

Invitation to Quote

Invitation to Quote (ITQ) on behalf of **Innovate UK**

Subject Contracting Authority **Impact of Robotics and Digitalisation for space
manufacturing**

Sourcing reference number **UK SBS BLOJEU-CR17138INN**

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

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

Table of Contents

Section	Content
1	<u>About UK Shared Business Services Ltd.</u>
2	<u>About the Contracting Authority</u>
3	<u>Working with the Contracting Authority.</u>
4	<u>Specification</u>
5	<u>Evaluation model</u>
6	<u>Evaluation questionnaire</u>
7	<u>General Information</u>
Appendix	N/A

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 Contracting Authorities improve efficiency, generate savings and modernise.

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

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

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

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

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

Our Customers

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

UK SBS currently manages £700m expenditure for its Contracting Authorities.

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

Section 2 – About the Contracting Authority

Innovate UK

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

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

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

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

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

Section 3 - Working with Innovate UK.

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

Section 3 – Contact details		
3.1	Contracting Authority Name and address	Innovate UK Polaris House North Star Avenue Swindon SN2 1FL
3.2	Buyer name	Jenny Stratton
3.3	Buyer contact details	research@uksbs.co.uk
3.4	Maximum value of the Opportunity	£108,000 excl VAT
3.5	Process for the submission of clarifications and Bids	All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available here. Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid <u>not</u> being considered.

Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	Thursday 26 th October 2017 Contracts Finder
3.7	Latest date/time ITQ clarification questions shall be received through Emptoris messaging system	Wednesday 1 st November 2017 11:00
3.8	Latest date/time ITQ clarification answers should be sent to all Bidders by the Buyer through Emptoris	Monday 6 th November 2017 14:00
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	Thursday 9 th November 2017 11:00
3.10	Anticipated selection and de selections of Bids notification date	Monday 20 th November 2017
3.11	Anticipated Award date	Tuesday 21 st November 2017
3.12	Anticipated Contract Start date	27/11/2017
3.13	Anticipated Contract End date	30/03/2018
3.14	Bid Validity Period	60 Days

Section 4 – Specification

Background

The cost of satellites has fallen substantially over the last decade due to miniaturisation, standardisation and new entrants into the market. An imaging Earth Observation satellite cost at least \$10 million 10 years ago (~\$100 million for most institutional missions) while now many commercial missions can be delivered with a "cubesat" weighing 15kg at a cost of around \$500,000.

The cost of Launching into space is expected to follow a similar evolution. Currently the cost to Low Earth Orbit is ~\$50k/kilo but new launch vehicles in 2018 are expected to reduce this cost further to \$10k/kilo. This impressive trend of cost reduction will stagnate however. Satellite manufacturing is still a very manual process which has traditionally created a bottle neck in production introducing fundamental limit to cost reduction in satellite manufacture. Satellites have traditionally been bespoke items, with even 'direct re-builds' of GEO satellites requiring approximately 20% customisation. Due to the low volume of spacecraft produced by each manufacturer, the sector has had limited benefit of advances in robotic mass manufacture, defaulting to a traditional largely-manual batch manufacturing and test process.

In the last couple of years there has been an increased trend in what is known as "mega constellations" – concepts that involve hundreds, if not thousands, of satellites in low Earth orbit. As some of these concepts become reality, and as business models for applications evolve, we believe that introducing robotics, data analytics and other automated manufacturing concepts into space manufacturing, similar to the 'Industry 4.0' trends seen in the Automotive and Aerospace sectors, could bring a true revolution.

In a similar way, if satellite communications are to become mainstream for applications such as home broadband, the connected car or the Internet of Things, ground satellite terminals and devices will have to be of very low cost at high volumes. Although the principles of manufacturing between space and ground equipment are very different, we would like to include both types of technologies in this study.

The concept of Industry 4.0 'batch size 1' manufacturing, where big data analytics are combined with robotics used in automated mass manufacturing, in principle, really suits the satellite and ground segment manufacturing industry where, for the first time, more bespoke products will benefit from the rapid build and large cost reductions associated with the production line. Also discussed as part of the vision of the "Factories of the Future", is multi-purpose factories using reprogrammable Robotics and 3D printing. It is important to understand how space manufacturing will fit and benefit from the revolution that this concept will bring.

This project will review and identify new developments associated in the Industry 4.0 philosophy in the UK and abroad, establishing where these developments are relevant to the UK space manufacturing industry, analyse socio economic return and also help facilitate awareness raising in the UK ecosystem with the aim to promote adoption of these cutting-

edge, innovative techniques and processes.

Aims and Objectives of the Project

We would like to run a Research and Evaluation study on the ***“Impact of Robotics and Digitalisation for Space Manufacturing in the UK”*** to evaluate the impact of adopting a higher degree of Robotics, Automation and Big Data analytics in satellite and ground segment manufacturing. The main question we would like to answer is *How could UK space manufacturing benefit from and fit within the vision for Industry 4.0 and the Factories of the Future?*

As the innovation landscape is becoming more complex and global, with a lot of trends and buzzwords, it is not always easy to identify the right partnerships and strategies to success, especially for SMEs and start-ups. Therefore the results of the study will be used in multiple ways:

- 1) Facilitate awareness within the space and non-space manufacturing community and inspire change and cross-sector collaboration.

Apart from publishing and disseminating the report, we will run two workshops:

- a) A workshop mid-way through this project that will also act as a focus group for this study, allowing the contractor(s) to conduct interviews and gather useful feedback.
- b) A workshop presenting the results of the study and planning exploitation and follow up actions.

Costs for organising and running the two workshops have been budgeted outside this study.

- 2) Feed the results through BEIS (Ministry of Business, Energy, Innovation and Skills), government agencies, Local Enterprise Partnerships, Catapults, the Knowledge Transfer Network, trade associations and other stakeholders ensuring awareness and follow-up as appropriate. The “Steering Committee”, as detailed below, will also act as a first channel of dissemination.

We envisage that the study will be composed of three main phases, however applicants are encouraged to propose a different structure, if they feel it is appropriate, that fulfils the objectives of the study and answers the questions as detailed below.

Due to short timescales, we envisage that the three phases are run almost in parallel.

Phase 1: Evaluation/Survey of the Global state of the art. Automated Manufacturing facilities for space manufacturing are being built in the US, Sweden, France and Japan and we would like to have a first-hand understanding of how they work, the technologies they employ and the benefits they bring. Is there potential for collaborations and partnerships? What can the UK learn? Is there an emergence of shared factories or facilities and if so, how do they operate? What are the best practices from Government policies and programmes across the globe that we can learn from in the manufacturing domain?

Phase 2: UK Capability in Robotics, Automation and Digitalisations for Manufacturing

across all sectors. Bearing in mind that both satellite and ground segment manufacturing have their specificities, such as relatively low current and projected production volumes, manufacturing in a clean environment or different degrees of required reliability, we would like this part of the study to answer the following questions:

What are the different types of robotic systems that currently exist in the UK and would be suitable for space manufacturing? What sort of needs do they address? What is their future Capability and Development Roadmap for the next decade? Who are the leading players in the UK and abroad? Are there other cutting edge manufacturing techniques that should be considered? What are the plans for the “factories of the future” in the UK? How can we shape that vision and fit in a potentially truly revolutionised manufacturing landscape for satellites up to 10 years from now?

Phase 3: Survey of the UK requirement and benefits. Which (or what type of) UK companies in satellite and ground segment manufacturing could benefit from what automation/digitalisation technologies? How could they use and adopt them? What is their growth potential if they were to adopt such technologies? What are the relevant costs associated with such upgrades? What is the wider economic impact? What is the level of knowledge within the space industry around the “Factories of the Future”, the perceptions and readiness to move towards a potentially radically different manufacturing landscape? What is the role of Government to encourage such growth and adoption?

Suggested Methodology

We would like that the majority of the research in Phases 1 and 3 be conducted via primary research and not desk research, as there isn't much reliable information available in the public domain. Task 2 can be based on secondary research, using existing knowledge, contacts and desk research into the Robotics, AI, Data analytics or other areas enabling the “Factory of the future” or the “Industry 4.0” vision. We expect some socio-economic analysis performed as a conclusion to Task 3 answering the question on impact with respect to Return On Investment (ROI), job creation, revenue growth or growth in sales.

We would suggest primary research could include global interviews, UK interviews, case studies and a focus group and bidders should explain and provide justification for their chosen methodology in their bid response.

Due to the very short time scales for this project, the first step would be a presentation of a weekly schedule until the end of the study and an agreement of the process to be followed, the methodology as well as the list of site visits and interviewees. An interim report will show the structure of the final report and include a summary of findings until that point.

To assist the contractor as well as Innovate UK, we will set up a Steering Committee. Its role will be:

a) during the study to review documentation and provide strategic direction, advice and comment;

b) after concluding the study, facilitate the dissemination and exploitation of the results. It will consist from representatives from Industry, Academia and Government

Deliverables

- Project plan and Schedule
- List of Interviewees/Visits for Phase 1, visit or interview reports (Does not have to be particularly formatted)
- Questionnaire for Survey during Phase 3
- Dataset of Survey Results (does not have to be particularly formatted)
- Interim report of findings at KO + 3 months
- Any presentation material generated as part of the study
- Quality assured final report
- Public version of the report or Executive Summary
- PowerPoint slides summarising the key findings (public version)

Terms and Conditions

Bidders are to note that any requested modifications to the Contracting Authority Terms and Conditions on the grounds of statutory and legal matters only, shall be raised as a formal clarification during the permitted clarification period.

Section 5 – Evaluation model

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

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

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

Pass / fail criteria		
Questionnaire	Q No.	Question subject
Commercial	SEL1.2	Employment breaches/ Equality
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Contract Terms
Quality	AW6.1	Compliance to the Specification
Commercial	SEL3.11	Compliance to Section 54 of the Modern Slavery Act
Price	AW5.8	Maximum Budget
-	-	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	PROJ1.1	Understanding the requirement	20%
Quality	PROJ1.2	Project Plan and Risk Management	25%
Quality	PROJ1.3	Methodology	15%
Quality	PROJ1.4	Project Team and Capability to Deliver	20%

Evaluation of criteria

Non-Price elements

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

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

Example if a Bidder scores 60 from the available 100 points this will equate to 12% by using the following calculation:

$$\text{Score} = \{\text{weighting percentage}\} \times \{\text{bidder's score}\} = 20\% \times 60 = 12$$

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

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

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

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

Example

Evaluator 1 scored your bid as 60
Evaluator 2 scored your bid as 60
Evaluator 3 scored your bid as 40
Evaluator 4 scored your bid as 40
Your final score will $(60+60+40+40) \div 4 = 50$

Price elements will be judged on the following criteria.

The lowest price for a response which meets the pass criteria shall score 100.
All other bids shall be scored on a pro rata basis in relation to the lowest price. The score is then subject to a multiplier to reflect the percentage value of the price criterion.

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

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

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

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

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

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

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

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

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

Section 6 – Evaluation questionnaire

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

Guidance on completion of the questionnaire is available at <http://www.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. Unless formally requested to do so by UK SBS e.g. Emptoris system failure
- 7.3 Do ensure you have read all the training materials to utilise e-sourcing tool prior to responding to this Bid. If you send your Bid by email or post it will be rejected.
- 7.4 Do use Microsoft Word, PowerPoint Excel 97-03 or compatible formats, or PDF unless agreed in writing by the Buyer. If you use another file format without our written permission we may reject your Bid.
- 7.5 Do ensure you utilise the Emptoris messaging system to raise any clarifications to our ITQ. You should note that we will release the answer to the question to all Bidders and where we suspect the question contains confidential information we may modify the content of the question to protect the anonymity of the Bidder or their proposed solution
- 7.6 Do answer the question, it is not enough simply to cross-reference to a 'policy', web page or another part of your Bid, the evaluation team have limited time to assess bids and if they can't find the answer, they can't score it.
- 7.7 Do consider who the Contracting Authority is and what they want – a generic answer does not necessarily meet every Contracting Authority's needs.
- 7.8 Do reference your documents correctly, specifically where supporting documentation is requested e.g. referencing the question/s they apply to.
- 7.9 Do provide clear, concise and ideally generic contact details; telephone numbers, e-mails and fax details.
- 7.10 Do complete all questions in the questionnaire or we may reject your Bid.
- 7.11 Do check and recheck your Bid before dispatch.

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

DO NOT

- 7.12 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.13 Do not attach 'glossy' brochures that have not been requested, they will not be read unless we have asked for them. Only send what has been requested and only send supplementary information if we have offered the opportunity so to do.
- 7.14 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
- 7.15 Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Contracting Authority to discuss your Bid. If your Bid requires clarification the Buyer will contact you. All information secured outside of formal Buyer communications shall have no Legal standing or worth and should not be relied upon.
- 7.16 Do not contact any UK SBS staff or the Contracting Authority staff without the Buyers written permission or we may reject your Bid.
- 7.17 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.18 Do not offer UK SBS or the Contracting Authority staff any inducement or we will reject your Bid.
- 7.19 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.20 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
- 7.21 Do not exceed word counts, the additional words will not be considered.
- 7.22 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.

Some additional guidance notes

- 7.23 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool must be submitted to Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.
- 7.24 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered as part of the evaluation process.
- 7.25 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.26 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.27 We do not guarantee to award any Contract as a result of this procurement
- 7.28 All documents issued or received in relation to this procurement shall be the property of the Contracting Authority. / UKSBS.
- 7.29 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
- 7.30 If you are a Consortium you must provide details of the Consortiums structure.
- 7.31 Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
- 7.32 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public
- 7.33 Your bid will be valid for 60 days or your Bid will be rejected.
- 7.34 Bidders may only amend the contract terms during the clarification period only, only if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract terms without such grounds and the Contracting Authority fail to accept your legal or statutory reason is reasonably justified we may reject your Bid.
- 7.35 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.
- 7.36 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.37 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.
- 7.38 Bidders should note that if they are successful with their proposal the Contracting Authority reserves the right to ask additional compliancy checks prior to the award of

any Contract. In the event of a Bidder failing to meet one of the compliancy checks the Contracting Authority may decline to proceed with the award of the Contract to the successful Bidder.

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

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

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

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

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

USEFUL INFORMATION LINKS

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