

## Supplier Guide to Tendering

Public Sector Tendering involves a formal process designed to provide suppliers with a fair, equal and transparent opportunity to supply but which has a particular structure and a formulaic approach to bidding. This guidance has been produced to assist potential bidders to navigate that process and to take full advantage of the tender opportunity. It is a resource that aims to be particularly beneficial to those unfamiliar with public sector tendering and was written with SMEs in mind to open up some of the potential barriers that you face.

### Introduction

This guide has been developed to assist you with tendering and give you information about the process and how to respond to the “Invitation to Tender (ITT)”. It has been developed with SMEs in mind to give you support where you might not have specialist bid writers within your organisation. SMEs make up a large proportion of the UKUPC supply base and we recognise the flexibility and high levels of customer service that you can offer to your customers, which is the standard we are looking for to service our members’ requirements.

In the document where a word or phrase is surrounded by “” marks, this means that you can find a definition for this term in the glossary at the end.

For any questions or queries about this document you can contact your regional consortia, links are available in the useful links section on page 15.

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### UKUPC

UKUPC is a partnership between eight UK “purchasing consortia” who collaborate to establish routes for Higher and Further Education bodies to purchase goods and services. Six of the purchasing consortia are regional organisations that provide procurement services to their “members” within a particular geographic area. There are two additional specialist organisations that focus on energy (TEC) and catering (TUCO).

We refer to members because we are each owned by our respective members to whom we provide procurement services. The consortia are not for profit organisations and our members determine our priorities and what “framework agreements” we put in place. Tendering framework agreements and contract managing these arrangements is the core activity of our organisations.

Members do not have to use framework agreements and many of them have central procurement teams as well as specialist buyers within departments. Members will use a framework agreement for

several reasons; because it offers better commercial value, terms and conditions are more favourable and it offers a quicker route to market.

### Framework Agreement

A framework agreement is an agreement between an organisation such as UKUPC, known as a “contracting authority”, and a specific group of suppliers identified through a “tender process”. The framework agreement enables the group of suppliers to provide goods or services to the participants named in the tender process.

A framework agreement is set up because public sector bodies such as Universities and Colleges that are spending over a certain amount of money must demonstrate that they have selected a supplier following a fair and transparent process. This process is set out by the government and called The Public Contract Regulations 2015 (PCR 15).

A framework agreement differs from a contract because there is no commitment to purchase from a particular supplier. The framework agreement determines the supplier(s) that have been appraised as being capable of supplying the particular product or service and which offer best “value for money” to the buyer. The party who wishes to buy then selects the supplier that is most suitable for their particular requirements following a quicker process known as a “call off”.

A framework agreement will typically last for a maximum of four years and during that time no additional suppliers can be added.

To ensure that we operate efficiently and collaborate to remove duplication of services, one consortium will lead on the tender process on behalf of all the others these are what we call national framework agreements. Representatives of each of the consortia and their membership will work on the documents that form the tender called the “specification”. The members of all the participating consortia will be able to use the framework agreement once it is live. We do also have a few regional agreements managed by the local teams. This decision is led by members who may want tighter control over the agreement or because the market is fragmented with many local suppliers that they want to work with.

## The Tender Process

When public sector bodies have a requirement to buy goods or services that are likely to cost over a legally determined amount of money referred to as the “threshold” they must follow a compliant tender process that has adhered to PCR 15. The specific process will be explained clearly within the “Invitation to Tender” or ITT documents.

The “tender opportunity” will be advertised publicly on two systems within England and on behalf of Northern Ireland; one called Find a Tender Service and one called Contracts Finder both operated by the UK government. There are two further systems that are utilised, Sell2Wales and Public Contracts Scotland, for those nations specifically.

You can read the basic details of the tender opportunity in the advert which is referred to as the “Contract Notice” which gives information such as who is leading the tender process, who is going to use it, what they need, how much they expect to spend and where to get information about the process.

The consortia use “electronic tendering platforms” (e-Tendering platforms) to complete the process so that you can access information quickly and so that an audit trail is built on all activity between supplier and contracting authority. When you access the system, you will be able to download the ITT documents. A link to the e-Tendering platforms used by UKUPC is provided on page 15.

You must complete all the information that is requested within the ITT documents in the way it is asked for. There will be questions called “Selection Criteria” which assesses your organisation’s capability to provide the goods or services required. Many of these questions will be scored either pass or fail and are called either “Mandatory or Discretionary Exclusion Criteria”. They cover things like financial stability and compliance with regulations such as the Bribery Act and will ask for specific licenses or certificates that are required to perform the contract.

You will be asked further questions that make up the “Award Criteria”. This is an assessment of how you will offer value for money to the buyer and give you the opportunity to demonstrate why you are more “economically advantageous” than another supplier. Questions will be commercial and ask you for prices and will be technical asking you about how you will deliver customer service to members.

During this stage of the process, you have an opportunity to ask questions during what we call the “clarification period”. This is a fixed period of time, which will be stated in the ITT. It gives you the opportunity to clarify any of the questions you are required to answer or ask questions about things that are not clear to you. You must ask your “clarifications” via the e-tendering system in the way set out in the ITT documents. This is so that we can ensure there is a clear audit trail and so that no supplier is given an unfair advantage over another one through opening dialogue with the contracting authority. If your question is considered of relevance to all interested parties then the question and its response will be shared with all. This will be done whilst maintaining your anonymity and anything considered commercially sensitive will not be shared.

Once you have answered all the questions in the tender you will submit your bid. A set deadline will have been given to you. Once that deadline has been reached the consortium lead will evaluate all the tender submissions that they receive. You will have been told in the ITT how the submissions will be evaluated and who will be involved.

During evaluation your answers will be given a score. The ITT documents will tell you how many points and what percentage you can achieve for that question as well as how to achieve a certain score. This score is a percentage often referred to as the question “weighting”.

Once the evaluation is complete you will receive a letter informing you of the “intention to award” which means it tells you whether you have been successful or unsuccessful. You will receive all your scores as well as feedback which shows you the “comparative advantages of the successful bidders”, meaning how the suppliers that were successful achieved the scores they received. You then have a period of 10 calendar days to ask any questions or ask for further information if you disagree with the scores, you have been given. This period of time is referred to as “standstill”.

Once standstill has passed the framework agreement will be awarded and “award letters” will be sent and signed. Successful suppliers will meet with the framework manager to discuss the next steps.

## The Groundwork

Know your customer.

UKUPC establish framework agreements on behalf of their members and the membership of the other participating regional consortia. It is these members that will ultimately utilise the framework agreement and not UKUPC.

First you need to understand:

- who the buyer is
- who the technical specifier is
- who the end customer is (bearing in mind that these might not be university employees but students or members of the public).

Then understand how value is defined from the perspective of each of these stakeholders.

*Remember, your response should demonstrate how you can provide exactly what has been specified; do not tailor your response to what you would prefer to offer.*

If you don't already work with any of the UKUPC members and would like to know more about the HE sector and how procurement operates within it then you can contact our category managers at any time, and they will be happy to give you insight into our market. If you look on one of the UKUPC websites, you can find out who manages the agreement that you are interested in, and you will be able to obtain contact details for the right person to give you advice.

## The Document Set

Tenderers should read and understand the full complement of documents that are issued within the document set. The tender document set should be considered in its entirety and documents should not be looked at in isolation.

What do the different documents include?

Document	Content
Guidance for Suppliers to the Call off Procedure	This outlines the different ways in which participating institutions can buy from the framework agreement.
Selection Criteria Scoring Mechanism	This tells you the question outcome, available score, available weighting, where relevant, and the evaluation methodology for questions within the selection criteria.
Pricing Schedule	This is the list of goods that may be required to be supplied under the contract. The tenderer is required to insert a price against each requirement.
Award Criteria	This tells you the question outcome, available score and available weighting, where relevant, for questions within the selection criteria.
Framework Agreement	Schedule 1- Outlines the contract particulars governing the relationship between the awarded supplier and UKUPC Schedule 2- Outlines the contract particulars governing the relationship between the awarded supplier and the member institution
Model Contract	These are the terms and conditions that apply to call off contracts between the awarded supplier and member institution. These are agreed at the point of tendering the framework agreement.
Invitation to Tender Document	This is the document that invites suppliers to bid for the provision of goods or services and contains the instructions to the tenderer, the selection criteria and the award criteria.

\*Please note that there may be additional contract specific documents for different tenders.

## Responding to the Invitation to Tender

There are two parts to the Invitation to Tender: The Selection Criteria and the Award Criteria.

### Selection Criteria

UKUPC utilise the Standard Selection Questionnaire which is issued by “Crown Commercial Service” for all public sector procurement exercises. The Selection Questionnaire is largely a self-declaration to be completed by tenderers and is concerned with making sure that the tenderer has the legal and financial capacities and the technical and professional abilities to perform the contract should they be awarded.

When completing this, reference should be made to the supporting appendix that details the Selection Criteria Scoring Methodology.

UKUPC will require supporting evidence (such as audited accounts or insurance policy statements) from successful tenderers for some of the claims made in the selection criteria. This will be requested if you are successful with your tender and will be included in the Intention to Award letter. Provision of the required evidence will be a condition of award.

The Selection Questionnaire includes the following:

**Tenderer details** e.g., registered address, VAT registration number, company registration number.

**Grounds for Mandatory Exclusion** e.g., participation in criminal activity, human trafficking. If you declare that you have breached these grounds, then you will be automatically excluded from continuing in the tender process unless you can demonstrate appropriate “Self-Cleaning”.

**Grounds for Discretionary Exclusion** e.g., breach of environmental obligations, breach of labour law obligations. If you declare that you have breached these grounds, then it is at the authority’s discretion whether to exclude from continuing in the tender process unless you can demonstrate appropriate “Self-Cleaning”.

**Economic and Financial Standing** e.g., provision of audited accounts, assessment of liquidity, minimum turnover required.

**Technical and Professional Ability** e.g., references, service and delivery locations

**Modern Slavery Act 2015** e.g., evidence of compliance with the Modern Slavery Act 2015

**Insurance** e.g., confirmation of compliance with tender insurance requirements

### Award Criteria- The Quality/Price Balance

The balance between quality and price indicates to the tenderer how UKUPC are defining value for money for a given contract. The relative weightings of these criteria will vary by the subject matter of the agreement- where there is a large, low risk supply base for commoditised products, the price weighting is likely to be higher. Where the emphasis is on specialisation of service, the customer requirements weighting is likely to be higher. A lower price weighting does not mean that price is not important in the tender, and tenders should remain competitive. Conversely, a high price weighting does not mean that quality is not important and there will be minimum quality requirements mandated within the tender documents.

You should consider the relativity of these criteria when formulating your bid. You cannot rely on competitive pricing and a poor customer requirements response where the balance of weightings is 70% customer requirements, 30% price.

### Customer Requirements

This will include questions in four main example areas although this will vary depending on the nature of the tender:

**Service & Delivery** e.g., account management, plans to implement the contract, customer complaint resolution.

**Technical Capability** e.g., order methods, e-procurement set up, online ordering capability.

**Order Fulfilment** e.g., stock levels, managing deliveries, supply chain information.

**Sustainability** e.g., packaging, carbon offsetting, energy consumption, labour conditions

### Structuring your response

**Get to the point.** Aim to keep responses concise, sometimes the points you are trying to make get lost when you write more. However, avoid being too succinct. The evaluator can only score you on the content expressly included within your response to the question and cannot make inferences from statements you make or use their past interactions with your organisation to supplement your response. Each question will indicate the maximum character or word limit permitted. You should use this as an indication of what level of detail is expected for a given question. If you exceed the limit stated, the information past this point will not be read and you will not receive any marks for this additional content. Try and avoid unnecessary preambles that are not requested and will not gain you any additional marks.

**Use the question to structure your response.** The question will identify key areas that need to be addressed within your response. For example, in Figure 1 below, the bulleted points outline the areas that you are required to cover. A good approach is to address each of these points in turn within your response. You can do this clearly through the use of a separate paragraph for each point, denoted using the numbers e.g., 16.4.1 or through the use of a relevant subheading e.g., Methods of Notification, or bullet points. This approach has the benefit of clarity for the evaluator and the tenderer because you can be confident that you have addressed all required points of the question - remember that the evaluator has to read, understand and score your response. While you may know what you are trying to say and which element of the question you are responding to, the evaluator may not.

Figure 1.

Question	Score	Scoring Methodology
<p>Order Cancellation Policy Please provide details of Your <b>order cancellation policy</b> that will apply to <b>all orders, post-dispatch, under this Framework Agreement</b>. The response must cover the following points:  <b>16.4.1 How the end user will notify you of the return/cancellation</b>  <b>16.4.2 How customers will be advised initially and then regularly updated</b>  <b>16.4.3 The step-by-step process</b>  <b>16.4.4 How items are traced</b>  <b>16.4.5 Any limits on timescales for returning goods</b>  <b>16.4.6 Any associated costs</b>  <b>16.4.7 Any variances to the above policies applied to specialist items.</b></p>	2	<p>Economic Operator submits an appropriate cancellation and returns policy which is favourable to member institutions for returns post dispatch. The response addresses all points required by the question in detail. The Economic Operator:</p> <ul style="list-style-type: none"> <li>• Outlines the process for end users to notify of a requirement for a return/order cancellation</li> <li>• Details processes for advising and regularly updating customers</li> <li>• Outlines the step-by-step process for managing requests for returns/cancellations</li> <li>• Explains how items are traced when in the process of being returned</li> <li>• Provides any limits on timescales for returning goods</li> <li>• Details any associated costs (which are not deemed unfavourable) or the absence of additional charges</li> <li>• Clearly details any variances to the standard returns/cancellation policies for specialist items, where applicable; or states that there are no variations.</li> </ul>
<p>(2000-character limit)</p>	1	<p>Economic Operator submits a cancellation and returns policy and either discusses all the points required by the question, but the response lacks the detail required for 2 points or, the response discusses some but not all of the points required by the question. The response discusses suitable timescales. The policy is favourable to members but may be less favourable than other Economic Operators awarded 2 points.</p>
	0	<p>The response is not relevant to the question, does not cover the listed requirements, has insufficient detail, is unfavourable to members or is not answered.</p>

**Tailor your response to the customer.** Unless specifically requested, you should not include generic policies in response to questions. You should avoid copying generic propositions from other tender responses your organisation has submitted- irrespective of how successful these were for you. The buyer is not interested in the generics of what you do; they want to know what you will do for them in relation to the specific requirements of the contract. This links to the previously discussed point of knowing your customer, understanding what they want and how your value proposition can meet their requirements. Consider: what does the customer want, how can you deliver it? All questions within the ITT are written with an emphasis on *'this Framework Agreement'* therefore your response needs to be tailored to the specific requirements of the framework agreement. A good example of where this point is often missed is in response to questions on Business Continuity, see figure 2 below. Tenderers often respond to such questions by submitting or transposing their organisation's business continuity plan without directly linking this to the requirements of the contract. The question does not ask for the submission of a generic business continuity plan but instead, wants confirmation that the tenderer understands the main challenges associated with the framework agreement and that there are plans in place to respond to such risk events, should they arise. The main challenges associated with the contract may be more specific than those that are in your company wide business continuity plan, particularly where the product/service area(s) that form the basis of the framework agreement are only a section of your business.



Figure 2.

Question	Score	Scoring Methodology
<p><b>Business Continuity</b> Please detail Your business continuity plan and how this will enable you to ensure continuity of supply to Member Institutions <b>under this agreement</b>. The response must cover the following points:</p> <p>15.6.1 The main challenges and areas of risk associated with the products and services you will provide under this Framework Agreement</p> <p>15.6.2 The actions you will take to mitigate the risks you have detailed above</p> <p>15.6.3 Your organisation’s provisions for cyber security, protection against destructive malware and procedures for safeguarding customer data under this agreement.</p> <p>(2000 character limit)</p>	2	<p>Economic Operator addresses all points required by the question in detail. The Economic Operator:</p> <ul style="list-style-type: none"> <li>• Outlines the main challenges and areas of risk associated with specific reference to the products and services available under this Framework Agreement</li> <li>• Details how the risks that have been identified will be mitigated to reduce the risk of supply/service disruption for members, giving assurance that security of supply will be maintained</li> <li>• Evidences and provides assurance that provisions are in place to ensure cyber security, protection against destructive malware and the safeguarding customer data under the agreement</li> </ul>
	1	<p>Economic Operator evidences a process for ensuring business continuity and either discusses all the points required by the question, but the response lacks the detail required for 2 points or, the response discusses some but not all of the points required by the question. The response discusses provisions required for Information Technology</p>
	0	<p>The response is not relevant to the question, does not cover the listed requirements, has insufficient detail, is unfavourable to members or is not answered.</p>

Use the complete tender document set to inform your response. The documents include contract specific requirements that tell you what product/service is required, when and to what standard. You therefore need to formulate your offering in line with these contract particulars. For example, the question in figure 1 above is concerned with order cancellation procedures. It is not enough for you to state your standard order cancellation policy. Schedule 2 of the Framework Agreement will outline the contract particulars around delivery e.g., that cancellation for standard stock items, prior to dispatch, is free of charge and that restocking fees will not be levied. The submission of a generic policy may conflict with these requirements and render your tender non-compliant. Your response needs to assume these as given and address the requested areas of the question.

Refer to the supplied scoring methodology. This tells you what is expected of your response to achieve the available marks. Once you have completed your response to a question, read through it in conjunction with the scoring methodology and mark off the required points stated in the methodology when you are confident that these are present in your response **in sufficient detail**. You can only be awarded marks in accordance with the requirements of the question and the scoring methodology. Evaluators are unable to award marks for points made that are outside the scope of the question, even where the content is good. Therefore, do not over-specify your response to the question asked.

**Always include the 'how'.** The question states what UKUPC requires you to demonstrate e.g., the management of stock levels to ensure continuity of supply. It is not enough to state that you will manage stock levels under the agreement to ensure that supply is maintained. You must state how you are going to do this. What tasks are involved, what resources and personnel are involved; and how these activities provide assurance that stock levels will be maintained in order to comply with the service level agreement. You will notice from the scoring methodology supplied above in figure 2 the emphasis on providing detail.

**Provide examples where possible to support your 'how'.** This is particularly important for questions that require targets. Show how you will set targets, how you will measure them and how you will communicate these. Back this up with examples of targets.

**Do not refer to other questions as your response.** The evaluator can only mark what you have provided in response to that question. Do not respond to the question with "see above" or "refer to previous answer" or "refer to question 6". You will not receive any marks for that response.

**Attachments.** If permitted and within the character/word limit, must be clearly referenced and labelled. This is essential for evaluators to make their assessments and avoid the potential for confusion.

## Final Tips

**Plan** sufficient time to complete your tender return, last minutes responses are more likely to include mistakes or omissions. Plan in accordance with the timelines stated in the ITT, requests for extensions will not be granted.

If you have any questions about the documents, utilise the **clarification process** to seek a better understanding, rather than struggling and risking misinterpretation. Again, you should review the documents at the earliest opportunity as the clarification deadline is typically two weeks prior to the tender submission deadline and any clarifications received following the closure of the clarification period will not be responded to.

Ensure that your bid is **compliant**- do not ignore the specification and respond with what you want to offer, rather than what UKUPC have specified.

**Answer all the questions.** Some elements of the tender documents are for information only and do not attract a weighting. This does not mean that these sections should be ignored.

Remember- there are **no second chances**. Do not submit a rushed or partial response in the assumption that you will be awarded and can make further modifications following award. Also, do not assume that where a weak response is provided clarification will be sought. Clarifications cannot be used by UKUPC to allow you to improve your tender response or make material changes. It is worth noting that past experience with the contracting authority cannot be taken into account. We can only score what you've written in the tender.

## Glossary

Award Criteria	The objective criteria that will determine the award of the framework
Award Letter	The letter concluding the tender process and formally awarding the successful supplier with a place on the framework agreement
Buyer	The organisation co-ordinating the procurement process with view to appointing a supplier and awarding a contract. In the context of this document this is UKUPC at framework level and member institutions at call-off
Call-off	An individual contract under a framework agreement
Clarification	A question asked by an economic operator during the tender process related to the requirements of the ITT
Clarification Period	The period of time during which you can ask questions. Once the clarification period has closed you cannot ask any further questions prior to submitting your tender response.
Contracting Authority	Means the State, regional or local authorities, bodies governed by public law or associations formed by one or more such authorities or one or more such bodies governed by public law
Comparative Advantages	The reasons why a tenderers response scored higher than others
Contract Notice	The advert for the requirement
Crown Commercial Service (CCS)	An executive agency within Cabinet Office, established to apply commercial expertise to help buyers in central government and across the public and third sectors
Discretionary Exclusion Criteria	Criteria which if met mean the tenderer may be excluded from the process.
Document Set	The complement of documents that form the basis on which tenders are submitted. Please see table 1 above for an indicative guide to documents that form the document set
Economic Operator	The organisation participating in the procurement process to win a contract
Economically Advantageous/MEAT	Providing value for money considering both price and quality
Electronic Tendering Platforms/ e-Tendering Platforms	The online method for conducting the tender process where documents can be downloaded, tenders submitted and communication with the contracting authority is managed. A link to the platforms used by UKUPC is document on page 15.
Framework Agreement	an agreement between one or more contracting authorities and one or more economic operators, the purpose of which is to establish the terms governing contracts to be awarded during a given period, in particular with regard to price and, where appropriate, the quantity envisaged
Intention to Award	The letter notifying the supplier of the intention to conclude the tender process and advising which suppliers to have been successful in the process and notifying the supplier if they have been unsuccessful and on what grounds
Invitation to Tender/ITT	A document inviting a supplier to bid for a contract
Mandatory Exclusion Criteria	Criteria which if met mean the tenderer will be excluded from the process.

Member/Member Institution	An affiliate, associate or full member of UKUPC or a participating consortia
Public Contract Regulations 2015/PCR 15	The regulations that govern the tender process for the procurement of goods and services by public sector organisations.
Purchasing Consortia	Organisations established to service the procurement requirements of a group of public sector organisations
Selection Criteria	A self-declaration to be completed by tenderers that is concerned with making sure that the tenderer has the legal and financial capacities and the technical and professional abilities to perform the contract should they be awarded
Self Cleaning	Measures taken to demonstrate the reliability of the organisation despite the existence of a relevant ground for exclusion
Service Level Agreement	The part of the contract specifying the services to be delivered and the standards required to be met
Stakeholder	an individual or organisation with an active stake in the process
Standstill	A period of 10 calendar days between notification of award decision and award of contract
Supplier	The organisation participating in the procurement process to win a contract
Tender	A formal offer to an invitation to tender with a proposal to provide the required supplies/services.
Tenderer	The organisation participating in the procurement process to win a contract
Tender Documents	The complement of documents that form the basis on which tenders are submitted. Please see table 1 above for an indicative guide to documents that form the document set
Tender Opportunity	The chance to provide a response to a tender usually in the form of an advert documented in a contract notice
Tender Process	The process that selects the most economically advantageous tender to satisfy the requirements of the framework agreement.
Threshold	A contract value determined by the government above which all public sector bodies are required to tender for their requirements complying with PCR 15.
UKUPC	A group of purchasing consortia established to meet the requirements of the Higher Education Sector, owned by their members, not for profit organisations.
Value for Money	the optimal use of resources to achieve the intended outcome which is not the same as the initial lowest price.

## Summary

- Planning is key- give yourself sufficient time
- Know who the customer is and what they want to buy- not what you want to sell
- Read ALL documents BEFORE starting to complete your tender response
- Understand the priorities of the buyer and tailor your response accordingly.
- Be concise, using the character/word-count as a guide
- Evaluators can only take into account information included within the tender so don't rely on assumed knowledge particularly if you've worked with them before.
- Have a clear structure for your response, use subheadings where relevant to demonstrate that all requested points of the question have been addressed
- Do not use generic question responses and generic policies- tailor each tender to the requirements of the particular customer
- Use the scoring methodology to understand what is expected in your response and how marks are allocated
- Always explain 'how' you will do something rather than just stating that you will
- Include examples
- Use the clarification process where you have any uncertainties
- Make a complete submission before the deadline closes as late tenders will not be accepted.

## Useful Links

### UKUPC Websites and Contacts

UKUPC	<a href="https://www.ukupc.ac.uk/">https://www.ukupc.ac.uk/</a>	
APUC	<a href="https://www.apuc-scot.ac.uk/">https://www.apuc-scot.ac.uk/</a>	<a href="#">Contact APUC</a>
HEPCW	<a href="http://www.hepcw.ac.uk/">http://www.hepcw.ac.uk/</a>	<a href="#">Contact HEPCW</a>
LUPC	<a href="https://www.lupc.ac.uk/">https://www.lupc.ac.uk/</a>	<a href="#">Contact LUPC</a>
NEUPC	<a href="https://www.neupc.ac.uk/">https://www.neupc.ac.uk/</a>	<a href="#">Contact NEUPC</a>
NWUPC	<a href="https://www.nwupc.ac.uk/">https://www.nwupc.ac.uk/</a>	<a href="#">Contact NWUPC</a>
SUPC	<a href="https://www.supc.ac.uk/">https://www.supc.ac.uk/</a>	<a href="#">Contact SUPC</a>
TEC	<a href="https://www.tec.ac.uk/">https://www.tec.ac.uk/</a>	<a href="#">Contact TEC</a>
TUCO	<a href="https://www.tuco.ac.uk/">https://www.tuco.ac.uk/</a>	<a href="#">Contact TUCO</a>

### Information Websites

CCS	<a href="https://www.crowncommercial.gov.uk/">https://www.crowncommercial.gov.uk/</a>
PCR 15	<a href="https://www.legislation.gov.uk/uksi/2015/102/contents/made">https://www.legislation.gov.uk/uksi/2015/102/contents/made</a>
Contracts Finder	<a href="https://www.gov.uk/contracts-finder">https://www.gov.uk/contracts-finder</a>
Find a Tender Service	<a href="https://www.gov.uk/find-tender">https://www.gov.uk/find-tender</a>
Wales	<a href="https://www.sell2wales.gov.wales/">https://www.sell2wales.gov.wales/</a>
Scotland	<a href="https://www.publiccontractsscotland.gov.uk/">https://www.publiccontractsscotland.gov.uk/</a>

### UKUPC Electronic Tendering (e-Tendering) Platforms

APUC	<a href="https://www.publiccontractsscotland.gov.uk/">https://www.publiccontractsscotland.gov.uk/</a>
HEPCW	<a href="https://www.sell2wales.gov.wales/">https://www.sell2wales.gov.wales/</a>
LUPC	<a href="https://uk.eu-supply.com/login.asp?B=LUPC">https://uk.eu-supply.com/login.asp?B=LUPC</a>
NEUPC	<a href="https://neupc.delta-esourcing.com/">https://neupc.delta-esourcing.com/</a>
NWUPC	<a href="https://uk.eu-supply.com/login.asp?B=NWUPC">https://uk.eu-supply.com/login.asp?B=NWUPC</a>
SUPC	<a href="https://uk.eu-supply.com/login.asp?B=SUPC">https://uk.eu-supply.com/login.asp?B=SUPC</a>
TUCO	<a href="https://in-tendhost.co.uk/tuco/aspx/">https://in-tendhost.co.uk/tuco/aspx/</a>