Invitation to Quote

Invitation to Quote (ITQ) on behalf of Higher Education Funding Council for England (HEFCE)

Subject UK SBS PS16105 ITS Review

Sourcing reference number PS16105

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

UKSBS
Shared **Business** Services

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Section 1 – About UK Shared Business Services

Putting the business into shared services

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

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

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

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

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

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

Our Customers

Growing from a foundation of supporting the Research Councils, 2012/13 saw Business 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 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

Higher Education Funding Council for England

HEFCE distributes public money to higher education institutions in England and ensures that this money is used to deliver the greatest benefits to students and the wider public.

In 2016-17 we are directly funding 131 higher education institutions (HEIs) and 213 further education and sixth form colleges (FECs) that provide higher education courses. The funding is used to support institutions' teaching, research, knowledge exchange and related activities. This includes research and activity to ensure that everyone with the potential to benefit from higher education has the chance to do so.

To ensure that this money is being used appropriately, HEFCE:

- monitors the institutions' financial and managerial health
- ensures that the quality of teaching is assessed
- organises the assessment of research quality with the other UK funding bodies.

2015 Survey of Higher Education Institutions and other Stakeholders

An independent survey has shown further improvements in our communication and relations with stakeholders.

The survey, carried out by Pye Tait Consulting between March and May 2015, found that HEFCE is considered by its stakeholders to be highly respected, trusted and approachable. There is widespread and increased recognition of HEFCE's role as a broker between Government and the higher education sector, and 94 per cent of respondents believe that HEFCE implements Government policy effectively

HEFCE is using the survey results to further improve its relations, operations and services.

Further information can be found at: http://www.hefce.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	Higher Education Funding Council for England, Nicholson House, Lime Kiln Close, Stoke Gifford, BRISTOL, BS34 8SR
3.2	Buyer name	Kevin Griffiths
3.3	Buyer contact details	professionalservices@uksbs.co.uk
3.4	Estimated value of the Opportunity	£20,000.00 (excluding 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 will result in the Bid not being considered.**

Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	23/05/2015 Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	31/05/2016 14.00hrs
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	02/06/2016 14.00hrs
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	07/06/2016 14.00hrs
3.10	Date/time Bidders should be available if telephone clarifications are required	15/06/2016 Time – TBC if required
3.11	Anticipated rejection of unsuccessful Bids date	16/06/2016
3.12	Anticipated Award date	16/06/2016
3.13	Anticipated Contract Start date	20/06/2016
3.14	Anticipated Contract End date	22/08/2016
3.15	Bid Validity Period	60 Days

Section 4 – Specification

Introduction
1. The Higher Education Funding Council for England (HEFCE) was established in June 1992 under the terms of the Further and Higher Education Act 1992 as a non-departmental public body operating within a policy and funding context set by the Government. The Council assumed responsibility for funding higher education in England on 1 April 1993. The Council's main function is to administer grant provided by the Secretary of State for Business, Innovation and Skills (BIS).The Council funds education, research and the associated activities at universities and other higher education providers (collectively known as HEPs). Further information can be found at http://www.hefce.ac.uk/. In recent years the Council has taken on a growing regulatory role associated with the development up of a more commercial HE market. This is expected to continue with future evolution of the HE sector and HEFCE's future role is being determined as part of higher education 'White Paper, the formative stage of supporting future legislation. 2. The Council's main office is in North Bristol and there is a small central London office. The Bristol site comprises of two buildings, Westward and Nicholson House, located adjacent to each other. Core business and staff are based at our Bristol office with the London office used primarily for meetings. There are currently approximately 320 permanent staff.

Aims
• To review the current design/structure, functions and skills of the HEFCE Information Technology (ITS) team, and • To provide advice on any required changes to the above taking into account HEFCE's business plan and HEFCE and BIS ICT strategies (including how best to leverage opportunities from evolving technologies).

Objectives

- To assess the effectiveness of the current provision of IT services across the Council.
- To provide advice on how to create a team with appropriate skills, structures and roles to deliver fit for purpose ICT services in the most effective manner
- To ensure roles can embody the adoption of new and evolving methodologies, tools and processes. That the structure and roles incorporate opportunities for career progression and for the function as a whole to operate to industry best practice.
- To consider the potential evolution of the function and possible actions required to minimise risks around future delivery of services

Background to the Requirement

3. The Information Technology and Systems (ITS) function at HEFCE is an internal IT function providing full ICT support to the Council for both operational IT services and the development and maintenance of bespoke applications. The IT function has 21 permanent staff split between operations (9) and development (12) and currently supplemented by 6 contractors supporting the development function. All ICT staff are based at our north Bristol site with the server infrastructure located remotely in a server colocation facility. The function has an annual budget of approximately £2m.

4. The context in which ITS is operating is changing rapidly. Specifically:

   a. The increase in system development demands with the Council's evolving role as a regulator coupled with the adoption of new development methodologies and tools such as agile and Team Foundation Server

   b. The recent move of the Council to a new site with dual buildings accompanied by the adoption of new ICT technologies. This includes the rollout of end user devices supporting flexible working such as Microsoft Surfaces and the move to a managed unified communications platform. These will necessitate new approaches to providing user support and have required the adoption of new skills and knowledge.

   c. The evolving landscape in which ITS operates both with respect to the Council, BIS and Government, e.g. the CSR, Digital by default, BIS ICT strategy and CTS, etc.

   d. The increasing importance and focus on Cyber Security. A separate review of Cyber Security has recently been undertaken and the findings of this review will be available to the successful contractor under a non-disclosure agreement.

   e. The Council along with Government as a whole has had two years of salary freezes and then four years at 1%. It is now at the start of another four year period of capped increases of 1% per annum.

This has the potential to lead to staff recruitment and retention difficulties.

f. ITS has grown organically but the underlying roles and structure need to be reviewed and looked at holistically in the light of the context outlined above.

Scope

The scope is principally that of the permanent roles of the ITS team. It should however be cognisant of and if required comment on the relationship with the systems administrators in business teams such as finance, the analytical services directorate and HR. It should also consider the appropriateness of using supplementary contract resources as part of the resourcing model and meeting demand fluctuations.

ITS also provide ICT services to the Office for Fair Access (OFFA) as well as HEFCE. OFFA are co-located within the smaller Bristol office (Nicholson House) and on the same ICT infrastructure. The scope will include OFFA as a consumer of the services.

Key stakeholders thus include:

- ITS service consumers (HEFCE and OFFA staff) including a range of roles:
    - *Senior/Exec staff*
    - *Admin staff*
    - *Both desk based and mobile workers*
- ITS team members
- Contract staff
- Business systems administrators
- External users such as HE institutions using extranet based services

Requirement

The Council wishes to enlist professional support services to deliver a review of the design/structure, functions and skills of the ITS function. This will cover:

- Undertake and report on a review of the current IT structure, functions and skills of the team. In the course of this identify key issues to be addressed in any restructuring and role changes.

- Providing a report on the findings with advice on options for revisions to the current structure, functions and roles in a report and a supporting presentation that can be delivered in conjunction with the Head of IT and HR IT business partner.

Assuming approval of the recommendations the detailed implementation plan will be developed by HEFCE and does not form part of the tender.

It is anticipated that the professional support services partner (PSSP) will:

1. (M): The PSSP must have extensive knowledge and expertise in the design and implementation of ICT functions and supporting roles.

2. (M) The PSSP should have expertise of delivery in both public and private sector contexts and have knowledge of the Government's ICT strategy

3. (D): Ideally the PSSP will have worked with Government agencies/NDPBs and some knowledge of the Department for Business Innovation and Skills (BIS)

4. *(I): This expertise will probably need to be resident in primarily one individual backed by in-house specialist knowledge and resources that can be called on to provide more depth in specific areas if required, i.e. for continuity and practicality we would envisage working with one primary representative rather than a large team*

5. (M): The PSSP must have comprehensive knowledge of modern ICT technologies and development techniques and tools including virtualisation, thin & thick clients and agile/scrum development methodologies

6. *(I): The Council's IT services are based around Microsoft technologies for both operations and development including Windows OS, SQL server, Exchange, Visual Studio & C#. Servers are virtualised using VMware and Citrix thin client technology is heavily used alongside a unified managed comms service based on Cisco technology.*

7. (M): The PSSP proposed resource(s) will be certified ITIL practitioners understanding best practice in service design and delivery in both in-house and mixed in-house/managed service/cloud delivery with a SIAM layer

8. (M): The PSSP must have existing and ready access to industry best practices data and benchmarks that they can deploy as part of their work around IT delivery models, roles and remuneration levels

9. (M): The PSSPs approach must be open, inclusive and auditable

10. (M): Please set out your proposed methodology including:

    10.1.   Tools and techniques to be used

    10.2.   Outline proposed approach/plan detailing provisional resourcing estimates in days

    10.3.   Set out any key assumptions underpinning this

11. (M): The PSSP should set out the proposed resources, their daily rate and the estimated number of days along with any other costs in fulfilling this assignment net of VAT.

12. (M): The PSSP will be responsible for delivery of:

    12.1.   A short report setting out a review of the current IT structure, functions and skills of the team. This should identify any key issues to be addressed along with proposals on possible options to address them.

    12.2.   A presentation summarising the report and advice on options for revisions to the current structure, functions and skills.

    12.3.   Draft job descriptions to support the roles in the proposed structure(s)

    12.4.   Share any deliverables from the process leading to the report and supporting its conclusions, e.g. minutes, questionnaire analyses, workshop outputs, industry data, etc.

13. (D): That the successful PSSB has availability to commence rapidly on appointment in accordance with the supplied timetable

14. (M): That the PSSP can provide further resource at the day rates agreed with continuity of personnel if required beyond the initial engagement.

15. (M): The PSSP should supply outlines and references for two similar assignments undertaken.

16. (M) The PSSP should supply CVs for all those proposed to support the assignment

Timetable	
Procure PSSP:	May- Mid June 2016
Commence:	Mid June 2016
Report/presentation:	Mid July 2016
Implementation (HEFCE)	From August 2016
PIR	Six months from completion of implementation

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÷3 = 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	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	15%
Quality	AW6.2	Expertise	30%
Quality	AW6.3	Resources	30%
Quality	AW6.4	Methodology/deliverables	25%

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 x 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 x 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) ÷ 4 = 50

Price elements will be judged on the following criteria.

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

For example - Bid 1 £100,000 scores 100.
Bid 2 £120,000 differential of £20,000 or 20% remove 20% from price scores 80
Bid 3 £150,000 differential £50,000 remove 50% from price scores 50.
Bid 4 £175,000 differential £75,000 remove 75% from price scores 25.
Bid 5 £200,000 differential £100,000 remove 100% from price scores 0.
Bid 6 £300,000 differential £200,000 remove 100% from price scores 0.

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

In the example if a supplier scores 80 from the available 100 points this will equate to 40% by using the following calculation: Score/Total Points multiplied by 50 (80/100 x 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

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.

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](#)