



Invitation to Quote

**Invitation to Quote (ITQ) on behalf of Science and Technologies
Facilities Council (STFC)**

Subject UK SBS PS16250 – Management Leadership Development

Sourcing reference number UK SBS PS16250

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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UKSBS

Shared Business Services

Table of Contents

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

Section 1 – About UK Shared Business Services

Putting the business into shared services

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

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

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

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

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

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

Our Customers

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

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

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

Section 2 – About Our Customer

Science and Technology Facilities Council (STFC)

STFC is a world-leading multi-disciplinary science organisation, whose goal is to deliver economic, societal, scientific and international benefits to the UK and its people – and more broadly to the world.

STFC support an academic community of around 1,700 in particle physics, nuclear physics, and astronomy including space science, who work at more than 50 universities and research institutes in the UK, Europe, Japan and the United States, including a rolling cohort of more than 900 PhD students.

The organisation's large-scale scientific facilities in the UK and Europe are used by more than 3,500 users each year, carrying out more than 2,000 experiments and generating around 900 publications.

The combination of access to world-class research facilities and scientists, office and laboratory space, business support, and an environment which encourages innovation has proven a compelling combination, attracting start-ups, SMEs and large blue chips such as IBM and Unilever.

Examples of funded research

- STFC is providing the design infrastructure for the £23bn UK microelectronics sector that underpins strategically important industries worth £78bn to the UK economy
- STFC's ISIS facility and its users, working in partnership with the NHS, developed a novel material to improve the treatment of cleft lip and palate, speeding up healing times and reducing operating costs
- STFC's Synchrotron Radiation Source was used to understand how conventional anti-malarial drugs work, allowing the development of more effective treatment to reduce the devastating global impact of malaria
- STFC's ISIS facility is identifying new materials that can safely and conveniently store hydrogen, enabling the development of hydrogen-fuelled cars reducing reliance on fossil fuels and cutting carbon emissions

www.stfc.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	Science and Technology Facilities Council Polaris House North Star Avenue Swindon SN2 1SZ
3.2	Buyer name	Sharon West
3.3	Buyer contact details	professionalservices@uksbs.co.uk
3.4	Estimated value of the Opportunity	£35,000 Exclusive of VAT (for the full duration of the contract – 3 months)
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	08/11/2016
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	11/11/2016 11:00hrs GMT
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	11/11/2016 14.00hrs GMT
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	15/11/2016 11:00 hs GMT
3.10	Date Bidders should be available for face to face interviews	17th November 2016

3.11	Anticipated rejection of unsuccessful Bids date	22 November 2016
3.12	Anticipated Award date	22 November 2016
3.13	Anticipated Contract Start date	23 November 2016
3.14	Anticipated Contract End date	22 February 2017 with the option to extend for up to a further 6 months
3.15	Bid Validity Period	60 Days

Section 4 – Specification

Introduction

The Science and Technology Facilities Council (STFC) is a UK government body that carries out civil research in science and engineering, and funds UK research in areas including particle physics, nuclear physics, space science and astronomy.

It is one of Europe's largest multidisciplinary research organisations supporting scientists and engineers world-wide. Through research fellowships and grants, it is responsible for funding research in UK universities. STFC operates its own world-class, large-scale research facilities (such as materials research, laser and space science and alternative energy exploration) and provides strategic advice to the UK government on their development. It manages international research projects in support of a broad cross-section of the UK research community and directs, coordinates and funds research, education and training. It is a partner in the UK Space Agency (formerly British National Space Centre or BNSC) providing about 40% of the UK government's expenditure in space science and technology.

CICT is part of the Corporate Services Directorate within STFC and is responsible for providing IT support for all departments across STFC. The department operates in a way typical to most IT service departments providing helpdesk support, infrastructure services, network services, IT security, application services support, telephony, video-conferencing support and data-centre operations.

Aims

CICT has recently embarked upon a Digital Transformation Programme. The purpose of this change programme is to re-align the department so that it is more efficient, it delivers services to customers in a more effective and professional manner, and there is a clear distinction between business as usual activity and project delivery activity. The transformed department will show adherence to international best practices standards such as ITIL, PRINCE2 and SIAM.

During the construction of the business case for change it was recognised that there is an immediate need to upskill the eight Senior Managers within CICT so that they are in a stronger position to support the CICT Transformation Change Programme. There is also a more generic need for them to demonstrate more robust management and leadership skills moving forward so that the changes implemented through the programme can be sustained post-implementation. This tender is to identify a supplier who can provide an innovative leadership development programme to address the skills gap within the CICT Senior Leadership Team.

This tender forms part of the CICT transformation Programme and the winning tender will be working closely with the Programme Manager to ensure that the proposed approach remains on track in terms of delivery, and is clearly meeting the desired aims. It is essential that improvements can be seen in Senior Management from the early stages of delivery.

Objectives

The following outcomes are necessary in order for CICT to move forward, and for the senior management team as a whole to be more equipped to deal with the changes that will be coming through the CICT Transformation Programme:

- An understanding of what it means to be a senior manager, including the accountability and responsibility that comes from this level of management
- How to lead and support change
- An understanding of the importance of operating as a single senior management team
- An ability to challenge inappropriate behaviours and actions across the department, and in their teams
- An understanding of the importance of providing communications in a corporate manner
- Recognising the impact their decisions and actions have on others
- Being able to do the right thing, not just say the right thing
- Recognition of why it is important for CICT to work together as a team to deliver, and how silos create inefficiencies in the department
- Confidence in being a more robust manager
- Ability to lead change within their teams
- Knowing how to set a good example, and what the impact is of being a bad example

It must be clear in the tender documentation exactly how the contractor intends to achieve each of these outcomes. Specific information about delivery method, approach and how you will demonstrate improvements in individuals from the outset should be provided.

The Senior Managers have varying levels of experience but most have been in post for several years, and have received numerous training, management and leadership courses in the past. The tender should therefore show why your delivery will be different and how it will be successful in both upskilling different individuals as leaders and also in creating greater senior team cohesion.

It is expected that the tender will not simply provide classroom based training courses, as these have not been successful in the past.

Background to the Requirement

The idea for a CICT Transformation Programme was identified in 2015 by the newly appointed Head of CICT, who wanted to look at over-hauling the department to ensure that the IT services being delivered to customers by CICT were of the highest quality, offered best value for money and were as efficient as deemed practical.

Brief Overview of Programme

The Programme will be broken down and managed through 5 projects:

- Strategy
- Policy & Process
- Technical Architecture
- Target Operating Model
- Supplier Vendor Management

In addition to this there are 5 cross-cutting workstreams that impact across all of the 5 projects and these are:

- People
- Business Change
- Finance
- Stakeholder Engagement
- Communication

The key objective of the Programme is to create a more efficient CICT. It is believed that this will be achieved by three key changes in the department:

- Merging of all the separate services desks within CICT to establish a Single Integrated Service Desk (SiSD) that follows set procedures, produces useful KPI's and has agreed SLA's with key customers.
- Separation of Projects from sustaining (BAU) activity to prevent the constant feeling of firefighting within the department, and to ensure much better management of resources across the department as a whole.
- Introduction of ITIL processes across the department.

For the last 6 months a deep dive review has been carried out across the department by the Programme Team to identify what their key issues are and what the impact of these are on staff, customers and STFC as a whole.

Through the deep dive process it has become very apparent that there is a strong need for upskilling of senior management in the department, in order for them to be fully capable of appropriately supporting their teams as CICT goes through a period of substantial change. Sub-

optimal management skills are currently seen as the highest risk to the success of the Programme. It is absolutely vital to the Programme that senior management are able to think and act as a team, that they understand the strategic imperative of the transformed department and the catalyst for change, and that they openly support and promote this within their teams.

Scope

The following areas of leadership development are in scope:

- Teamwork
- Accountability
- Team Management Skills
- Appropriate Business Behaviour
- Strategic Thinking
- Change Management
- How to effectively manage resources
- How to delegate effectively
- How to Lead by Example
- Why it is important to lead in line with the corporate message
- Supporting Culture Change

The following is out of scope

- Introduction to Management Skills
- Introduction to Leadership Skills
- Budgeting Skills

Requirement

The contractor is expected to provide a comprehensive proposal of how they can holistically deliver the requirements needed for leadership development for 8 senior managers in CICT. The programme must provide the following outcomes for each individual manager:

- An understanding of what it means to be a senior manager, including the accountability and responsibility that comes from this level of management
- An understanding of the importance of operating as a single senior management team
- An ability to challenge inappropriate behaviours and actions across the department, and in

their teams

- An understanding of the importance of providing communications in a corporate manner
- Recognition of the impact their decisions and actions have on others
- Being able to do the right thing, not just say the right thing
- Recognition of why it is important for CICT to work together as a team to deliver, and how silos create inefficiencies in the department
- Confidence in being a more robust manager
- Ability to lead change within their teams
- Knowing how to set a good example, and what the impact is of being a bad example

The contractor must provide a plan detailing how and when the leadership development will be delivered within 3 days of the contract start date.

The contractor will be expected to attend the STFC sites to provide the leadership development. This will be primarily at Rutherford Appleton Laboratory in Harwell, and it is expected that the contractor will meet their own costs when attending this site. There may also be a requirement to attend sites at Swindon and Daresbury, and any additional travel costs will be met by STFC.

It is expected that the leadership development will include both group sessions and individual sessions, which focus on the specific needs of each person.

It is expected that the leadership team will get to practice their new skills in a 'safe' environment and any proposal should clearly show how this will be achieved.

All materials needed to support the leadership development should be provided by the contractor.

Within the first month of the contract start date at least 50% of the leadership development programme should have been delivered. There should be a review at this point and it should be clear that improvements have been made.

If any models or theories are going to be used these should be stated in the tender. It should also state how they can/will be practically applied.

Timetable

Within 3 days of the contract start a plan stating exactly what will deliver and when should be provided.

50% of the leadership development should be delivered within the first month following the contract start date.

At the end of the first month a review should be carried out that details what improvements have been made.

The full leadership development activities should be delivered by 22nd February 2017 which ties in with the current end of Phase 1 & 2 of the CICT Transformation Programme.

Section 5 – Evaluation model

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

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

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

Pass / fail criteria		
Questionnaire	Q No.	Question subject
Commercial	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 UK SBS has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. UK SBS considers these weightings to be in line with existing best practice for a requirement of this type.

Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	20%
Quality	PROJ1.1	Understanding the Requirements	20%
Quality	PROJ1.2	Delivery of the Requirement	45%
Quality	PROJ1.3	Interview	15%

Evaluation of criteria

Non-Price elements

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

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

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

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

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

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

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

0	The Question is not answered or the response is completely unacceptable.
10	Extremely poor response – they have completely missed the point of the question.
20	Very poor response and not wholly acceptable. Requires major revision to the response to make it acceptable. Only partially answers the requirement, with major deficiencies and little relevant detail proposed.
40	Poor response only partially satisfying the selection question requirements with

	deficiencies apparent. Some useful evidence provided but response falls well short of expectations. Low probability of being a capable supplier.
60	Response is acceptable but remains basic and could have been expanded upon. Response is sufficient but does not inspire.
80	Good response which describes their capabilities in detail which provides high levels of assurance consistent with a quality provider. The response includes a full description of techniques and measurements currently employed.
100	Response is exceptional and clearly demonstrates they are capable of meeting the requirement. No significant weaknesses noted. The response is compelling in its description of techniques and measurements currently employed, providing full assurance consistent with a quality provider.

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

Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 40

Evaluator 4 scored your bid as 40

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

Price elements will be judged on the following criteria.

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

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

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

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

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

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

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

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

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

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

Section 6 – Evaluation questionnaire

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

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

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 7 – General Information

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

DO:

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

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

DO NOT

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

Some additional guidance notes

- 7.23 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool may be submitted to Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.
- 7.24 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered.
- 7.25 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.26 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.27 We do not guarantee to award any Contract as a result of this procurement
- 7.28 All documents issued or received in relation to this procurement shall be the property of UK SBS.
- 7.29 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
- 7.30 If you are a Consortium you must provide details of the Consortiums structure.
- 7.31 Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
- 7.32 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public
- 7.33 Your bid will be valid for 60 days or your Bid will be rejected.
- 7.34 Bidders may only amend the Contract terms if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract and UK SBS fail to accept your legal or statutory reason is reasonably justified we may reject your Bid.
- 7.35 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.
- 7.36 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.37 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.

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

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

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

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

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

USEFUL INFORMATION LINKS

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