the discretion of the Council.
2. **Contract award**
   1. **Award criteria**
   2. Any Contract awarded as a result of this procurement process will be awarded on the basis of the offer that is the most economically advantageous to the Council. The Award Criteria are:

* Pass / Fail - ( requested documents to be submitted)
* 60 % Quality – Method Statement (must achieve a minimum score of 50%) – **Appendix B**
* 40 % Price – **Appendix C**
  1. Please supply the following information. Any fails will result in exclusion from this RFQ process.

**Pass / Fail Criteria**

|  |  |  |  |
| --- | --- | --- | --- |
| **SECTION** | **CRITERIA** | **ASSESSMENT** | **SCORING** |
| 7.4 | Supplier Information (Please fill in section 4.4 below) | This section is not scored as the answers to the questions are for information only.  Suppliers may be excluded on the grounds of providing insufficient or false information.  **All sections must be completed.** | Information only |
|  | Health and Safety Documents | Please provide proof of Health and Safety compliance and certification.  **Pass / Fail question – Suppliers failing to meet a minimum requirement threshold will be rejected.** | Pass / Fail |
|  | Proof of current valid certificates | Please provide proof of current valid certificates to a minimum of the following:  Employers Liability Insurance:   limit of indemnity £5 million  Public Liability Insurance:           limit of indemnity £5 million  **Pass / Fail question – Suppliers failing to meet a minimum requirement threshold will be rejected.** | Pass / Fail |
| **Appendix D** | References - **Please complete Appendix D** | Please provide details of up to three contracts, in any combination from either the public or private sector, that are relevant to the Council’s requirement. Contracts for supplies or services should have been performed during the past three years. Works contracts may be from the past five years, and VCSEs may include samples of grant funded work.  The named customer contact provided should be prepared to provide written evidence to the Council to confirm the accuracy of the information provided below.  Consortia bids should provide relevant examples of where the consortium has delivered similar requirements; if this is not possible (e.g. the consortium is newly formed or a Special Purpose Vehicle will be created for this contract) then three separate examples should be provided between the principal member(s) of the proposed consortium or Special Purpose Vehicle (three examples are not required from each member).  Where the Supplier is a Special Purpose Vehicle, or a managing agent not intending to be the main provider of the supplies or services, the information requested should be provided in respect of the principal intended provider(s) or sub-contractor(s) who will deliver the supplies and services.  **Pass / Fail question – Suppliers failing to meet a minimum requirement threshold will be rejected.** | Pass / Fail  Pass / Fail |

* 1. **Evaluation criteria**
  2. The Evaluation Criteria and the maximum scores attributable to them is set out in the method statement **(Appendix B)** tenders must score a minimum of 50% on the quality to be considered.
  3. **Evaluation process**
  4. **Quality evaluation**
  5. The quality evaluation will be scored in accordance with the table below:

|  |  |
| --- | --- |
| **0** | **Completely unsatisfactory/unacceptable response**  **No response to the question or serious deficiencies in meeting the required standards set out in the contract documents.** |
| **1** | **Poor response**  **The response significantly fails to meet the required standards set out in the contract documents, contains significant shortcomings.** |
| **2** | **Partially Compliant response**  **The response is partially compliant with shortcomings in meeting the required standards set out in the contract documents.** |
| **3** | **Average response**  **The response is compliant and meets the basic contract standards set out in the contract documents. Any concerns are only of a minor nature.** |
| **4** | **Good response**  **The response is fully compliant and clearly indicates a full understanding of the contract documents so as to consistently deliver the service in line with all the required standards.** |

* 1. **Price evaluation**
  2. The returned Quotation must include a duly completed Pricing Schedule in the format attached, **Appendix C.**
  3. The bid that has the lowest price for each element will be awarded a score of 100% and the scores for the other bids will be pro-rated relative to the lowest price using the following formula:

(Lowest price ÷ other Quotation’s price) x Question weighting

1. **Suppliers response**
   1. **Supplier information**
   2. This part of the RFQ asks for general information about your company. The information will not be scored, however, if any information is not completed it could result in your submission being rejected.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Supplier details** | **Answer** | | | |
| 8.2.1 | Full name of the Supplier completing the RFQ |  | | | |
| 8.2.2 | Registered company address |  | | | |
| 8.2.3 | Registered company number |  | | | |
| 18.2.4 | Registered charity number |  | | | |
| 8.2.5 | Registered VAT number |  | | | |
| 8.2.6 | Name of immediate parent company |  | | | |
| 8.2.7 | Name of ultimate parent company |  | | | |
| 8.2.8 | Please mark the relevant box to indicate your trading status | 1. a public limited company | | |  |
| 1. a limited company | | |  |
| 1. a limited liability partnership | | |  |
| 1. other partnership | | |  |
| 1. sole trader | | |  |
| 1. other (please specify) | | |  |
| 8.2.9 | Please mark the relevant boxes to indicate whether any of the following classifications apply to you | 1. Voluntary, Community and Social Enterprise (VCSE) | | |  |
| 1. Small or Medium Enterprise (SME) | | |  |
| 1. Sheltered workshop | | |  |
| 1. Public service mutual | | |  |
|  |  | | **Yes** | **No** | |
| 1. 8.2.10 | Bidding as a Prime Contractor and will deliver 100% of the  key contract deliverables yourself. | |  |  | |
| 1. 8.2.11 | Bidding as a Prime Contractor and will use third parties to  deliver some of the services.  If yes, please provide details of your proposed bidding  model that includes members of the supply chain, the  percentage of work being delivered by each sub-contractor and the key contract deliverables each sub-contractor will be responsible for. | |  |  | |
| 1. 8.2.12   5.2.12 | Bidding as Prime Contractor but will operate as a  Managing Agent and will use third parties to deliver all of  the services.  If yes, please provide details of your proposed bidding  model that includes members of the supply chain, the  percentage of work being delivered by each sub-contractor and the key contract deliverables each sub-contractor will be responsible for. | |  |  | |
| 1. 8.2.13 | Bidding as a consortium but not proposing to create a new  legal entity.  If yes, please include details of your consortium in the  next column and use a separate Appendix to explain the  alternative arrangements i.e. why a new legal entity is not  being created.  Please note that the Authority may require the consortium  to assume a specific legal form if awarded the contract, to  the extent that it is necessary for the satisfactory  performance of the contract. | | Consortium members  Lead member |  | |
| 1. 8.2.14 | Bidding as a consortium and intend to create a Special Purpose Vehicle (SPV).  If yes, please include details of your consortium, current  lead member and intended SPV in the next column and  provide full details of the bidding model using a separate  Appendix. | | Consortium members  Lead member  Name of Special Purpose Vehicle |  | |

* 1. **Supplier contact details**

|  |  |
| --- | --- |
| Please provide Supplier contact details for any enquiries about this RFQ | |
| Name |  |
| Postal address |  |
| Country |  |
| Phone |  |
| Mobile |  |
| E-mail |  |

* 1. **Professional and technical ability**
  2. Suppliers should note that the questions within the following section have word limit, this is specified within each question. Any information provided that is in excess of the stated word limit will not be evaluated.
  3. Your responses must be relevant and specific to the requirements of this contract, please do not send marketing material.
  4. Consortia bids should provide relevant examples of where the consortium has delivered similar requirements; if this is not possible (e.g. the consortium is newly formed or a Special Purpose Vehicle will be created for this contract) then three separate examples should be provided between the principal member(s) of the proposed consortium or Special Purpose Vehicle (three examples are not required from each member).
  5. Where the Supplier is a Special Purpose Vehicle, or a managing agent not intending to be the main provider of the supplies or services, the information requested should be provided in respect of the principal intended provider(s) or sub-contractor(s) who will deliver the supplies and services.
  6. **Method Statements**
  7. Please respond to the method statements, **Appendix B**
  8. **Pricing Schedule**
  9. Please detail the cost for the proposed service in **Appendix C.**
  10. All prices should be exclusive of VAT.
  11. All prices should be inclusive of any disbursements. Including but not limited to travel, accommodation, printing and postage etc.

1. **Form of quotation and declarations**
   1. **Form of quotation**
   2. I/We offer to supply and deliver the London Borough of Merton for the Contract Price stated in Appendix C and in accordance with the Contract Documents.

* 1. I/We declare that to the best of my knowledge the answers submitted to these questions are correct. I understand that the information will be used in the selection process to assess my organisation’s suitability to undertake / supply the required service, and I am signing on behalf of [please insert Supplier name].
  2. I understand that the Council may reject my submission if there is a failure to answer all relevant questions fully or if I provide false/misleading information.
  3. **Declaration of interest**

|  |  |  |
| --- | --- | --- |
| **FOR EACH OF THE FOLLOWING,** please state whether yourself, other Directors, Partners or any staff have been or are currently: | | **Answer** |
| 9.5.1 | Employed by the London Borough of Merton | Yes / No  If Yes, please provide additional details within this box |
| 9.5.2 | A Councillor at the London Borough of Merton | Yes / No  If Yes, please provide additional details within this box |
| 9.5.3 | In any actual or perceived conflict of interest that may arise as a result of participating in this procurement process | Yes / No  If Yes, please provide additional details within this box |

* 1. **Non-conclusive tender**
  2. I/We certify that we have submitted a bona fide quotation, and that we will not fix or adjust the amount of any tender by or under or in accordance with any agreement or arrangement with any other person. We also certify that we will not at any time before the hour and date specified for the return of the tenders:
  3. communicate to any person the amount of the proposed tender, except where the disclosure, in confidence of the approximate amount of the tender is necessary to obtain insurance premium quotations required for the preparation of the tender.
  4. enter into any agreement or arrangement with any other contract, or as to the amount of any tender to be submitted or any other reason amounting to price-fixing or membership cartel.
  5. offer to pay or give, or agree to pay or give any sum of money or any consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other tender or proposed tender for this or any other contract or any act or thing of the sort described above.
  6. In this declaration, the word ‘person’ includes any persons or anybody or association, corporate or incorporate, and any agreement or arrangement includes any such transaction, formal or informal, whether legally binding or not.

|  |  |
| --- | --- |
| **Authorised Signatory** | |
| Full Supplier Name |  |
| Your Name |  |
| Role of Authorised Signatory in organisation |  |
| Date |  |
| Signature |  |

1. **Conditions of contract**
   1. Please refer to the Terms and Conditions section on the Portal for the terms and conditions that will apply to this piece of work.

Please Note – No Goods and/or Services are to be supplied until an Official Purchase Order has been given to the successful Bidder.