



Tendering for Government Contracts

A Guide for Small Businesses

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About this guide

The public sector spends a huge amount each year and is always looking for new suppliers. However small your business, there are always opportunities to supply this market. Even if you are already supplying one part of the public sector, it is worth looking for opportunities in other areas.

If you work in a small business, this guide aims to help you in three ways. Firstly, it will tell you about where to find opportunities within the public sector. Secondly, it will explain how you can bid for work. Thirdly, it will advise you on the further contacts you may need to make.

The Small Business Service (SBS) and the Office of Government Commerce (OGC) have produced this guide jointly. The SBS is an Executive Agency of the Department of Trade and Industry, and was set up in April 2000 with the aim of making the UK the best place in the world to set up and run a business. We are dedicated to helping small firms and representing their interests. The OGC is an Office of HM Treasury, and was also set up in April 2000 with the aim of improving the Government's commercial performance. One of OGC's main objectives is to achieve effective competition for government business by simplifying access to the government market place. The aims of SBS and OGC

overlap in this area. We both let the small business community know where to find government opportunities, and make sure that small businesses receive equal treatment when competing for contracts.

You can find the website addresses and contact details for all the public-sector organisations we mention at the end of this guide.

What is the public sector?

The public sector employs more than 25% of the UK workforce and includes:

- central civil government departments and agencies;
- the NHS and its local trusts;
- the Ministry of Defence;
- the Northern Ireland Assembly, the National Assembly for Wales and the Scottish Executive;
- local authorities;
- universities; and
- colleges.

Whatever your business, there may be a market for it somewhere within the public sector, whether by contracting directly or by becoming a subcontractor.



What are the benefits to you?

Public-sector organisations are good customers. They have to be fair, honest and professional in the way they choose suppliers and in any dealings with them. Most are also long-standing, stable customers, and have to pay promptly and in line with agreed contract terms. Public-sector organisations have to pay accounts within 30 days (or any other agreed credit period) of receiving a valid bill or invoice. You will find more information on prompt payment law later in this guide.

You may also find that trading successfully with the public sector can give added credibility with private-sector customers.

What are the benefits to the public sector?

The Government is committed to helping small and medium-sized enterprises (SMEs) because it believes that helping more SMEs to compete gives better value for money for the public sector. Value for money is defined as 'the optimum combination of whole life costs and quality to meet the user requirement'.

Small firms can offer:

- greater competition;
- lower costs;
- new ideas;

- responsiveness;
- flexibility;
- quality of service; and
- specialisation.

All of this can mean better value for money for the public sector.

EC procurement directives

An EC treaty covers all public-sector procurement contracts within the European Community, no matter what their value. The treaty sets down principles to prevent discrimination against firms from any member state. The principles of the treaty are backed up by a series of EC procurement directives. The directives have been included in UK law as a number of regulations. The directives and regulations set down procedures and standards (based on openness, non-discrimination and competition) for choosing tenderers and awarding contracts with an estimated value above a set limit. You can find information about the EC procurement directives and regulations on the OGC website or from your nearest Euro Information Centre.

The way in

Where are opportunities advertised?

Opportunities for contracting with the public

sector may be advertised in a wide variety of places. Contracts below the EC limit (around £99,000) are often advertised in trade journals, increasingly on websites, and occasionally in national or regional newspapers. However, although encouraged to do so, some public-sector organisations do not advertise low-value contracts at all. You may benefit from identifying the appropriate individual in an organisation, through the contacts listed at the end of this guide, and giving them information about your business.

Supplying Government

Supplying Government is a website provided by OGC and Business Link that gives advice to businesses on:

- selling products and services to the Government;
- contact points in government organisations;
- where to find advertised contract opportunities; and
- contact details and links to equivalent sites in Scotland, Wales and Northern Ireland.

Business Link

Business Link provides access to a range of business advice and support for small firms in England. You can contact them by phone or on their website, and will be put in touch with

your nearest centre to discuss the help and advice offered on selling to the public sector. Some centres offer direct access to public-sector opportunities that are tailored to your business's specific needs.

Similar services are offered through Business Gateway, and Highlands and Islands Enterprise in Scotland, Business Eye in Wales and Invest Northern Ireland.

Government Departments

Government Departments and their agencies must follow the Official Journal of the European Union (OJEU) procedures for tenders with an estimated value of around £99,000 or more. However, if you are looking for contracts below this value, or your product or service is particularly original, it may be more appropriate for you to choose a department or a number of departments and contact them directly. You can find the initial contacts for Government Departments in the insert to this guide. It is always worthwhile searching the internet as some departments have 'selling to' pages on their websites.

Government Opportunities

Two useful publications are 'Government Opportunities' and 'Contrax Weekly' which are published by the commercial company Business Information Publications (BiP). These are available monthly and weekly respectively.

Euro Info Centres

Euro Info Centres (EIC) have been set up throughout the UK by the European Commission to provide information and services for business. These include a full library service of OJEU and an Alerting Service for Tenders Electronic Daily (TED). Most centres have been set up in host organisations including, for example, business development agencies, such as Business Link, university libraries and regional Chambers of Commerce.

Official Journal of the European Union (OJEU – formerly called OJEC)

Almost all public procurement contracts for business worth more than an EC limit, which is roughly £99,000, must be published in the daily supplement to the Official Journal of the European Union (OJEU). This provides information on the current requirements and invites suppliers to express an interest, or to tender directly in some cases, depending on the contract procedure. It also sets out information about contracts that have been awarded.

The regulations that say precisely which contracts must appear in OJEU are very detailed. However, you can get information about these from the OGC website. As a general guide, tenders for more than £99,000 of goods and services or for more than £3.8 million of works must appear in OJEU. However, there are many exceptions to these

limits, including a number of services that do not need to be advertised. Some departments, however, have made it their policy to advertise more widely in OJEU than they are obliged to.

There are several ways of gaining access to OJEU.

- Tenders Electronic Daily (TED) is the online version of OJEU. It uses subject and country codes to give you direct access to notices that may interest you. However, many businesses find it easier to use the TED service offered by Business Link, Euro Information Centres and commercial organisations like Government Opportunities.
- Copies of OJEU (in CD-ROM format) are available by paying a subscription or by buying copies from The Stationery Office.
- The Stationery Office also has a Scanfax Service that is one of a number of OJEU scanning services that will fax specific extracts from OJEU.
- You can also see copies at some Euro Info Centres.

Selling to Europe

If you want to sell to Europe, the first step is to assess which markets are open to you and whether or not you can meet their needs. As well as looking in OJEU, UK Trade & Investment has a wide range of market information ranging from country profiles to

individual sector reports (for more details, see their website or contact Business Link).

Small Business Research Initiative (SBRI)

This initiative is designed to:

- encourage and increase the demand for research and development (R & D) from small firms; and
- give small firms the opportunity to show that they have the ability to carry out and deliver high-quality R&D in response to the strategic needs of the Government.

A number of Government Departments are involved in this initiative, and will aim to procure at least 2.5% of their research and development requirements from smaller businesses. The UK Research Councils are also aiming, over time, to reach these targets. The overall target is for £50 million of government research to be bought from smaller businesses by 2004. For more information on this initiative, visit the SBRI information and enquiry website.

Other routes in

Subcontracting opportunities

Many of the highest-value government contracts are let to large companies. However, small companies can still play a part in these contracts, perhaps as

subcontractors or by forming consortia.

There is no single way of finding out about subcontracting opportunities, although OGC is encouraging large suppliers to government to make subcontracting opportunities available via their websites. Public-sector organisations may give you information about their main contractors or you might identify and contact a supplier who has won a major contract, for example through OJEU.

In recent years Public Private Partnership (PPP) and Private Finance Initiative (PFI) contracts have become more popular. Although it may not be appropriate for small and new businesses to take on these high-value and long-term contracts, there are many opportunities for subcontracting and consultancy work. Guidance on both PPP and PFI is available from the Office of Government Commerce and from HM Treasury in the document *PFI: Meeting the Investment Challenge*.

Approved supplier lists

Many public-sector organisations (in particular local authorities) hold lists of potential suppliers for certain types of work, usually for lower-value contracts below the EC threshold limits. If an organisation has such a list, it must still advertise any requirement above the relevant EC limit. The nature of these lists varies between organisations. However, the lists should be regularly reviewed to include

new suppliers and to make sure that the existing suppliers continue to provide good value for money. If your firm is accepted onto a list, it does not necessarily mean that you will be invited to tender straight away. To find out about lists held by specific public-sector organisations, you might want to contact the organisations listed at the end of the guide or your local authority.

OGCbuying.solutions

OGCbuying.solutions is an executive Agency of OGC and provides a professional procurement service to central government and the wider public sector. It does this by providing a range of products and services designed to encourage effective procurement and achieve measurable cost savings.

OGCbuying.solutions products and services are organised into 4 categories:-

- IT
- Telecoms
- Professional Services
- Facilities

All of the products and services have been through a competitive tender and fully meet EU Law.

Public sector organisations using OGCbuying.solutions' contracts are therefore meeting their legal obligations towards public-sector purchasing and so do not

need to carry out lengthy EU Procurement exercises themselves.

These contracts are re-competed – usually every four years.

The contracts do include a number of SMEs; for example, small firms currently account for over 23% of the prime contractors listed in the Professional Services category. Being included in a relevant category will increase your visibility within the public sector, as OGCbuying.solutions is widely recognised by central government, local authorities and the public sector in general.

Constructionline

If your products or services are related to construction, you should consider registering with Constructionline. The Department of Trade and Industry's Constructionline is the UK's register of local and national pre-qualified construction contractors and consultants. It is designed to save firms time and money from repeatedly supplying information to each prospective client (sometimes for every contract) about their general ability to carry out work. It does this by making this information available from one central on-line location and is used by over 1,500 public-sector organisations when they invite suppliers to tender. Constructionline's registration fees are on a sliding scale based on turnover or size, from £70 each year. Over half of all the 12,500 or more registered

firms have an annual turnover of less than £1 million. There are special measures in place to help new start-up and small firms register, including help over the phone for filling in the registration form.

The advantages of being registered with Constructionline include:

- being on a level playing field with large companies if you meet the client's standards;
- greater visibility within the public sector;
- reduced paperwork – one application form rather than having to pre-qualify for every contract; and
- greater access to a wider number of clients locally and nationally.

Quality Mark

Construction firms working mainly for consumers on domestic repair, maintenance and improvement should join Quality Mark. It is the only government-backed national register of tradespeople working exclusively in that sector, and covers around 20 different trades. It also has the backing of local authorities, consumer groups and leading trade associations.

The Government wants consumers to use the register to distinguish quality firms from rogue traders. Local authorities and housing

associations also increasingly favour Quality Mark-accredited firms. The Quality Mark warranty of work also allows local-authority housing departments to recommend Quality Marked-firms to people who receive improvement grants.

Membership of the scheme is currently free to all firms with domestic turnover of less than £1 million a year. There are many business benefits associated with membership, especially the choice of higher-value clients, fed directly to firms as consumers access the database of contractors through the national call centre and website. Many construction trade associations are now improving their membership requirements and process towards Quality Mark standards, increasing the availability of independently audited, reputable firms for consumers and giving members access to the scheme benefits.

The advantages of Quality Mark membership include:

- cheaper liability insurance premiums;
- access to free advice and training;
- business best-practice guides; and
- the support of an independent complaints system.

Increasing your chances

Although there are clear benefits from doing business with the public sector, it is important to realise that bidding procedures are tough. This is because the public sector must award contracts on the basis of getting value for money for the taxpayer.

In this section we have outlined some of the issues and given advice, which you may find useful in preparing a bid.

You can see a typical procurement process on the centre pages of this guide. At each stage of the tendering process there are issues you should consider. We have outlined some of these issues below. Some of the advice is obvious, but we have included it in this guide because it is not always followed.

The advertisement

In most cases you will have found out about the contract in OJEU, in one of the trade journals or on a 'selling to' website. This is likely to be your first stage in the process and will give you an opportunity to decide whether the contract is suitable for your business. If there is a contact name or number in the advert, you can contact the customer to check

that you understand the requirement. This could be useful as the advertisement alone may not give all the relevant information. Be aware that OJEU adverts are limited to a certain number of words and you may need to get extra clarification.

Tips:

Don't be shy of making enquiries to public-sector bodies about available contracts.

Look out for news and events in the magazines and publications in your own business sector.

Explore the internet for 'selling to' sites.

Feel free to market your products and services to the public sector just as you would to a private-sector firm.

Contact your local training provider, for example Business Link, to see if they provide training on preparing bids and selling to the public sector.

Your bid

Providing information

You may be asked to fill in a questionnaire detailing information about your company's financial position and technical ability. This can include information about when your company was formed, what experiences you have had providing the items being tendered

for, details of where references may be obtained from, and details of your company's finances.

Tips:

Only bid for work that you are sure you could deliver.

Always provide the information you are asked for. If you are not able to do so, check whether your bid will be acceptable.

Make sure you answer all questions accurately.

Tips:

Plan your bid around the timetable the customer gives you to make sure you can meet all deadlines.

If you are not sure of anything, ask in good time. Do not miss the given deadline.

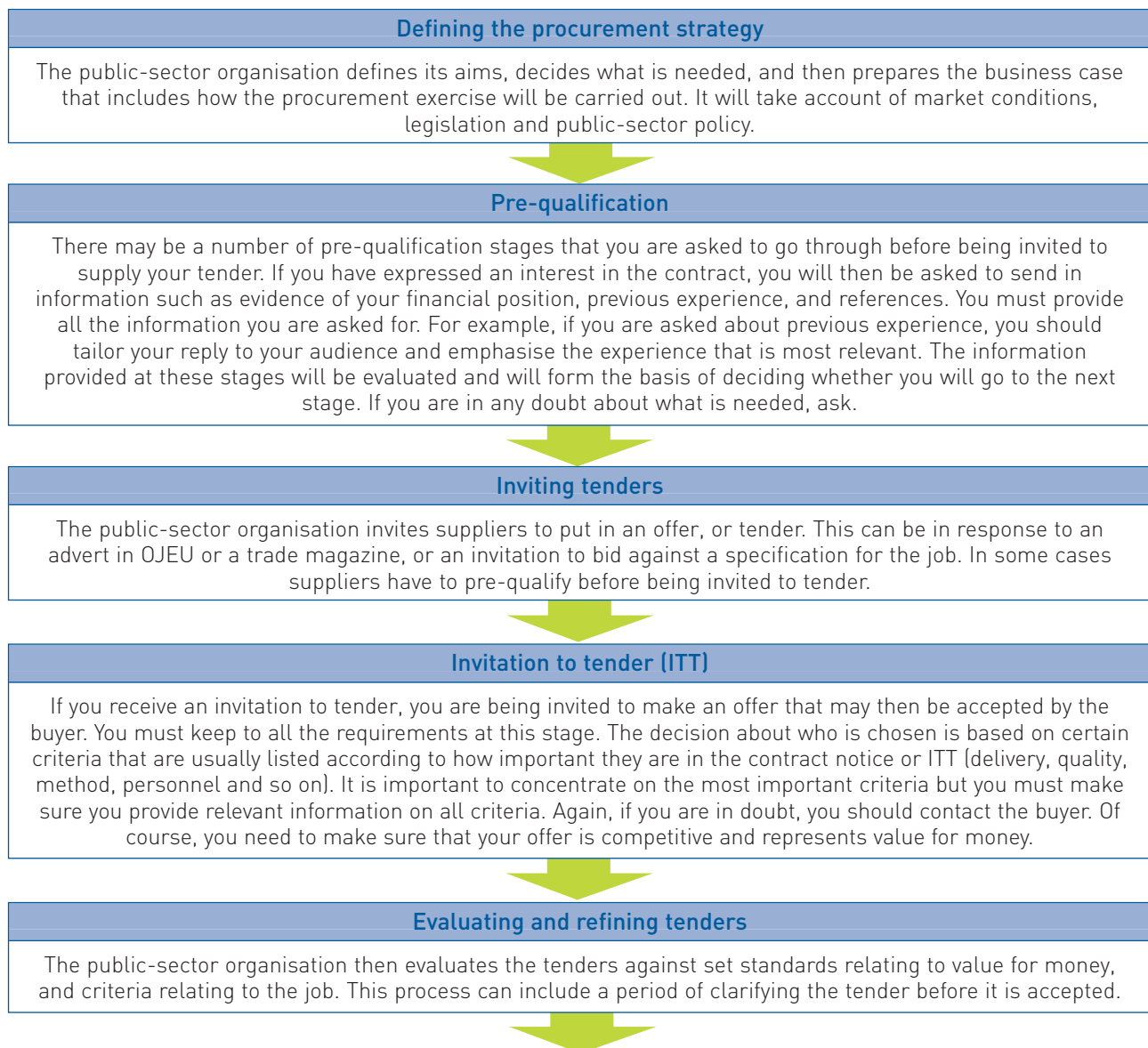
If your bid is unclear and the customer asks you for clarification, you must give this by the original deadline, unless they tell you otherwise.

Timing

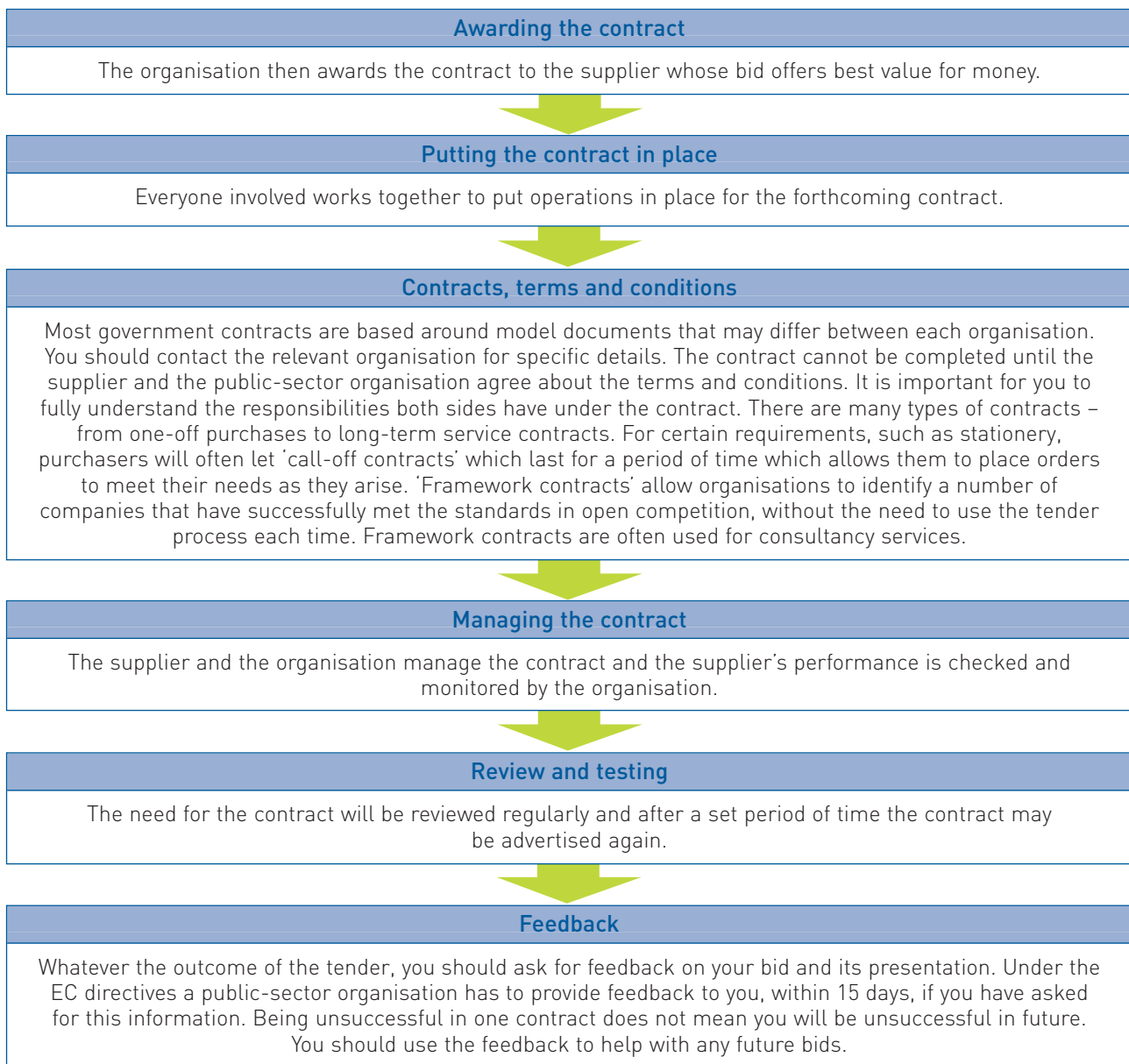
When tendering for a public-sector contract, you will be given deadlines to get information and documents to the customer. These deadlines are important and you should make sure you meet all requests on time.

A typical procurement process

The following diagram shows a typical procurement process within the public sector. It is likely that low-value, specific purchases will follow a simplified version of that described below.



We define 'value for money' as the best combination of whole-life costs and quality which meet the organisation's needs.



Increasing your chances (continued)

Make sure you know early on in the procedure what format you will have to use to fill in the tender documents. You also need to know what the timescale is and whether interviews will be likely.

You will always be asked to provide information by specific dates. Remember that the date given is the last date by which the organisation needs information. It is important to make sure that information arrives promptly. Do be patient, as the procedure from the first advert to awarding the contract can take months.

Quality assurance

Public-sector organisations may want to assess their contractors against certain quality assurance standards. If you are in an industry where external assessments are normal, or are becoming normal, and if it is appropriate to the contract, you may find this a requirement.

Tip:

Be aware of any quality assurance standards that affect your industry.

The ISO 9000 series are international quality management systems standards. The standards are published in the UK by the British Standards Institution as BS EN ISO 9000. If your firm operates an ISO 9000 system, you should be able to guarantee to provide consistent quality of your products or services. It is for this reason that a number of purchasers, including some government procurement agencies, encourage their suppliers to use the standard. You can also gain added confidence if you get independent assessment of the system in operation.

Tip:

Ask the customer about any policies they have on quality assurance in awarding contracts.

Public-sector policy requirements

There are a range of policies which are becoming increasingly important when tendering for public-sector contracts. Although the importance attached to the policies by buying organisations may vary, buyers may choose to assess their potential contractors against these policies. As a result, it would be wise to have knowledge of the relevant policies and to have documented procedures in place, where necessary.

Sustainability and environmental policies

Issues of sustainability and the environment in procurement are seen as increasingly important.

Organisations can ask you to supply details of your sustainability policy. Sustainable procurement has four objectives.

- Effective protection of the environment.
- Cautious protection of natural resources.
- Social progress which recognises the needs of everyone.
- Maintenance of high and stable levels of economic growth and employment.

Businesses have a legal and moral duty to make sure that their processes do not pollute the environment. A good environmental management system (EMS) helps a business manage any operations that could affect the environment. Its purpose is to:

- review the effect of the businesses' operations on the environment;
- assess the significance of the effect on the environment; and
- compile a register of the effects of your business.

The benefits of a good EMS include:

- helping you to reduce the effect of your business on the environment;
- cost savings;
- improving public image; and
- helping you meet environmental law.

ISO14001 and EMAS

EMS standards, such as ISO14001 or EMAS (Eco-Management and Audit Scheme), are a way to demonstrate a business's commitment to reducing their environmental effect. Taking part in either standard is voluntary. For more information on Environmental Management Systems, consult the NetRegs Management Guidelines.

Racial equality

Public authorities have a legal obligation to take racial equality into account when carrying out procurement. As a result, you should make sure that you are acting within the law, and that your policies and practices are not discriminatory. You can get more information from the Commission for Racial Equality in their document *Race Equality and Public Procurement*.

Diversity

Many local authorities have a vision to value diversity in their communities, promote an inclusive society and oppose all forms of

intolerance and prejudicial discrimination (whether it is intentional, institutional or unintentional). You should contact the relevant authority and ask if there are any particular diversity issues you need to include in your bid in order to be successful.

Health and safety

If you employ five or more people, you must have a documented safety policy. Your safety policy should:

- set out your business's commitment to manage risks and meet legal duties for safety;
- tell people in your business what their duties are for health and safety; and
- explain the steps that staff need to take to meet their duties.

You may be asked to provide copies of this document with your tender application.

Electronic trading

Government Departments and agencies have been set targets aimed at increasing their levels of electronic business. One of OGC's priorities is to help achieve these targets by using the internet in the procurement process. If you are e-enabled, you may find more opportunities and quicker and easier methods of doing business.

Some recent initiatives include the following.

- *Government Procurement Cards* – The Government Procurement Card (GPC) is a branded Visa purchasing card which can cut out the need to send out purchase orders or deal in paper-based systems. Orders are placed directly with suppliers, either by personal visit, phone, fax, e-mail, over the internet, or built into an electronic ordering process. Once accepted, approval to release the goods or service is given and a delivery is made. The GPC has been introduced across central government and the wider public sector and has been traditionally used to buy low-value goods and services directly from suppliers although the transaction values are steadily increasing. The advantage to you when public-sector organisations use GPC is that it removes a lot of the paperwork and associated costs because not only do you receive faster payment, your credit control can diminish, there is a reduction in invoice queries, and the need for duplicated invoices is diminished. Your account is usually credited within two to four days.
- *eSourcing* – OGCbuying.solutions are currently carrying out a procurement exercise into electronic sourcing applications, known as eSourcing. Traditional sourcing covers identifying

requirements through 'expression of interest' (EOI), pre-qualification questionnaires, issuing and receiving tenders, and evaluation and contract award. The aim is to e-enable these processes by offering applications that cover eTendering, eEvaluation, eRFI (request for quote and information), eCollaboration, and eContract Management. This should help standardise the process by which all companies tender for public sector contracts.

- *Electronic Government Marketplace* – OGC are currently running a procurement exercise for an electronic government purchase to pay market place, called Zanzibar. Zanzibar excludes the sourcing of new contracts. It is a single-access-point market place and offers a number of benefits to suppliers. These include reduced transactional costs, quicker payment (automatically matching orders and invoices), process savings and increased accuracy. Zanzibar will benefit both large and small suppliers. It is hoped to be up and running by April 2005. Further information can be found on the OGC website.
- *eAuctions* – OGC announced the award of the eAuctions (Electronic Reverse Auctions) Framework in December 2003. The Framework consists of five suppliers

providing hosted electronic reverse auction solutions and related services to the public sector. eAuctions have proved particularly successful when used with requirements that have clearly defined specifications and where there is a vibrant market. eAuctions are being increasingly used in public and private sectors as standard practice, both in prime contracts and in securing value in the supply chain. Suppliers are also realising the benefits of online bidding because of transparency and increased market awareness.

The process also ensures total transparency for the buyer and suppliers taking part in the bidding process and guarantees security and anonymity for both via secure internet access.

Paying on time

The Government has introduced legislation to give all businesses (no matter what their size) and public-sector bodies a legal right to claim interest if another business or public-sector body pays its bills late. You can find more information in a guide entitled 'Better payment practice – your guide to paying and being paid on time', available from DTI Publications or Business Link.

Government Procurement Code of Good Practice

OGC have developed a Code of Good Practice, which sets out the Government's central

values for working with suppliers. It is aimed at being a code of conduct for government staff and a commitment to suppliers. The code is built around four central values – fairness, honesty, efficiency and professionalism. Each value is developed and expanded to include specific actions and standards of business behaviour. You can see the code on the OGC website.

Tips:

Make sure that you are aware of the Code of Practice and are able to follow it.

Make sure that you are aware of and able to follow any further specific industry codes – for example, the IT Supplier Code of Best Practice.

Debriefing

Debriefing is giving positive, constructive feedback to competing suppliers on their performance at any evaluation stage of a procurement exercise. Debriefing therefore gives you the opportunity to improve your performance in the future. Debriefing is mandatory for OJEU tendering exercises. For exercises under the OJEU limits, debriefing is not mandatory but is encouraged as good practice.

Debriefing can be written, take the form of a face-to-face meeting with senior company

representatives, or a phone call.

Formal debriefing can also help the purchaser by:

- bringing to their attention problems that may have arisen during the exercise; and
- giving them the opportunity to improve their procedures.

Debriefing for OJEU tendering exercises

There is a requirement under the EU Procurement Regulations that require the contracting authorities to debrief bidders following an OJEU tendering exercise. If you are unsuccessful in bidding for a contract you can contact the contracting authority and request the reasons for being unsuccessful. The authority then has 15 days to provide those reasons. If you were unsuccessful at the tender stage, the contracting authority is also obliged to let you know the characteristics and relative advantages of the successful tender as well as the name of the person awarded the contract.

Tip:

If you have tendered for any public-sector contract, you should always ask to be debriefed – even if you have been successful.

Complaints

If you feel that the Government Procurement Code of Good Practice was not followed during a procurement exercise, you can make a formal complaint to OGC, who will investigate. Once you have signed a contract, if you need to complain you should refer to OGC's Dispute Resolution Guidance.

Anyone who has supplied a tender can take action in the High Court (in Scotland the Court of Session) if they have been harmed, or are at risk of harm, by the public sector breaking the EC procurement directives (because the directives have been included in UK law as a number of regulations).

Guidance on sorting out disputes

OGC's Dispute Resolution Guidance gives a summary of your main options if you are in dispute with your customer.

Finally...

Please let us know if you have suggestions that would improve this guide.

Please send your comments to:

Rachel Mallaband
Public Sector Procurement Policy Team
Level 2
Small Business Service
St Mary's House
c/o Moorfoot
Sheffield S1 4PQ.

Phone: 0114 279 4455

E-mail: Rachel.Mallaband@sbs.gsi.gov.uk

Useful publications and information

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Department of Trade and Industry
Procurement Pages

Website:

www.dti.gov.uk/about_dti_procurement.html

Standards Pages

Website: www.dti.gov.uk/strd/certify.html

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Ministry of Defence – Defence

Suppliers Service

Commercial Services Group

Maple 2a #2233

MoD Abbey Wood

Bristol BS34 8JH

Phone: 0117 913 2844

E-mail: CSG-Help-Desk@dpa.mod.uk

Website: www.contracts.mod.uk

This website has recently been set up as part of the publishing contract for the MoD Defence Contracts Bulletin to provide information on a range of defence-related topics and information.

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Office of Government Commerce

Service Desk: 0845 000 4999

E-mail: ServiceDesk@ogc.gov.uk

Website: www.ogc.gov.uk

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Euro Info Centres (EIC)

You can find local contact details on the website at

www.euro-info.org.uk/index_new.htm

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Business Eye in Wales

Phone: 0845 796 9798

Fax: 02920 815399

E-mail: assistance@businessseye.org.uk

Website: www.businessseye.org.uk

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Business Gateway in Lowland Scotland

Phone: 0845 609 6611

Fax: 0141 228 2511

E-mail: network.help@scotent.co.uk

Website: www.bgateway.com

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Business Link Contact Centre

Phone: 0845 600 9006

Website: www.businesslink.gov.uk

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Highlands and Islands Enterprise – Scotland

Cowan House, Inverness Retail and
Business Park

Inverness

Highland IV2 7GF

Phone: 01463 234171

Fax: 01463 244469

E-mail: hie.general@hient.co.uk

Website: www.hie.co.uk

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Invest Northern Ireland
64 Chichester Street
Belfast BT1 4JX
Phone: 028 9023 9090
Fax: 028 9049 0490
E-mail: info@investni.com
Website: www.investni.com

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Supplying Government
Website: www.supplyinggovernment.gov.uk

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Government Opportunities
BiP Contracts, Park House
300 Glasgow Road
Shawfield
Glasgow G73 1SQ
Phone: 0141 332 8247
Fax: 0141 331 2652
E-mail: bip@bipcontracts.com
Website: www.bipcontracts.com

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Website: www.tso.co.uk/bookshop/bookstore.asp?FO=1145246&DI=341506#GEM
S341506

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Tenders Electronic Daily (TED), the online version of OJEU
Website: <http://ted.publications.eu.int/CD/application/pif/resources/shtml/common/home/home.html>

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UK Trade and Investment
Marketing Unit, Room 308
1 Victoria Street
London SW1H 0ET
Phone: 020 7215 8000
Fax: 020 7215 5651
E-mail: inward.investment@uktradeinvest.gov.uk
Website: www.uktradeinvest.gov.uk

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HM Treasury PFI document
Website: www.hm-treasury.gov.uk/documents/public_private_partnerships/ppp_index.cfm

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Small Business Research Initiative (SBRI)
Website: www.sbri.org.uk

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Constructionline
Phone: 0870 240 0152
Website: www.constructionline.co.uk

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OGCbuying.solutions
Service Desk: 0870 268 2222
Website: www.ogcbuyingsolutions.gov.uk

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Quality Mark
Call centre: 0845 300 80 40
Website: www.qualitymark.org.uk

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British Standards Institution
Website: www.bsi-global.com

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Commission for Racial Equality
St Dunstan's House
201-211 Borough High Street
London SE1 1GZ
Phone: 020 7939 0000
Website: www.cre.gov.uk

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NetRegs Management Guidelines
Website: www.environment-agency.gov.uk/netregs

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DTI Publications Orderline
Admail 528
London SW1W 8YT
Phone: 0870 1502 500
Website: www.dti.gov.uk/publications/

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IT Supplier Code of Best Practice
Intellect website: www.intellectuk.org

What next?

If you are interested in finding out how Business Link can help you and your business then simply contact Business Link online at **www.businesslink.gov.uk** or by phoning 0845 600 9006.

