

Invitation to Quote

Invitation to Quote (ITQ) on behalf of Research Councils UK (RCUK)
Subject UKRI internal communications support
Sourcing reference number PS17150

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

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

Research Councils UK (RCUK), the strategic partnership of the UK's seven Research Councils.

Each year the Research Councils invest around £3 billion in research covering the full spectrum of academic disciplines from the medical and biological sciences to astronomy, physics, chemistry and engineering, social sciences, economics, environmental sciences and the arts and humanities.

We support excellent research, as judged by peer review, that has an impact on the growth, prosperity and wellbeing of the UK. To maintain the UK's global research position we offer a diverse range of funding opportunities, foster international collaborations and provide access to the best facilities and infrastructure around the world. We also support the training and career development of researchers and work with them to inspire young people and engage the wider public with research. To maximise the impact of research on economic growth and societal wellbeing we work in partnership with other research funders including Innovate UK, the UK Higher Education Funding Councils, business, government, and charitable organisations.

Further information can be found here: <http://www.rcuk.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	RCUK, Executive Directorate Polaris House North Star Avenue Swindon SN2 1ET
3.2	Buyer name	Tessa Gawthorn
3.3	Buyer contact details	professionalservices@uksbs.co.uk
3.4	Estimated value of the Opportunity	Up to a maximum of £99,000 exclusive of VAT for the full duration of the contract.
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	19 th June 2017 11:00gmt
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	26 th June 2017 14:00gmt
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	28 th June 2017 14:00gmt
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	3 rd July 2017 14:00gmt
3.10	Date/time Bidders should be available if face to face clarifications are required	17 th – 18 th July 2017
3.11	Anticipated rejection of unsuccessful Bids date	20 th July 2017

3.12	Anticipated Award date	20 th July 2017
3.13	Anticipated Contract Start date	24 th July 2017
3.14	Anticipated Contract End date	23 rd May 2018
3.15	Bid Validity Period	60 Days

Section 4 – Specification

Introduction

UK Research and Innovation (UKRI) will bring together the seven Research Councils, Innovate UK and HEFCE's research funding and knowledge exchange functions, creating Research England, to form a single research and innovation funding body, UKRI. UKRI operate at arm's length from Government, and will catalyse a more strategic, agile and interdisciplinary approach to addressing global challenges and play a key role in helping the UK strengthen its competitiveness as part of the new Industrial Strategy.

The legislation to establish UKRI received Royal Assent on 28 April 2017 and an implementation programme is now ramping up. UKRI will have approximately 7,500 employees, of which around 1,500 work in the current separate bodies' head offices in London, Swindon and Bristol.

Ahead of the formal creation of UKRI in April 2018 a shadow communications team has been established with responsibility for external and internal communications during the transitional period, working closely with the communications leaders and teams of the existing nine UKRI partner organisations, drawing on their insight and expertise and ensuring that communications outputs meet audience needs. The team is part of Shadow UKRI and will be responsible to the Programme and to the CEO designate.

Aims

We require internal communications contractor support to provide both strategic review and challenge for existing and development plans and ongoing operational, logistical and creative content support during the transition period. Our aim is that all staff, subject to segmentation, are engaged with the transition programme and, ahead of the launch of UKRI, have a strong understanding of the purpose and mission of the organisation and their role within it.

The creation of UKRI is a highly significant change within the research and innovation sector but the transition ahead of April 2018 will affect staff in different ways, with many experiencing very little change but all needing to understand the new organisation and have the opportunity to contribute to its development.

A small internal communications community exists within the partner organisations that will come together to make up UKRI and there are identified leads within the shadow communications team. Specifically, the shadow communications team has expert international communications staff from both the civil service and the partner organisations. However, this group does not have sufficient capacity or the full range of capabilities to deliver the anticipated programme of communications and engagement. The successful contractor will be expected to work closely with and in support of the existing in-house staff.

Objectives

- Provide review and challenge to current internal communications and staff engagement strategy and plans – to include, on point of commissioning, diagnostic of current situation

and landscape, review of current objectives, plans and tactics, challenge and recommendations. The strategic narrative will have been agreed by the point of awarding contract and a forward plan will be in place. The successful contractor will be expected to review these and provide advice on development as per the objectives outlined in the specification, namely; Provide review and challenge to current internal communications and staff engagement strategy and plans. The successful bidder will be expected to work with the in-house team to strengthen the forward plan in particular.

- Provide creative capacity and support – at the direction of the shadow communications team, translate key messages and approved content into engaging and effective collateral for delivery through multiple channels to different audience segments and therefore will most likely involve display materials (posters), staff briefing documents, digital displays and audio/visual to disseminate meeting discussions. Creative needs will evolve alongside the staff engagement programme. Turnaround for these products will need to be no more than one working week.
- Provide logistical support and expertise – at the direction of the shadow communications team, advise on and support the delivery of engagement events and activities, including roadshows, briefings, workshops, focus groups and town halls. To include facilitation, synthesis reports, evaluation and feedback. One format of workshops will be starting in late June. The successful contractor will be expected to support and evolve these in the following weeks and to advise on additional and alternative workshop formats to strengthen staff engagement. The successful contractor will be able to access relevant workshop outcomes and information.
- Provide the above in relation to specific segmentation of internal audiences, including staff anticipating greater or lesser degrees of change and different staff locations.
- Develop and support the infrastructure of effective internal communications working across multiple partner organisations – work with current partner organisations and future UKRI to identify opportunities for strengthened cross-organisational internal communications and staff engagement.

Background to the Requirement

UK Research and Innovation (UKRI) will bring together the seven Research Councils, Innovate UK and HEFCE's research funding and knowledge exchange functions, creating Research England, to form a single research and innovation funding body, UKRI. UKRI operate at arm's length from Government, and will catalyse a more strategic, agile and interdisciplinary approach to addressing global challenges and play a key role in helping the UK strengthen its competitiveness as part of the new Industrial Strategy.

UKRI will be formed from the seven Research Councils:

AHRC – www.ahrc.ac.uk

BBSRC – www.bbsrc.ac.uk

EPSRC – www.epsrc.ac.uk

ESRC – www.esrc.ac.uk

MRC – www.mrc.ac.uk

NERC – www.nerc.ac.uk

STFC – www.stfc.ac.uk

(and their partnership Research Councils UK – www.rcuk.ac.uk)

the UK's innovation agency – Innovate UK – www.innovateuk.gov.uk

And the research funding and knowledge exchange functions of the England-only university funding body HEFCE – www.hefce.ac.uk

Each of the current organisations has different histories, legacies, cultures, structures and ways of working. Some are administrative bodies only with relatively small staffs, other have directly employed scientists, some of who will become UKRI employees but who should not experience any change to their day-to-day work. All have their own staff communication and engagement channels and practices.

A corporate services project is planning to bring together relevant functions to more effectively serve the whole of the organisation. Staff working in these areas will have specific engagement needs.

UKRI is being established, in part, to bring a stronger, unified voice to research and innovation in the UK and on a global stage.

The objectives for UK Research and Innovation are:

By creating UK Research and Innovation, we are:

- Creating a strong, single voice for the UK Research and Innovation landscape at home and abroad
- Developing a coherent national research and innovation strategy which is based on evidence and maximises impact
- Prioritising resources, especially for the best interdisciplinary and cross-cutting research, and making long term investments in research infrastructure
- Maximising the impact of Innovate UK in supporting business-led innovation
- Promoting stronger commercialisation of publicly funded research and increasing business, policy and societal engagement
- Nurturing and improving talent for research and innovation in the UK
- Simplifying how the research and innovation landscape works, hiding the wiring so it is easier to build collaborative partnerships between end-users
- Delivering a step-change in administrative efficiency

The shadow communications team has expert international communications staff from both the civil service and the partner organisations. However, this group does not have sufficient capacity or the full range of capabilities to deliver the anticipated programme of communications and engagement. The successful contractor will be expected to work closely with and in support of the existing in-house staff. Day-to-day business contact will be with the shadow communications internal communications staff. The overall contract and contractor performance will be overseen by the head of the shadow communications team.

The current internal communications and staff engagement plan includes provision for CEO town hall meetings, staff focus groups and workshops, specific change area meetings and briefings, monthly e-newsletters, senior staff blogs and management scripts and cascades. Appendix A provides information drawn from several drafted planning documents. Some details have since been amended or developed. The information is provided to assist potential bidders to the internal communications support contract to gain a greater understanding of existing planning. It does not provide definitive plans or current status and not be treated as such.

Scope

Included: Staff engagement and internal communications in relation to the transition to and establishment of UKRI, advice on plans, content and collateral creation, logistical and delivery support and services.

Excluded: Initial message decisions/approvals, Direct channel delivery (sending content out to staff, will be managed by team or partner staff), Council/partner organisation business-as-usual internal communications

Requirement

- Responsive delivery of internal communications collateral on receipt of messages and objectives, including editorial, digital content and display. This will include editing and production of specific communications based on raw information and commissions to obtain information and produce a product from named contacts, e.g. interviews with key staff.
- Logistical support by appropriately qualified and experienced individuals for staff engagement activities, to include event set up, management, organisation and facilitation under the direction of in-house communications team or programme staff at multiple locations and of differing scales.
- Review of existing strategy and delivery plans, clear challenge, advice and recommendations in line with aims and constraints.
- Plans and deliverables will be managed through weekly contact meetings between shadow communications team and the successful provider.
- Support delivery of minimum of three staff events/workshops and three communications products per month, to include event set up, management, organisation and facilitation under the direction of in-house communications team or programme staff at multiple locations and of differing scales. It should be noted that the nature of the specific events will be discussed with the successful bidder but we are open to suggestions as to event formats that support our objectives.

Timetable

Within 2 weeks of commission – diagnostic of current internal communications landscape, review of plans and strategy, delivery of challenge and advice, agreement of forward plan

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 the Contracting Authority deems required. After evaluation the scores will be finalised by performing a calculation to identify (at question level) the mean average of all evaluators (Example – a question is scored by three evaluators and judged as scoring 5, 5 and 6. These scores will be added together and divided by the number of evaluators to produce the final score of 5.33 ($5+5+6 = 16 \div 3 = 5.33$))

Pass / fail criteria

Questionnaire	Q No.	Question subject
Commercial	SEL1.2	Employment breaches/ Equality
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Contract Terms
Price	AW5.5	E Invoicing
Price	AW5.6	Implementation of E-Invoicing
Quality	AW6.1	Compliance to the Specification
-	-	Invitation to Quote – received on time within e-sourcing tool

Scoring criteria

Evaluation Justification Statement

In consideration of this particular requirement the Contracting Authority has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. The Contracting Authority considers these weightings to be in line with existing best practice for a requirement of this type.

Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	20%
Quality	AW6.2	Understanding of the requirement	10%
Quality	AW6.3	Proposed Approach	20%
Quality	AW6.4	Project Team	20%
Quality	AW6.5	Collaborative Working	20%
Quality	AW6.6	Project Management	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.

Section 6 – Evaluation questionnaire

Bidders should note that the evaluation questionnaire is located within the **e-sourcing questionnaire**.

Guidance on completion of the questionnaire is available at <http://www.ukpbs.co.uk/services/procure/Pages/supplier.aspx>

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 7 – General Information

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

DO:

- 7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
- 7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions.
- 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 the Contracting Authority.
- 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 the Contracting Authority fail to accept your legal or statutory reason is reasonably justified we may reject your Bid.
- 7.35 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.
- 7.36 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.37 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.
- 7.38 Bidders should note that if they are successful with their proposal the Contracting Authority reserves the right to ask additional compliancy checks prior to the award of any Contract. In the event of a Bidder failing to meet one of the compliancy checks

the Contracting Authority may decline to proceed with the award of the Contract to the successful Bidder.

- 7.39 All timescales are set using a 24 hour clock and are based on British Summer Time or Greenwich Mean Time, depending on which applies at the point when Date and Time Bids shall be submitted through Emptoris.
- 7.40 All Central Government Departments and their Executive Agencies and Non Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further, the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement - including ensuring value for money and related aspects of good procurement practice.

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

- 7.41 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>

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

USEFUL INFORMATION LINKS

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