



Invitation to Quote

**Invitation to Quote (ITQ) on behalf of Department for Business
Innovation and Skills (BIS)**

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

Registered in England and Wales as a limited company. Company Number 6330639.
Registered Office North Star House, North Star Avenue, Swindon, Wiltshire SN2 1FF
VAT registration GB618 3673 25
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UKSBS

Shared Business Services

Subject UK SBS Aerospace Supply Chain Study
Sourcing reference number BLOJEU-CR150075BIS

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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 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](#).

Our Procurement ambition

Our vision is to be recognised as a centre of excellence and deliver a broad range of procurement services across the public sector; to maintain and grow a procurement service unrivalled in public sector.

Procurement is a market-shaping function. Industry derived benchmarks indicate that UK SBS is already performing at or above “best in class” in at least three key measures (percentage savings, compliant spend, spend under management) and compare well against most other measures.

Over the next five years, it is the function’s ambition to lead a cultural change in procurement in the public sector. The natural extension of category management is to bring about a fundamental change in the attitude to supplier relationship management.

Our philosophy sees the supplier as an asset to the business and the route to maximising value from supply. This is not a new concept in procurement generally, but it is not a philosophy which is widely employed in the public sector.

We are ideally positioned to “lead the charge” in the government’s initiative to reform procurement in the public sector.

UK SBS Procurement’s unique selling points are:

- Focus on the full procurement cycle
- Leaders in category management in common and specialised areas
- Expertise in the delivery of major commercial projects
- That we are leaders in procurement to support research
- Use of cutting edge technologies which are superior to those used generally used across the public sector.
- Use of market leading analytical tools to provide comprehensive Business Intelligence
- Active customer and supplier management

‘UK SBS’ contribution to the Government Procurement Agenda has been impressive. Through innovation and leadership UK SBS has built an attractive portfolio of procurement services from P2P to Strategy Category Management.’

John Collington

Former Government Chief Procurement Officer

Section 2 – About Our Customer

Department for Business, Innovation and Skills (BIS)

The Department for Business, Innovation & Skills (BIS) is the department for economic growth. The department invests in skills and education to promote trade, boost innovation and help people to start and grow a business. BIS also protects consumers and reduces the impact of regulation.

BIS is a ministerial department, supported by 48 agencies and public bodies.

Department for Business, Innovation and Skills achievements include:

- Funding 457,000 apprenticeship starts in 2010-11 Academic Year
- Committing £75 million to support innovation in technology-based SMEs
- Helping 25,000 UK businesses (mainly SMEs), employing over 13 million people, to make the most of opportunities for growth in overseas markets; Growth Accelerator is a new Department for Business funded-service to help up to 26,000 small and medium enterprises (SMEs) grow as much as they can over three years. Working with an experienced coach, businesses will receive a personalised growth plan, training and workshops, networking and peer to peer support. SMEs can also learn how to develop their leadership and management capability.
- With the Cabinet Office, leading the review of 1,200 regulations across Government as part of the Red Tape Challenge, more than half of which will be scrapped or improved.

<http://www.bis.gov.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	Department for Business Innovation and Skills (BIS)
3.2	Buyer name	Rebecca Fish
3.3	Buyer contact details	research@uksbs.co.uk
3.4	Estimated value of the Opportunity	£60,000
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	14/09/2015 – Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	28/09/2015 11:00
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	01/10/2015 14:00
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	06/10/2015 14:00
3.11	Anticipated rejection of unsuccessful Bids date	14/10/2015
3.12	Anticipated Award date	14/10/2015
3.13	Anticipated Contract Start date	19/10/2015
3.14	Anticipated Contract End date	18/03/2016
3.15	Bid Validity Period	60 Days

Section 4 – Specification

Aim

The joint industry-government led Aerospace Growth Partnership (AGP) has identified a need for a better understanding of the UK aerospace supply chain (ASC) as it continues to implement its long-term industrial vision to sustain and grow the UK aerospace industry. This project should provide the AGP, BIS, ATI, ADS and other stakeholders (including aerospace companies and the Regional Aerospace Alliances) a better understanding of the scale and scope of the UK ASC, the structure of spending in the supply chain, connectivity between the companies and the issues which each tier faces and the opportunities and barriers to growth within the UK ASC.

Key supply chain issues we would like covered through this study include:

1. How is the supply chain structured and what output/capabilities does it provide?
2. Where are the opportunities for growth in the future (identifying opportunities for the UK supply chain)?
3. What is the demand split between domestic market and exports, and how does this vary by work package?
4. How the supply chain operates by activity (beyond 'tier' terminology) e.g.
 - a. Integrators
 - b. Build to print
 - c. Design and build
 - d. Systems or component innovators
5. Where is competition, what is its nature (cost, innovation, delivery etc.)? e.g. SWOT analysis
6. Capacity constraints in the supply chain – and future issues for reshoring?
7. Future value creation in the supply chain. Where are the big value creation opportunities for future aircraft 10+ years out given potential technological advancements?
8. Key routes to markets - proportion of UK aerospace supply chain sales to primes/OEMS.

Scope

The study will capture supply chain information on civil aircraft and helicopters, components and systems. Maintenance, repair and overhaul (MRO) of aircraft is to be excluded from scope. Where possible information supplied should be split by flying parts and non-flying parts and components.

Preliminary work

Preliminary work is already underway that will feed into this study. This involves some initial AGP/BIS contact with a list of Primes/ Original Equipment Manufacturers/(OEM)/Tier 1s to establish the baseline information around their top 10 supplier information, spend and what is bought. Information will be asked for both suppliers in the UK and internationally. This will be both quantitative and qualitative and will generate details which will help provide a direction for the surveys which will be carried out as part of this study.

AGP/BIS approaching Primes in the first instance should provide a level of comfort to them that Government is in the lead on this study and that any information provided will be held in trust and not disseminated inappropriately.

Methodology

This study is to be broken in to three stages:

Stage 1 - The information provided by the Primes/ OEMs/ Tier 1s will be aggregated [so as not to be able to attach data to specific companies] and passed to the external contractor who will undertake interviews with the primes to understand their views of the strengths, weaknesses, opportunities & threats (SWOT) of the UK ASC.

Stage 2 - The contractor is also expected to interview and survey the top 10-20 Tier 1-3 companies identified by the primes (and BIS, ADS, RAAs & ATI) and undertake a similar process of questionnaire and interview as set out above with the primes. Quantitative Qs: Total ASC spend in UK and RoW, supplier's names, locations, "parts" supplied.

Qualitative Qs: Views on UK and other supplies (QCD), footprint plans in UK, ranked list of what influenced their purchasing decision, plans (if any) to re-shore work, any "parts" which they'd like to re-shore.

Stage 3 – The consultancy will use the responses from Stage 3, along with any additional information from the project team to develop a list of at least 1,000 UK ASC companies, who will be surveyed.

Quantitative Qs: Supplier name, location, company's house registration number, total 2014 turnover and employment, aerospace 2014 turnover and employment, top 5 customers, other sectors supplied.

Qualitative Qs: ranking of issues which hold back growth, ranking of issues which concern management, attitudes towards tier Primes and Tier 1-4 in UK vs. RoW.

As well as the above actions the consultancy may use complementary methods to collect the necessary data, e.g. 'big data' review of secondary sources may also be considered.

Proposals should discuss the pros and cons of different sampling approaches and recommend the most appropriate sampling approach to meet the objectives listed above and costs involved in undertaking such a methodology. They should also include discussions about what will be done to ensure the survey is as representative as possible, including approaches to maximise response rate.

We will also be open to the external consultancy recommending/ suggesting other approaches to undertaking aspects of this study alongside or instead of any of the activities outlined in this paper.

BIS will retain ownership of any and all data received, provided to and/ or obtained by the service provider as a result of undertaking this study.

Expected Outputs

The deliverables for this project are as follows:

- Stakeholder contact database (name, business, position, address, phone number etc)
- Draft report
- Final report (taking on board comments and discussions from draft report)
- Final report presentation
- All data obtained (from interviews, questionnaires and wider discussions) in appropriate format (tables, text, graphs etc)

Timetable

Please specify an outline timescale in your proposals. Please be clear about any significant milestones on the project and how long the project would take from commissioning to completion. It is important to ensure that you are realistic with the timings as it will be assumed that your proposal here will be based on timings that you would expect to work to for a project of this nature.

Deliverable	Due
Live on Contract Finders website	Friday 11 th September 2015
Deadline to submit proposals	Friday 2 nd October 2015
Assess bids and interviews with potential contractors	By 5 th Oct 2015 (interviews – 12 th /13 th October)
Notify successful contractor	Wednesday 14 th October 2015
Inception meeting with project manager	w/c 19 th Oct 2015
Develop a methodology and questionnaire for lower tier companies. BIS begins to analyse the data obtained from the Prime interviews.	Late October
BIS provides service provider with tier 1-3 contact data and SP begins interview process with those companies.	Early November
Send out questionnaire to 1000+ supply chain companies – this exercise to last 8 weeks.	Mid-Late November
Analysis of data received from mass consultation exercise.	Early January
Submit draft report to project team	Early February
Project team meets and provides comments on draft report.	Late February
Provider submits final report	Early to mid-March

It is envisaged that there will be at least 3 meetings to discuss each work stream. Meeting costs should be listed separately and included in the tender total.

Once an external advisor is appointed we will discuss and agree a timetable of activities (based on the above proposal) that meets our aims and is deliverable.

Project Management Arrangements

The project managers will be Hala Elsayed/Matt Pye. The successful contractor will be expected to work collaboratively with the project managers and be willing to meet often, provide regular updates and answer ad hoc queries when asked. The contractor will be required to maintain contact with the project manager as to progress and delivery pressures.

The study will be contracted and managed by BIS and the project will be overseen by a Steering Group to be established by BIS and chaired by BIS officials. The steering group or other analytical groups established for the oversight of the evaluation will contain representatives from the ADS and ATI Secretariat.

Section 5 – Evaluation model

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

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

The evaluation team may comprise staff from UK SBS, the Customer and any specific external stakeholders UK SBS deem required. After evaluation the scores will be finalised by performing a calculation to identify (at question level) the mean average of all evaluators (Example – a question is scored by three evaluators and judged as scoring 5, 5 and 6. These scores will be added together and divided by the number of evaluators to produce the final score of 5.33 ($5+5+6=16\div3=5.33$))

Pass / fail criteria		
Questionnaire	Q No.	Question subject
Commercial	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	SEL1.1	Case Studies
Quality	AW6.1	Compliance to the Specification

Scoring criteria			
Evaluation Justification Statement			
In consideration of this particular requirement UK SBS has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. UK SBS considers these weightings to be in line with existing best practice for a requirement of this type.			
Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	20.00%
Quality	PROJ1.1	Understanding the Environment	10.00%
Quality	PROJ1.2	Meeting Project Aims and Timescales	15.00%
Quality	PROJ1.3	Method	25.00%
Quality	PROJ1.4	Project Plan and Timescales	10.00%
Quality	PROJ1.5	Staff and Capability to Deliver	20.00%

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 50

Evaluator 4 scored your bid as 50

Your final score will $(60+60+50+50) \div 4 = 55$

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: $\text{Score}/\text{Total Points} \times 50$ ($80/100 \times 50 = 40$)

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](#)