Guide to Tendering for Public Sector Contracts in Ireland and the United Kingdom
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This Guide is not intended to be a legal interpretation of the public procurement rules. It is intended simply as a means of assisting suppliers in addressing public sector procurement markets.
Introduction

About this Guide
With vastly improved information technology and communications suppliers are now competing successfully in worldwide markets. At the same time suppliers are extremely keen to maintain and expand the level of business they carry out in their home market, a market that holds significant scope for increased business, particularly within the public sector.

In order to successfully address public markets in Ireland and the United Kingdom, it is essential for suppliers to understand how the public sector operates and how to respond effectively to its needs.

Firstly, the public sector comprises several thousand buying agencies and can appear complex and difficult to comprehend. These agencies employ many different procedures in awarding their contracts.

Secondly, the public sector environment differs substantially from that of the private sector due to the regulation and control exercised on the public sector. In common with the private sector however, the public sector seeks to achieve VALUE for MONEY. There is an onus upon the public sector to behave in a prudent and diligent manner because they are spending taxpayers’ money.

The public sector observes certain fundamental principles in all dealings with suppliers. This Guide explains these principles and sets out to assist suppliers in understanding the public sector market. It describes the essentials of the market and the needs of buyers operating within it. Above all, it gives practical advice on how to access the market and how to make the most of opportunities.
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Office of the Attorney General
Department of Communications, Marine and Natural Resources
Department of Community, Rural and Gaeltacht Affairs
Department of Education and Science
Department of Environment, Heritage and Local Government
Department of Finance
Department of Foreign Affairs
Department of Health & Children
Department of Justice, Equality and Law Reform
Revenue Commissioners
Department of Social & Family Affairs
Department of Enterprise, Trade and Employment
Department of the Taoiseach
Department of Transport
England, Wales & N. Ireland

A2 - ENGLAND AND WALES

Cabinet Office
Department for Constitutional Affairs
Department for Culture Media and Sport
Department for Education & Skills
Department for Environment, Food and Rural Affairs (DEFRA)
Foreign and Commonwealth Office (FCO)
Home Office
Department for International Development
Northern Ireland
Office of the Deputy Prime Minister
Department of Trade and Industry (DTI)
Department for Transport
HM Treasury
Department for Work and Pensions (DWP)
Biotechnology and Biological Sciences Research Council (BBSRC)
British Library
Central Office of Information (COI Communications)
Civil Service College Directorate (CMPS)
Council for the Central Laboratory of the Research Council (CCLRC)
Court Service
Crown Prosecution Service (CPS)
Customs and Excise
Driver and Vehicle Licensing Agency (DVLA)
Engineering and Physical Sciences Research Council (EPSRC)
Export Credits Guarantee Department (ECGD)
Government Car and Despatch Agency (GCDA)
Health and Safety Executive (HSE)
Inland Revenue
Insolvency Service
Land Registry
Metropolitan Police Service
National Archives
National Assembly for Wales
National Savings and Investments
Office for National Statistics
Office of Government Commerce
Office of Water Services (OFWAT)
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Royal Mint
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- NHS Purchasing And Supply Agency
- Medicines and Healthcare Products Regulatory Agency
- NHS Estates
- NHS Pensions Agency

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#### D1 - UNITED KINGDOM
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- Army Base Repair Organisation
- Army Personnel Centre
- Army Training And Recruiting Agency
- British Forces Post Office
- Defence Analytical Services Agency
- Defence Aviation Repair Agency
- Defence Bills Agency
- Defence Communication Services Agency
- Defence Dental Agency
- Defence Estates Agency
- Defence Geographic And Imagery Intelligence Agency
- Defence Housing Executive
- Defence Intelligence And Security Centre
- Defence Medical Training Organisation
- Defence Procurement Agency
- Defence Science And Technology Laboratory
- Defence Secondary Care Agency
- Defence Storage And Distribution Agency
- Defence Transport And Movements Agency
- Defence Vetting Agency
- Disposal Sales Agency
- Duke Of York’s Royal Military School
- Medical Supplies Agency
- Meteorological Office
- Ministry Of Defence Police
- Naval Manning Agency
- Naval Recruiting And Training Agency
- Pay And Personnel Agency
- Queen Victoria School
- RAF Personnel Management Agency
- RAF Training Group Defence Agency
- Service Children’s Education
- War Pensions Agency
- Warship Support Agency
- UK Hydrographic Office
The Public Sector in Ireland and the United Kingdom

The public sector organisations in Ireland and the United Kingdom are responsible for a combined annual expenditure on goods and services in the region of €300 Billion.

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. They 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.

These organisations are responsible for the delivery of all the public services, from health to education to public housing to social welfare and public administration. As a result, the public sector purchases everything from paperclips to passenger cars and from catering to consultancy services. The sector may be sub-divided into groups on the basis of shared activities or objectives as follows:

- Central government departments and executive agencies
  - Department of the Taoiseach, HM Treasury, etc.
- Devolved administrations
  - Scottish Executive, Welsh Assembly, etc
- Health Boards and Trusts
  - Eastern Regional Health Authority, Birmingham Health Authority, etc
- Defence
  - Department of Defence, Defence Procurement Agency, etc.
- Local authorities
  - Mayo County Council, Southampton City Council, etc.
- Universities & colleges
  - University College Cork, Manchester University, etc.

The Principles of Public Sector Buying

The European Community Treaty covers all public-sector procurement contracts in the European Union, regardless of their value. The Treaty establishes four fundamental principles, which govern public procurement. These are as follows:

Equal Treatment

The principle of Equal Treatment requires that all suppliers be treated equally and with the utmost fairness at every stage of a contract award procedure. This means that the selection of candidates to tender, the receipt of tenders and the treatment of tenders must be carried out in a scrupulously fair manner.

A breach of equal treatment would occur where a supplier suffered discrimination because of location or nationality or bias of any description.
**Transparency**

The principle of Transparency requires that information regarding forthcoming contracts and the rules to be applied should be readily available to all interested candidates. It requires that candidates be informed of the rules that will be applied in assessing their applications for tender lists and the criteria to be used in the evaluation of tenders. In the absence of this information, it would be impossible for a competitive tendering process to be carried out properly.

A breach of transparency would arise where a contract was awarded with limited publicity or even no publicity at all, as well as in the absence of award criteria being available to tenderers.

**Proportionality**

The principle of Proportionality requires that the demands placed upon suppliers should be both relevant and directly related to the contract being awarded. For example, suppliers should be prepared to provide information about their company and their products when such information is necessary for commercial decisions to be taken by buyers.

A breach of proportionality would arise where excessive conditions were placed upon prospective suppliers. A typical example would be where a buyer insisted on a minimum turnover of €10 million when awarding a contract for €100,000.

**Mutual Recognition**

The principle of Mutual Recognition requires that the standards, specifications and qualifications in use throughout the EU should receive equal recognition, on condition that the products or services are suitable for their intended purpose.

A breach of this principle would arise in a case where a product was suitable for the purpose specified and complied with the relevant standards in the suppliers country but was disqualified because the supplier was unable to demonstrate compliance with the specific standard quoted in the tender.

**European & National Legislation**

Although the provisions of the European Community Treaty cover all public-sector procurement contracts, in practice the terms are not specific enough to provide any practical guidance. The principles are supported by European Directives, which 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 or threshold.

In the early 90’s the European Commission adopted the following three Directives\(^1\) to regulate public procurement:

- Services Directive 92/50
- Supply Directive 93/36
- Works Directive 93/37

A European Directive is not directly enforceable in its own right but has to be implemented in the legal system of each member state. In Ireland, the Directive’s have been implemented using the following Statutory Instruments.

- 1993 European Communities (Award of Public Works Contracts Regulations) (SI No. 173/1993)
- 1994 European Communities (Award of Public Works Contracts Regulations) (SI No. 293/1994)

In the UK, the Directive’s have been implemented using the following Statutory Instruments\(^2\).

- 1993 Public Services Contracts Regulations (SI 1993 No. 3228)
- 1995 Public Supply Contracts Regulations (SI 1995 No. 201)

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1  The full version of these Directives can be access via the internet at [http://www.tendersdirect.co.uk](http://www.tendersdirect.co.uk)

2  The full version of the Statutory Instruments can be accessed via the internet at [http://www.irishstatutebook.ie](http://www.irishstatutebook.ie) and [http://www.hmso.gov.uk/stat.htm](http://www.hmso.gov.uk/stat.htm)
The Regulations require contracts that exceed threshold financial values (detailed in the following section) to be advertised in the Official Journal of the European Union (OJEU) and lay down procedural rules for conducting the tender and contract award process.

Member States of the European Union are also party to the World Trade Organisation’s (WTO) Government Procurement Agreement (GPA)\(^3\). This opens the public procurement market on a reciprocal basis to many of the world’s leading economies including Canada, the United States and Japan. The three Directive’s listed above were revised in 1997 to incorporate the GPA’s provisions:

\[\%\] Co-ordination of Public Service, Supply and Works Contracts Directive 97/52

The three European Directive’s listed on the previous page have been superseded by a single new Directive (2004/18/EC)\(^4\), which as well as simplifying the rules, consolidates the requirements for Services, Supplies and Works into a single text. The new Directive was published on 30th April 2004 and member states have 21 months in which to implement this in national legislation. In Ireland national implementation is anticipated in Q2 2005. In the UK, Scotland will implement its own version, separately from the version for England, Wales and Northern Ireland, but both implementations are anticipated at the end of 2005.

**Thresholds**

The following table lists the financial thresholds that determine whether a contract, or a group of contracts, is subject to the European Procurement Directives. If the value of a single contract or a series of contracts for goods and services of a similar type exceed these thresholds then the buyer is required to comply with the procedures laid down in the relevant Directive.

The value of the thresholds are defined in terms of Euro (€) or Special Drawing Rights (SDR)\(^5\). The equivalent

<table>
<thead>
<tr>
<th>Buyer</th>
<th>Supplies</th>
<th>Services</th>
<th>Works</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Government authorities(^6)</td>
<td>€ 154,014</td>
<td>€ 154,014</td>
<td>€ 5,923,624</td>
</tr>
<tr>
<td>Other Public Authorities</td>
<td>€ 236,945</td>
<td>€ 236,945</td>
<td>€ 5,923,624</td>
</tr>
<tr>
<td>Indicative Notices</td>
<td>€ 750,000</td>
<td>€ 750,000</td>
<td>€ 5,923,624</td>
</tr>
<tr>
<td>Small Lots</td>
<td>Not Applicable</td>
<td>€ 80,000</td>
<td>€ 1,000,000</td>
</tr>
</tbody>
</table>

3 More information on the WTO’s Government Procurement Agreement can be accessed via the internet at [http://www.wto.org/english/tratop_e/gproc_e/gp_gpa_e.htm](http://www.wto.org/english/tratop_e/gproc_e/gp_gpa_e.htm)


5 The International Monetary Fund (IMF) created the SDR in 1969 as an artificial currency unit. The value is defined using a basket of national currencies that currently consists of the U.S. Dollar, Euro, Japanese Yen, and Pound Sterling.

6 Annex IV of Directive 2004/18/EC lists central government bodies subject to the World Trade Organisation’s (WTO), Government Procurement Agreement (GPA). These thresholds will also apply to any successor bodies.

7 With the exception of the following services which have a threshold of € 200,000 (UK£ 129,462)

- Part B (residual) services
- Research & Development Services (Category 8)
- The following Telecommunications services in Category 5
  - CPC 7524 - Television and Radio Broadcast services
  - CPC 7525 - Interconnection services
  - CPC 7526 - Integrated telecommunications services
- Subsidised services contracts under Article 3 of the Services Directive

6 For subsidised works contracts the threshold is € 5,000,000 (£3,834,411)
value in currencies outside the Eurozone is based on fixed values calculated every two years by the European Commission, which are published in the C Series of the Official Journal.

The values in the table above were published on 19th December 2003 (OJ No. C 309) and are valid from 1 January 2004 until 31 December 2005. The new Directive (2004/18/EC) introduces new financial thresholds which are approximately 5% higher but these will only take effect in each member state when the Directive is implemented in national legislation.

The Variety of Goods and Services

The buying agencies issue tens of thousands of orders for an immense variety of goods and services, ranging in value from a few hundred to many millions of pounds. These orders are categorised into three main categories i.e. Works, Supplies and Services.

Works

Works contracts are broadly construction related and include building completion work. Examples of these are:

- Construction of roads, bridges & railways
- Construction of buildings
- Demolition work
- Installation of plumbing, heating and electrical equipment
- Plastering, papering and tiling

Supplies

Supply contracts are for the procurement of goods or products, and may include siting, installation, or other related services. These can be for the purchase, lease, rental, or hire purchase of products. Examples of these are:

- Ambulances
- Batteries
- Clothing
- Electrical supplies
- Food
- Furniture
- Office equipment and consumables
- Computer software
- Telecommunications equipment
- Vehicles

Services

Services contracts are awarded for services of every description, examples of which are:

- Advertising
- Catering
- Computer support
- Engineering
- Financial services
- Maintenance and repair
- Management consultancy
- Market research
- Office cleaning
- Publishing and printing
- Security
Public sector purchasers are required to base the procurement of all goods and services on objective criteria. These criteria are likely to include:

- Value for money
- Compatibility and adaptability to required use
- Overall response times and quality of service
- Security of supply
- Quality of product
- Consistency of product
- Delivery times and schedules consistently met
- Ability to supply in required quantities / pack sizes
- Ability to deliver to required locations
- After-sales service
- Ability to hold spares
- Flexibility to new / additional requirements
- Courtesy and co-operation

Demonstration of these attributes is usually achieved through a competitive process, with the formality of the evaluation increasing in line with the value of the contract. As such, procurement is very much linked with a quotation or tender process, at least from the perspective of the public-sector buyer.

**Procurement Procedures**

As we described in Chapter 1 higher value contracts are subject to European and national legislation that requires a competitive tender process and advertisement of the contract in the Official Journal of the European Union (OJEU).

Below the OJEU thresholds all public sector bodies will have internal procedures or Standing Orders, which will determine how the procurement process is handled. Typically this will set out a number of thresholds, the value of which will vary from organisation to organisation, as follows:

- **Direct Purchase threshold**
  - Goods or services below this value may be sourced from wherever convenient by the end user without having to obtain written or verbal quotations.

- **Quotation threshold**
  - The purchaser is required to obtain a minimum number of quotations, normally three, for the goods or services before selecting the most appropriate. For lower value purchases a verbal quotation is sometimes acceptable but for anything over a few hundred Euro, quotations are normally required in writing.
Tender threshold

As the value of the purchase increases it becomes increasingly important to demonstrate that value for money has been achieved and that any offers received have been evaluated objectively. As we have already described, once the relevant financial threshold has been reached the tender process will be subject to the detailed procedural rules of the European legislation. Below the thresholds the requirements may be less stringent but will still follow the same pattern.

The Procurement Process

It is useful to understand the methods that a public-sector buyer will take to source and evaluate suppliers. The remainder of this Guide will suggest a practical approach which will enable you to determine which organisations are the most likely customers for your products and services and the criteria they will use to decide which supplier offers the best solution for their needs.

Budgets are a common feature for public sector buyers. Sometimes a Request for Quote (RFQ) might be sought to ensure sufficient funding is available.

The tender pack will include specifications, terms and conditions, selection criteria and award criteria.

Depending on the value of the contract, the tender will be notified directly to suppliers or through notices on www.eTenders.gov.ie website, in the press or OJEU.

If only a restricted number of suppliers will be invited to submit a full tender they will be selected using objective assessment of financial and technical criteria.

The suppliers selected to submit bids prepare their responses in accordance with the directions given in the tender documentation.

All completed bids received by the deadline are evaluated against objective award criteria.

The contract is awarded to the supplier whose tender has been evaluated as best fulfilling the award criteria.

Contract management includes all aspects of the relationship between the supplier and purchaser until the contract is completed.
The most effective way of approaching public sector buyers with a view to winning contracts is to adopt a multi-stage approach. For example, you have to identify the public sector buyers interested in your products and/or services before making contact with them. The ultimate objective is to receive a tender invitation and win the contract.

Suppliers should have as much background knowledge of the buyer’s organisation and standard practices as possible. We suggest the following four-stage process to making contact for the first time.

**Analysing the Market – Stage 1**

1.1 Identify which organisations buy your products and services
   - Find out how much they spend
   - Find out how often they award contracts
   This can be achieved by examining all the available information for example through the organisations website, making direct contact and by analysing notices which appear in the press or OJEU.

1.2 Decide on whether to target the sector as a whole or an individual part of it. This decision will depend on the type of product or service as well as the resources at your disposal.

1.3 Having decided on your target organisation(s), use their own publications, website, trade directories, or phone them discreetly to identify the key people involved in terms of their role in the buying process, i.e. the user’s, specifier’s, buyer’s, and approver’s?

1.4 Determine if they operate a centralised or decentralised purchasing activity for your products or services. With a centralised activity one section normally controls all purchasing for the organisation, whereas decentralised means that individual departments or units purchase on their own behalf.
   If they operate a centralised activity, they may award larger contracts. A decentralised activity will provide more opportunities to enter the market, but will also require more effort to identify and influence the key people.

1.5 Determine who the current suppliers are and how long they have been supplying the product/service. Also, find out which other companies are likely to pitch for this business. It is essential to know what level of competition you will experience.

1.6 Consider the potential this organisation offers you as a supplier, compared to others you might target. Only when you are satisfied that the target organisation provides a real opportunity for your company should you proceed to Stage 3 and introduce your company directly.
Marketing to the Sector – Stage 2

Having decided on your target market you can proceed to Stage 3 and make direct contact with potential customers. In the short term this is the most likely route to an order or becoming included on a list of approved suppliers or a tender list.

However, in parallel with contacting individual organisations you should try to develop general awareness of your company and products or services within the target sector. Unless you are aiming at a very specialised market it is likely that there will be numerous customers for your products and services.

To avoid missing any opportunities you should ensure that any organisation planning to source your products or services is able to find details of your company quickly and easily. The following methods can be employed to generate this awareness.

2.1 Ensure that your company is listed in general company directories under the relevant categories, e.g. Yellow/Golden Pages, Kelly’s, and Kompass.

2.2 Ensure that your company is listed in specific trade directories such as the Irish Software Association or directories associated with associations such as the British Healthcare Trades Association.

2.3 Identify the trade journals read by your target audience and obtain editorial coverage of new products or by providing expert comment on topical issues.

2.4 Advertise in trade journals. Although this can be expensive, there are a range of options such as loose inserts, classified advertising, supplier directory features, and display advertising.

2.5 Develop a company website, which contains rich information for any potential user of your products or services i.e. product photographs, specifications, price lists. Ensure potential purchasers can find your website by listing it with all the major Internet directories and search engines.

Making Direct Contact – Stage 3

This stage is aimed at ensuring the buyer and/or specifier becomes aware of your company and the products/services you provide.

3.1 Firstly, write directly to the most relevant person(s) in the organisation selected.

Do not phone an organisation without first providing them with some idea of your company and your products / services. If they are not familiar with your company, it is more likely that they may refuse to meet you.

Write to the Purchasing Manager, Specifier or User giving the following:

- Introductory letter about your company
- Outline of your products / services
- Brochures
- Samples (if relevant)
- Details of successes to-date
- What you can offer

Request a direct meeting or provide an invitation to visit your plant / facilities.

3.2 Phone the organisation within 2 weeks of your letter and request a meeting. If the person is not available or relevant for your particular product / service, seek advice on the appropriate person. Ask them if it is possible to arrange a meeting for you with the recommended person.

Perseverance is recommended at this stage. If you don't succeed, don't be afraid to phone the organisation repeatedly, although politeness and courtesy are essential. Also, use every opportunity to attend events or seminars where your target buyers may be present. This can be a very useful way to make contact.
Meeting The Buyer - Stage 4

Buyers are generally reluctant to meet suppliers so if you succeed in making an appointment, use the opportunity to the utmost. Make sure to leave the buyer with a good impression of you, your company and your products / services and after-sales service. The old adage “first impressions are lasting” is very apt for this situation.

4.1 When you get an opportunity to meet directly with the Buyer or Specifier, prepare well.

- Make sure that you research the organisation and its requirements as thoroughly as possible.
- Decide who should attend – it is recommended that not more than 2 persons from your organisation should attend.
- Draw up an agenda for your meeting and keep it short and focused. Write down each of the questions that you need to ask. Don’t rely on remembering them at the meeting; the buyer may be under time pressure, so get the most important questions in first and take notes.

4.2 At the meeting, ask clear questions relevant to your product / service and provide the buyer with comprehensive information. Bring samples if appropriate. Bring along copies of relevant documentation, e.g. quality certificates, awards, details of recent contracts and of course brochures.

Focus on the “added value” your company can offer, i.e. what makes you different from your competitors?

Remember this is your first opportunity to confirm their real and immediate interest in your products or services.

4.3 Identify the buyer’s requirements.

- Who are the specifiers and users and other relevant personnel for your product / service?
- What are their volumes / quantities / intervals of purchase?
- Which locations use the product / service, i.e. is it at one or several locations throughout the country and would they require delivery to one or several locations?
- What does the buyer perceive as the key requirements from a supplier of this product / service?
- What is the buyer’s level of satisfaction with the current supplier?
- Focus on the benefits your company can provide if awarded the next contract.

4.4 When is the next opportunity to supply your products or services i.e. when will they next be selecting suppliers or issuing a tender?

- Is competitive tendering always used and is it via an OPEN (any company can tender) or a RESTRICTED (limited numbers invited) procedure?
- How will potential suppliers be advised, e.g. direct contact, newspaper advertisement or OJEU advertisement?
- Are ongoing lists of suppliers kept and are they regularly updated?
- Are there special procedures for special projects / once-off purchases?
- Do they use direct invitations in addition to open tendering?
- How many do they normally invite to tender?
- What do they look for from suppliers – details of experience, financial standing, technical capacity, etc? What rules do they use regarding these criteria?

4.5 Will the buyer accept samples of the product for testing?

4.6 Would the buyer accept an invitation to visit your premises?

4.7 Will the buyer include you on the tender list – how can you ensure you will be included?
Summary

As indicated, it is recommended that you draw up a list of well thought out questions prior to your meeting. It is also recommended that you send your questions to the buyer prior to the meeting, if possible, so that they can have an opportunity to prepare answers.

There is a commonly held, but mistaken belief that buyers never change suppliers and that public sector markets are all but impossible to sell to. Meetings with buyers will enable you to dispel this belief. In most instances, you will discover that buyers are constantly evaluating their supplier base in order to achieve greater value for money, while providing a quality service. However, it must also be said that the buyer, in seeking tenders, is usually responding to a demand from an internal customer.

It is essential to get to the buyer early in the tender process (i.e. months and even years before the tender process commences). This is so that the buyer can evaluate the options and be fully armed with an alternative supplier(s) to meet the current requirements. Therefore, at the meeting you should grasp the opportunity to convince the buyer that you have the resources, capability and desire to become a valued supplier.

Remember it may require some effort to get on tender lists and be in with a chance of winning a contract, but it is important to persevere.
Opportunities for contracting with the public sector may be advertised in a wide variety of places. Contracts are often advertised in national or regional newspapers, or in trade journals. However, although public-sector organisations are obliged to publish higher value contracts, because of national legislation or their own internal standing orders, many low value contracts may not be advertised at all.

National Newspaper Advertisements

The following tender is an example of a typical tender advertisement published in a local or regional newspaper. Because of the relatively high cost of placing such advertisements in the press, these tender notices only contain brief details of the goods or services required.

ILLUSORY COUNTY COUNCIL
SELECT LIST OF TENDERERS
PROJECT MANAGEMENT ADVICE/
MANAGEMENT CONSULTANCY SERVICES FOR
THE GROUPED SCHOOLS MODERNISATION

Applications are invited from suitably experienced and qualified companies, organisations or individuals wishing to tender for the provision of Project Management Advice/Technical Consultancy Services for the Grouped Schools Modernisation Project, within the County of Illusory.

It is envisaged that the service provider will need expertise in the following areas:

- preparation and compilation of relevant information prior to tender;
- preparation of ITN documentation and its agreement with stakeholders;
- the development of appropriate contract documentation and management procedures;
- the development of evaluation models and completion contractor appraisal/contract evaluation;
- negotiations with tenderers and discussions with affected stakeholders;
- completion of necessary reports on any process carried out and their presentation to stakeholders/management and the council.

The Council will be using an accelerated two-stage process to appoint the service provider. Applicants expressing an interest will be sent a business questionnaire, which must be completed and returned with the appropriate supporting information by no later than 17th March 2005.

Tenderers will be selected on the basis of experience, capability, quality, skills and resources necessary to undertake the service, and financial standing. It is anticipated that tenders will be invited on 1st April 2005. The contract is due to commence in late May 2005 and is expected to run for around two (2) years.

Contracts will be awarded on the basis of the most economically advantageous tender taking into account price, competence, experience, ability, quality criteria, skills necessary to undertake the service and also taking into account the Council’s duty to obtain Best Value and achieve the stated outputs for the commission as set out in the tender documentation.

If you wish to express an interest in providing this service, please fax/write/e-mail to

Patrick Marmoutier, Procurement Group, Room 1703 Illusory Town Hall, Inventing, Illusory.
Telephone: (01) 617 7944, Fax: (01) 123 4567 e-mail procurement@illusory.ie
Official Journal of the European Union (OJEU)

All public procurement contracts with a value exceeding the thresholds listed in Chapter 1 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, which have been awarded. Some departments have made it their policy to advertise more contracts in OJEU than their legal obligations demand.

There are four basic types of notice that are published in the OJEU as follows:

- **Prior or Pre Information Notices (PIN)**
  - PIN’s are published annually and indicate the contracts that the authority intends to award over the coming 12 months together with the anticipated value of these contracts.

- **Qualification Systems**
  - These indicate the existence of a list of approved suppliers who may be called upon to tender for goods and services as required.

- **Invitations to Tender (ITT)**
  - An ITT is related to a specific contract and requires the supplier to indicate their interest in providing a bid. At this stage the purchaser may conduct a selection process to reduce the number of suppliers who are invited to tender.

- **Contract Award Notices**
  - Following the award of a contract the purchaser is required to publish details of the successful supplier or contractor. Contract award notices can be very useful for identifying the type of organisation purchasing the type of goods or services you provide and for forecasting when the next purchase will take place. They are also useful for monitoring competitor activity or identifying sub-contract opportunities.

Access to the Official Journal

Although the OJEU was originally produced as a printed document, it is now only available online or as a CD-ROM. Tenders Electronic Daily (http://ted.publications.eu.int) is the on-line 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 more useful to use one of the ‘value added’ services, as follows:

- **eTenders (www.eTenders.gov.ie)**. An excellent resource provided by the Department of Finance and listing all Irish OJEU contracts as well as a significant number of lower value contracts published by the Irish public sector.

- **Tenders Direct (www.TendersDirect.com)**. A commercial service providing access to all OJEU notices throughout Europe plus an increasing number of lower value contracts from a variety of sources. Also includes an email alerting facility.

- **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. Most centres have been set up in host organisations including, for example, business development agencies, university libraries, or regional Chambers of Commerce.
There is a multitude of notice formats used in the OJEU depending on whether a public body or a utility company is issuing the contract, whether it is for Works, Supplies or Services and also the type of tendering procedure being used. However, despite the confusing layout they all contain basically the same information, including the products or services required and who to contact for further information.

On the next page is an example of a public services tender notice as it appears in the OJEU. We have used the same tender advertised in the newspaper example used on the previous page, in order to compare the information provided in both examples. We have also added a key at the side of the OJEU advertisement to explain the layout that can sometimes be quite obscure.
### Invitation to Tender Notice

**Title:** IRL-Inventing: management consultancy and project management services

**Purchase Authority:** ILLUSORY COUNTY COUNCIL

**Journal Ref:** 145615-2005

**Published on:** 29-Feb 2005

**Deadline:** This notice expires on 17/03/2005.

**Contract Type:** This is a service contract.

**Country:** Ireland

**Notice Type:** Invitation to Tender Notice - Accelerated restricted procedure

**Regulations:** Regulated by the European Services Directive 92/50/EEC.

#### Tender Details

1. **Awarding authority:** Illusory County Council, Directorate of Education and Culture, Procurement Group, Room 1703 Illusory Town Hall, Inventing, Illusory. Att: Patrick Marmoulier. Tel: (01) 617 7944, Fax: (01) 123 4567 e-mail procurement@illusory.ie

2. **Category of service and description, CPV:** 74141100, 74141700, 74142000, 74142100. Category Group, Room 1703 Illusory Town Hall, Inventing, Illusory. Att: Patrick Marmoulier. Tel: (01) 617 7944, Fax: (01) 123 4567 e-mail procurement@illusory.ie

3. **Delivery to:** Within the boundaries of the Illusory County, Ireland.

4. **(a) Reserved for a particular profession:** The provision of the services identified requires that the service provider use staff who has the relevant experience and competencies.

5. **(b) Law, regulation or administrative provision:** The contracts will be subject to English law.

6. **(c) Obligation to mention the names and qualification of personnel:** Tenderers will be required to indicate the names and qualifications and experience of their employees who will be responsible for the provision of the services.

It is envisaged that the service provider will need expertise in the following areas: preparation and compilation of relevant information prior to tender; preparation of ITN documentation and its agreement with stakeholders; the development of appropriate contract documentation and management procedures; the development of evaluation models and completion contractor appraisal/contract evaluation; negotiations with tenderers and discussions with affected stakeholders; completion of necessary reports on any process carried out and their presentation to stakeholders/management and the council.

7. **Division into lots:** No.

8. **Number of service providers which will be invited to tender:** To be determined on consideration of applications received, but it is envisaged that between 5-8 eligible tenderers will be invited.

9. **Variants:** There are no variants.

10. **Time limits for completion or duration of the contract, for starting or providing the service:** The contract will be placed for the duration of the project, which is expected to run for around 2 years from the commencement of service provision. The commission is expected to start around May 2005.

11. **Legal form in case of group bidders:** Joint and several liability by all service providers. Legal bodies shall be companies or partnerships.

12. **Justification for accelerated procedure:** Yes, as the council has only recently been notified of the availability of time limited funding.

13. **Deadline for receipt of requests to participate:** 17.03.2005.

14. **Address:** As in 1.

15. **Language(s):** English.

16. **Final date for the dispatch of invitations to tender:** 01.04.2005.

17. **Deposits and guarantees:** The awarding authority reserves the right to require any bonds or guarantees it deems appropriate.

18. **Qualifications:** Information concerning the supplier's own position and the information and formalities necessary for an appraisal of the minimum standards of economic and financial standing and technical capacity are required as provided for in Articles 29-37 of Directive 92/50/EEC. A question-

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The title identifies the location and general requirement
Name of the organisation
The Official Journal (OJEU) reference no.
Date of publication
Deadline date for responses
Works, services or supplies contract
Country of origin
Notice type i.e. information, ITT, contract award, etc.
The legislation regulating this tender

1. **Contact details of the purchasing authority**

2. **CPV and CPC codes classify the services required for searching and statistical purposes. Followed by a short text description.**

3. **Normally this is the same location as the purchasing authorities office but can vary.**

4. **Some services must be provided by specialist providers e.g. doctors, lawyers, etc. The relevant judicial authority in case of a dispute. Requirement to specify the particular persons who will complete the work.**

5. **Some contracts can be divided into smaller projects which can be awarded to more than one contractor.**

6. **A restricted procedure will use the information provided under 13 to select the companies invited to tender.**

7. **Whether alternative bids will be accepted.**

8. **Duration of the contract**

9. **Legal form to be adopted if a joint venture or consortium wins.**

10. **a. Justification for using a shortened timescale for this contract.**

11. **b. The deadline by which potential suppliers must have noted interest.**

12. **c. The address to which requests must be sent.**

13. **d. The acceptable language of the request.**

14. **e. Date by which the ITT will have been issued.**

15. **f. Any deposit or bond required.**

16. **g. The acceptable language of the request.**

17. **h. Whether alternative bids will be accepted.**

18. **i. Duration of the contract**

---

Guide to Tendering for Public Sector Contracts in Ireland and the United Kingdom
The opportunity to tender a bid may arise in three main ways, depending on the value of the contract and the internal procedures of the purchasing organisation.

1. As we described in Chapter 3 ideally you will have identified the potential customers in your target market and will be included on their list of potential suppliers. You may be directly invited to submit a tender.

2. By responding to a notice in the OJEU

3. By responding to an advertisement in the press.

Even if you are included on a list of suppliers it is important to monitor the press and the OJEU, as the purchasing organisation may not automatically inform you that tenders are being sought. Once again an established relationship with a purchasing organisation can be very beneficial, as you should be aware of any forthcoming purchases and have already begun to prepare your response.

**Tender Procedures**

There are currently three categories of tender procedure, Open, Restricted and Negotiated, but a fourth procedure, the Competitive Dialogue, will be introduced when the new Directive 2004/18/EC is implemented in each member state.

- **The Open procedure** means that any supplier can request a copy of the tender documents and then submit a response. This is infrequently used, as it is likely to produce a large number of tender submissions that the purchasing authority has to evaluate.

- **The Restricted procedure** is used when only a limited number of suppliers will be invited to submit a full tender. On the basis of economic and technical information provided by the suppliers the purchasing authority will select those they will invite to submit a tender. In comparison with the Open procedure this reduces the amount of work in evaluating the final tenders.

- **The Competitive Dialogue** is reserved for complex contracts such as Private Finance Initiative projects and is aimed at developing a solution in consultation with suppliers that fulfills the purchasers requirements.

- **The Negotiated procedure** can only be used in complex projects when the overall price cannot be determined in advance or when an Open, Restricted or Competitive Dialogue procedure has not resulted in a contract award.

**Candidate Selection Criteria**

Unless you are providing a very simple and homogeneous commodity it is likely that the purchasing authority will use either a Restricted or a Negotiated procedure. As such you will be requested to complete a questionnaire or provide the information listed in the tender advertisement. This information will then be used to determine which suppliers will be invited to tender or negotiate.

The criteria must be relevant to determining the candidate’s ability to fulfil the requirements of a specific contract and any additions anticipated to result directly from the initial contract.
Candidate selection criteria fall into three main categories:

- Exclusion criteria
- Financial and Economic Information
- Technical Capacity

The criteria used are usually very similar and so it is possible to prepare standard responses to these requests, although it is essential that all information is provided in the format requested by the purchasing authority.

**Exclusion Criteria**

The conditions for exclusion of a candidate include issues such as:

- Bankruptcy
- Being convicted for an offence concerning professional misconduct
- Non-payment of social security contributions or taxes
- Misrepresentation in supplying information

As a supplier, you may be asked to sign a declaration attesting your compliance with the above matters, as a pre-condition of being considered for a place on a tender list.

**Financial and Economic Information**

Evidence of financial and economic standing is usually ascertained through the provision of:

- Audited accounts
- Overall turnover for the previous 3 financial years
- Turnover related to the products or services being purchased over the same period.
- For services contracts evidence of risk indemnity insurance.

These requirements have to be specified either in the advertisement (newspaper or OJEU) or in the invitation to tender documentation.

**Information Supporting Technical Capacity**

Evidence of technical capacity, as with financial and economic standing, may be furnished through various means specified in advance by the buyer. These may include the availability of resources or other aspects. Tests of technical capacity will relate to the nature, quantity and purpose of the products or services to be supplied and should be confined to the subject of the contract.

- A list of principal deliveries or services effected over the previous 3 years with details of amounts, dates and recipients (whether public or private organisations).
- For services contracts, the educational and professional qualifications of managerial staff and of those responsible for providing the services.
- The supplier's technical, quality assurance and research facilities.
- The technicians or personnel responsible for quality control or compliance with other standards.
- The technical bodies responsible for monitoring your quality control and conformance with other standards.
- For products, samples, descriptions or photographs, authenticated if required. Recognised third party certification of conformity of the products to given specifications and standards.
- For complex or special products or services, a possible check on the supplier's technical capabilities, production capacity, study and research facilities or quality control measures carried out by an official body in the supplier's country of establishment.
- Information on Health and Safety aspects.
- Information on Environmental Controls.
- Average annual manpower and the number of managerial staff for the last 3 years.
- The tools, plant or equipment available for the carrying out of the services.
- An indication of the proportion, if any, of the contract that the service provider intends to sub-contract.
Where a supplier or service provider meets the candidate selection criteria, and also submits a valid tender, then their tender is entitled to be given due consideration under the contract award criteria. In the event that the tender then proves to be the best tender under the contract award criteria, the awarding authority is not entitled to reject the tender by returning to re-consider the candidate selection criteria. However, the awarding authority may at its own discretion decide not to award any contract and to cancel the entire contract award procedure.

**Preparing Your Tender**

In preparing your tender remember to:

- Read all of the documentation carefully and note the key points that you must act upon.
- Check that you can meet the principal requirements and that you will have the necessary resources at your disposal to fulfil the contract, if successful.
- Note the duration of the contract. It is becoming standard in the public sector to award 2 or 3-year contracts and with the utilities; 3-5 year contracts are fairly standard. If it is a 2-year contract or longer, remember if you don’t succeed it will be at least 2 years before you get an opportunity to tender again.

Compile a checklist upon receipt of the tender invitation documentation that should include all the items to be provided in the tender document. Use the checklist before finalising the tender documentation and submitting it to the purchasing authority. It can also be useful to make up a loose-leaf binder with a contents list to aid in compiling the tender. Any labels provided by the purchasing authority to identify the tender submissions should be stored in a safe place.

It is recommended that you designate someone in your company with overall responsibility for compilation of the tender. Individual aspects can also be allocated to appropriate personnel, i.e. financial figures to the accounts team, etc. Always ensure that the nominated person is not away at the time the tender needs to be submitted.

**IT IS RECOMMENDED THAT ONLY ONE PERSON IS RESPONSIBLE FOR CO-ORDINATING THE TENDER.**
When you have all the documentation required in the invitation to tender, it should be bound so that it is easy to read. Note: You may be asked to provide a number of copies to assist the evaluation team, some of which may omit pricing information.

Remember the Labels and Envelopes: did they provide a label for returning the tender? - This is an administrative detail for the buyers in order to be able to isolate tenders and treat them in a confidential manner. Do they want one envelope inside another? Comply with whatever is requested.

Remember the Deadline: The public sector are very strict about deadlines and being 5 minutes late may mean all your work goes to waste, as the tender will be returned to you, normally unopened.

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Description</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closing Date</td>
<td>Note the day, date and time by which the tender must be submitted.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Make arrangements in advance for delivery (i.e. post, courier, personal delivery, etc.).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Acknowledge receipt of the Invitation to Tender and advise that you intend to submit a bid?</td>
<td></td>
</tr>
<tr>
<td>Award Criteria</td>
<td>Note whether it is lowest price or most economically advantageous tender.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>If the latter, what are the factors involved?</td>
<td></td>
</tr>
<tr>
<td>Company</td>
<td>Information on company structure, management and organisation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Details of shareholding(s)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Details of personnel</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Details of current order book</td>
<td></td>
</tr>
<tr>
<td>Financial Information</td>
<td>Turnover for past 3 years</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Most recent audited accounts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bank references</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tax Clearance Certificate</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Guarantees and bonds</td>
<td></td>
</tr>
<tr>
<td>Technical Information</td>
<td>Details of plant and equipment</td>
<td></td>
</tr>
<tr>
<td>Specification</td>
<td>Do you understand the full requirements of the specification? If not, seek clarification.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>What standards are quoted?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Can you meet the requirements of the specification?</td>
<td></td>
</tr>
<tr>
<td>Health &amp; Safety</td>
<td>Details of Health &amp; Safety policy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Details of accident records</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Environmental issues</td>
<td></td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>Details of Quality Assurance</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>Ensure the appropriate insurance is in place</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Professional Indemnity</td>
<td></td>
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<tr>
<td></td>
<td>Public Liability</td>
<td></td>
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<tr>
<td></td>
<td>Employers Liability</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Motor insurance</td>
<td></td>
</tr>
<tr>
<td>Bonds &amp; Guarantees</td>
<td>Bonds required for large contracts should be arranged with the bank</td>
<td></td>
</tr>
<tr>
<td>Pricing</td>
<td>Structure the pricing as specified?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>If tender pricing sheets are included complete in full and total the costs</td>
<td></td>
</tr>
<tr>
<td>Sign-Off</td>
<td>Don't forget to sign all tender documents</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- unsigned documents will not be considered</td>
<td></td>
</tr>
</tbody>
</table>

When you have all the documentation required in the invitation to tender, it should be bound so that it is easy to read. Note: You may be asked to provide a number of copies to assist the evaluation team, some of which may omit pricing information.

Remember the Labels and Envelopes: did they provide a label for returning the tender? - This is an administrative detail for the buyers in order to be able to isolate tenders and treat them in a confidential manner. Do they want one envelope inside another? Comply with whatever is requested.

Remember the Deadline: The public sector are very strict about deadlines and being 5 minutes late may mean all your work goes to waste, as the tender will be returned to you, normally unopened.
Contract Award Criteria

Awarding bodies must decide and make known, in advance of the tender submission, the criteria they intend to use in choosing the successful tenderer(s) for each contract. Prior to submitting your tender, you should examine these award criteria and ensure that your tender meets them to as high a degree as possible.

The criteria should be specific to the contract and may be in terms of lowest price, or the most economically advantageous tender (sometimes known as MEAT) submitted for the contract.

Lowest Price Criteria

It is increasingly rare for a contract to be specified in terms of the lowest price. Under these terms the purchasing authority must make the contract award to the supplier who submits the lowest priced valid tender. It is important to note that the tender must be valid i.e. all the requested information must have been provided and any specifications of the product or service must be strictly observed.

Most Economically Advantageous Criteria

Where this option is chosen, the purchasing authority must specify the particular factors chosen for the contract in question, in descending order of priority (where possible). The factors chosen must relate to the specific contract and only those factors may then be used in evaluating tenders.

The criteria may include:
- Price
- Delivery date or period
- Running costs
- Cost effectiveness
- Quality
- Aesthetic and functional characteristics
- Technical merit
- After-sales service
- Technical assistance
- Plus any other relevant factors chosen by the awarding body

Evaluation of Tenders

Tenders are normally evaluated in two stages and quite often by two separate groups within the purchasing authority. Firstly, a technical stage to ensure the product or service will meet the specification and performance requirements. The second stage is the commercial evaluation. If a product or service is not technically acceptable, then the tender will be rejected and not evaluated commercially.

Only tenders that comply with the specifications and general requirements of the tender documentation will be considered for acceptance. A tender that does not meet these requirements cannot be accepted and must be treated as invalid. The contracting authority in carrying out the evaluation process may not alter the pre-published award criteria.

These rules ensure that all suppliers and service providers receive equal treatment when competing for public contracts.

Contract Award

Submission of a tender normally constitutes a binding legal obligation to provide the products or services, subject to the terms and conditions contained in the tender document. As such, once the evaluation has been completed, the successful tenderer will normally receive an official purchase order or other formal notification of the purchasing authority’s intention to award a contract.

If your tender has been unsuccessful you should be notified straightaway, although there may sometimes be a slight delay until the successful supplier confirms their acceptance.
Information Feedback

On request purchasing authorities are required to inform any eliminated candidate or tenderer in writing of the reasons for rejection of their application or tender, and, in the case of a tender, the name of the successful tenderer. However, they are not entitled to have details of other tenders (including prices) disclosed to them as a matter of routine.

For contracts subject to the European directives, the awarding authorities are required to publish Notices of Contract Awards. These notices provide for publication of the "price or range of prices paid" and the "value of winning awards or the highest and lowest offer taken into account in the award of the contract". Contract Award Notices can be very useful sources of information and should not be ignored.

Confidentiality of Tenders

In general, sensitive tender information held by public bodies and utilities is required to be kept confidential at all stages, including the periods prior to tender opening, during tender evaluation and after the contract is awarded.

Tendering Tips

Here is some information to assist you should the circumstances arise:

- As far as the law is concerned you do not have to be established in any particular location (although you must have the ability to meet the response times of the buyer). However, in practice buyers frequently prefer local suppliers, so it may be prudent to highlight measures you have put in place to overcome related problems.
- If you have tendered to the same buyer recently, you should not have to re-supply information, which is already objectively available to the buyer. However, unless it is problematic to do so, it is probably better to supply all the information again.
- When tendering, you can do so on the basis of availing of the resources of other suppliers. All you need to prove is that you have a relationship or arrangement with the other supplier, i.e. you may be required to show evidence that you have their resources readily at your service.
- Specifications must not favour or eliminate certain candidates or standards.
- Specifications must not mention goods of a specific make, source, process or trademark or patent. However, if it is absolutely essential to describe something by these terms, the words "or equivalent" must be used.
- You will not be permitted to sub-contract an entire contract to another supplier.
The realisation of all the preparation and hard work is the receipt of a Purchase Order or signed contract from the buyer. Rather than an end point, this is the beginning of the contract management phase to ensure that you fulfil the terms of the contract and put yourself in a strong position to win future contracts.

Here are some key points to ensure that you retain the business:

1. Meet the order requirements – deliver on time and deliver high quality.

2. If you are awarded a contract whereby several deliveries over a certain period are required, ensure you meet these timescales.

3. Arrange to meet with the buyer and the users occasionally to ensure they are happy with the product, delivery and response times.

4. Respond quickly to queries or problems. If you cannot respond immediately, always phone, fax or e-mail the organisation to explain the problem and provide an explanation and a timescale for solving the problem.

5. Submit invoices on a regular basis, in accordance with the conditions of contract. Ensure they are sent to the correct address.

6. At least six months before the contract is due for renewal, meet with the buyers, specifiers and users to gain an understanding of the requirements for the next contract. Ascertain if they are:
   - % satisfied with the product, packing quantities and delivery schedules
   - % satisfied with your overall performance during the contract
   - % going to use the same specification next time

7. Work with the organisation to ensure there are no outstanding issues that could go against you in the next tender opportunity.

8. Don't be afraid to suggest new products / solutions. Innovation is frequently welcomed. Remember that "life cycle costs" are most important. Even if a new product is more expensive, if it saves them money in the long term, let them know.
### Appendix A

**Central Government Departments**

<table>
<thead>
<tr>
<th>A1</th>
<th>Ireland</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Department of Agriculture &amp; Food</strong></td>
<td>Website: <a href="http://www.agriculture.gov.ie">www.agriculture.gov.ie</a></td>
</tr>
</tbody>
</table>
| Contact | Agriculture House  
   Kildare Street  
   Dublin 2  
   Tel: 01 6072000  
   Email: info@agriculture.gov.ie |

| **Department of Arts, Sport and Tourism** | Website: [www.dast.gov.ie](http://www.dast.gov.ie) |
| Contact | 23 Kildare Street  
   Dublin 2  
   Tel: 063 13800  
   Email: webmaster@dast.gov.ie |

| **Office of the Attorney General** | Website: [www.attorneygeneral.ie](http://www.attorneygeneral.ie) |
| Contact | Government Buildings  
   Upper Merrion Street  
   Dublin 2  
   Tel: 01 6314000  
   Email: info@ag.irfgov.ie |

| **Department of Communications, Marine and Natural Resources** | Website: [www.dcmnr.gov.ie](http://www.dcmnr.gov.ie) |
| Contact | 29-31 Adelaide Road  
   Dublin 2  
   Tel: 01 6782000  
   Email: webmaster@dcmnr.gov.ie |

| **Department of Community, Rural and Gaeltacht Affairs** | Website: [www.pobail.ie](http://www.pobail.ie) |
| Contact | 43-49 Mespil Road  
   Dublin 4  
   Tel: 01 6473000  
   Email: eolas@pobail.ie |

| **Department of Education and Science** | Website: [www.education.gov.ie](http://www.education.gov.ie) |
| Contact | Marlborough Street  
   Dublin 1  
   Tel: 01 8896400  
   Email: information@education.gov.ie |

| **Department of Environment, Heritage and Local Government** | Website: [www.environ.ie](http://www.environ.ie) |
| Contact | Custom House  
   Dublin 1  
   Tel: 01 8882638  
   Email: press-office@viron.ie |
Department of Finance
Website: www.finance.gov.ie

Contact
Government Buildings
Upper Merrion Street
Dublin 2
Tel: 01 6767571
Email: webmaster@finance.gov.ie

Department of Foreign Affairs
Website: www.foreignaffairs.gov.ie

Contact
80 St. Stephen's Green
Dublin 2
Tel: 01 4780822
Email: library1@iveagh.gov.ie

Department of Health & Children
Website: www.doh.ie

Contact
Hawkins House
Hawkins Street
Dublin 2
Tel: 016 354000
Email: webmaster@health.irlgov.ie

Department of Justice, Equality and Law Reform
Website: www.justice.ie

Contact
94 St. Stephens Green
Dublin 2
Tel: 01 6028202
Email: pagemaster@justice.ie

Revenue Commissioners
Website: www.revenue.ie

Contact
Dublin Castle
Dublin 2
Tel: 016 792777
Email: custserv@revenue.ie

Department of Social & Family Affairs
Website: www.welfare.ie

Contact
Aras Mhic Dhiarmada
Store Street
Dublin 1
Tel: 01 7043000
Email: info@welfare.ie

Department of Enterprise, Trade and Employment
Website: www.entemp.ie

Contact
23 Kildare Street
Dublin 2
Tel: 01 6312121
Email: webmaster@entemp.ie

Department of the Taoiseach
Website: www.taoiseach.irlgov.ie

Contact
Government Buildings
Upper Merrion Street
Dublin 2
Tel: 01 6624888
Email: webmaster@taoiseach.gov.ie

Department of Transport
Website: www.transport.ie

Contact
Transport House
Kildare Street
Dublin 2
Tel: 01 6707444
Email: info@transport.ie
## Appendix A

### Central Government Departments

<table>
<thead>
<tr>
<th>C2</th>
<th>England, Wales &amp; N. Ireland</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cabinet Office</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Website:</strong> <a href="http://www.cabinet-office.gov.uk">www.cabinet-office.gov.uk</a></td>
<td>The Cabinet Office buys goods, equipment and services needed to run a modern office-based organisation. Purchasing is devolved within the central department to management unit level with each area responsible for purchasing as required to meet its own business objectives. Some of the key areas include: information technology, office stationery, property management services, building works, maintenance and furnishings, training and consultancy.</td>
</tr>
<tr>
<td><strong>Contact</strong></td>
<td>70 Whitehall, London, SW1A 2AS, Tel: 020 7270 1234</td>
</tr>
</tbody>
</table>

| **Department for Constitutional Affairs** | |
| **Website:** www.dca.gov.uk/procurement | DCA has a central procurement unit staffed by procurement professionals, which provides procurement support and advice to the DCA and its Agencies; including the Court Service (CS) and the Public Guardianship Office (PGO). In addition to letting its own contracts for goods and services, the DCA often makes use of collaborative opportunities, by utilising available framework contracts set up by Other Government Departments. |
| **Contact** | Southside, 105 Victoria Street, London, SW1E 6QT, Tel: 0207 210 2197 |

| **Department for Culture Media and Sport** | |
| **Website:** www.culture.gov.uk | The DCMS has a small procurement team that decides co-ordinates all procurement activities except for IS/IT goods and services and press/publicity and coordinates a network of procurement contacts within DCMS’ Non Departmental Public Bodies (NDPB). Direct spend is around £38 million per annum on accommodation, IT, support services, legal, training, travel, publicity and conferences. |
| **Contact** | 2-4 Cockspur Street, London, SW1Y 5DH, Tel: 020 7211 6200 |

| **Department for Education & Skills** | |
| **Website:** www.dfes.gov.uk/procurement | Procurement in DfES is handled by specialist teams who between them cover most of the goods and services purchased. The procurement policy team based in Sheffield co-ordinates major procurement activity, and provides advice and guidance on all aspects of departmental procurement. |
| **Contact** | Moorfoot, Sheffield, S1 4PQ, Tel: 0207 273 4781 |
Department for Environment, Food and Rural Affairs (DEFRA)

Website: www.defra.gov.uk

Through its network of purchasing staff in the core department and its Executive Agencies, DEFRA spends in the region of £400 million each year on a wide range of goods and services. The Procurement and Contracts Division, based in London, sets national agreements for the supply of many products and services. The goods and services purchased by the department include; advertising, facilities management, building management, research and development, consultancy, printing, agricultural machinery, animal foodstuffs, computer hardware and software, office machinery, office cleaning, furniture, protective clothing, laboratory consumables, photographic equipment, consumables, telecommunications, veterinary products.

Contact
Ergon House c/o Noble House
17 Smith Square London
SW1P 3JR
Tel: 020 7238 6951

Foreign and Commonwealth Office (FCO)

Website: www.fco.gov.uk

Purchasing policy is co-ordinated by the Directorate of Purchasing in central London. The principal purchasing departments are located in Croydon and Milton Keynes.

Contact
Purchasing Directorate
Room 1/116, OAB
London
SW1A 2AF
Tel: 020 7008 0931

Home Office

Website: www.homeoffice.gov.uk

The Home Office spends around £1 billion per annum on a wide range of goods and services. There are a number of specialist procurement units who purchase items including; office machinery and equipment, IT systems, scientific and laboratory equipment construction, maintenance, consultancy services.

Contact
Horseferry House
Dean Ryle Street
London
SW1P 2AW
Tel: 020 7217 8300

Department for International Development

Website: www.dfid.gov.uk

The Department for International Development finances substantial purchases of goods and associated services for the benefit of developing countries, in all fields except military equipment, luxury goods or tobacco related products. Procurement is normally undertaken by the Department's registered agents.

Contact
Abercrombie House
Eaglesham Road
East Kilbride
G75 8EA
Tel: 01355 843644

Northern Ireland

Website: www.cpdni.gov.uk

The Northern Ireland public sector spends over £1.6bn each year on procurement of its business needs. The Central Procurement Directorate provides expertise to assist individual departments.

Contact
Rosepark House
Newtownards
Belfast
BT4 3NR
Tel: 028 9052 6453

Office of the Deputy Prime Minister

Website: www.procurementportal.odpm.gov.uk

The Office of the Deputy Prime Minister was created as a central department in its own right in May 2002 and brings together key responsibilities for regional and local government, fire, housing, planning and regeneration.

Contact
Procurement Infrastructure Services Division 1/H29
123 Victoria Street
London
SW1E 6DE
Tel: 020 7944 4400 ext 17435
Department of Trade and Industry (DTI)

Website: www.dti.gov.uk

The DTI has a mixed procurement organisation. At the centre is the Procurement Policy and Services (PPS) branch. PPS is staffed by professionally trained people and provides a single and consistent approach to procurement within the department and its Agencies.

PPS is responsible for the provision of guidance to DTI procurement staff on all aspects of procurement. It has close links with the Office of Government Commerce (OGC) and promulgates procurement policy and strategy. PPS does no buying itself.

There are several “centres of expertise” that are the intelligent customers for specialised areas of procurement. These include Information Technology (IT) facilities, estate management, publicity and advertising.

There are also about 65 Management Units making up the Department’s structure that have the authority to purchase in their own right. They also put in place Framework Arrangements for common goods or services that can be accessed by the entire Department.

Further, the Department has five Executive Agencies. The Employment Tribunal Service, The National Weights and Measures Laboratory, Companies House, The Patent Office and the Insolvency Service. Each of these has a measure of autonomy but generally follows DTI procurement practices.

Finally there are the Department’s Executive Non Departmental Public Bodies. These are not obliged to follow DTI procurement policies and practices or to use DTI Frameworks. They do receive funding from the Department but are Contracting Authorities in their own right and thus subject to Public Procurement rules.

The Department has offices and establishments throughout the United Kingdom. These not only include the offices of the Official Receivers or Employment Tribunals (parts of the Insolvency Services and Employment Tribunal Service Agencies respectively) but also Government Offices for the Regions, which are jointly staffed with officers from other Departments.

Contact
Elizabeth House
39 York Road
London
SE1 7LJ
Tel: 020 7215 5742

Department for Transport

Website: http://dft.g2b.info/

The Department for Transport Headquarters Organisation is responsible for developing and implementing government transport policy. It spends annually around £200 million on the direct procurement of goods and services. Additionally, taking into account our 6 Executive Agencies who concentrate on major strategic transport projects and the delivery of services to the public, DT as a whole spends around £2 billion on the direct procurement of goods and services.

Contact
Great Minster House
76 Marsham Street
London
SW1P 4DR
Tel: 0207 944 8300

HM Treasury

Website: www.hm-treasury.gov.uk

HM Treasury has a central purchasing unit that it is responsible for all the goods and services purchased by the department. Service requirements including; cleaning, electricity, travel, consultancies of all types, stationery.

Contact
Allington Towers
19 Allington Street
London
SW1E 5EB
Tel: 020 7270 1304

Department for Work and Pensions (DWP)

Website: www.dwp.gov.uk

DWP business is conducted within discreet areas of work, such as Job Centre Plus and the Pension Service, with a small central headquarters. Procurement in the DWP is carried out within centrally controlled Centres of Expertise, split in to commodity groups.

Contact
Commercial Policy and Procurement Division
Mayfield Court
Sheffield
S1 4EP
Tel: 0114 2597228
Non-Ministerial Bodies

Driver and Vehicle Licensing Agency (DVLA).
Website: www.dvla.gov.uk

Contact
Swansea
SA6 7JL
Tel: 01792 782443

Engineering and Physical Sciences Research Council (EPSRC)
Website: www.epsrc.ac.uk

Contact
Polaris House
North Star Avenue
Swindon
SN2 1ET
Tel: 01793 444000

Export Credits Guarantee Department (ECGD)
Website: www.ecgd.gov.uk

Contact
2 Exchange Tower
Harbour Exchange Square
London
E14 9GS
Tel: 020 7512 7000

Government Car and Despatch Agency (GCDA)
Website: www.gcda.gov.uk

Contact
London
SW8 5AX
Tel: 020 7217 3839

Health and Safety Executive (HSE)
Website: www.hse.gov.uk

Contact
Magdalen House
Trinity Road
Bootle
L20 3QZ
Tel: 08701 545500

Inland Revenue
Website: www.inlandrevenue.gov.uk

Contact
Corporate Procurement
PO Box 46
Nottingham
NG2 1BD
Tel: 0115 974 0080

Insolvency Service
Website: www.insolvency.gov.uk

Contact
21 Bloomsbury Street
London
WC1B 3QW
Tel: 0207 6371110

Land Registry
Website: www.landreg.gov.uk

Contact
Touthill Close
City Road
Peterborough
PE1 1XN
Tel: 01733 288288

Metropolitan Police Service
Website: www.met.police.uk

Contact
New Scotland Yard
Broadway
London
SW1 0BG
Tel: 020 7230 1212
National Archives

Website: www.nationalarchives.gov.uk

Contact
Kew
Richmond
Surrey
TW9 4DU
Tel: 0208876 3444

National Assembly for Wales

Website: www.wales.gov.uk

Contact
Cardiff Bay
Cardiff
CF99 1NA
Tel: 029 20 825111

National Savings and Investments

Website: www.nationalsavings.co.uk

Contact
Glasgow
G58 1SB
Tel: 0845 964 5000

Office for National Statistics

Website: www.ons.gov.uk

Contact
1 Drummond Gate
London
SW1V 2QQ
Tel: 0845 601 3034

Office of Government Commerce

Website: www.ogc.gov.uk

Contact
Trevelyan House
26-30 Great Peter Street
London
SW1P 2BY
Tel: 020 7271 2633

Office of Water Services (OFWAT)

Website: www.ofwat.gov.uk

Contact
Centre City Tower
7 Hill Street
Birmingham
B5 4UA
Tel: 0121 625 1300

OGC buying.solutions

Website: www.ogcbuyingsolutions.gov.uk

Contact
Royal Liver Building
Pier Head
Liverpool
L3 1PE
Tel: 0870 268 2222

Ordnance Survey

Website: www.ordnancesurvey.co.uk

Contact
Romsey Road
Southampton
SO16 4GU
Tel: 0845 605 0505

Patent Office

Website: www.patent.gov.uk

Contact
Concept House
Cardiff Road
Newport
NP10 8QQ
Tel: 01633 814000
Research Council’s Procurement Organisation
Website: www.rcpo.research-councils.ac.uk
Contact
Polaris House
North Star Avenue
Swindon
SN21EU
Tel: 01793 413396

Royal Mint
Website: www.royalmint.com
Contact
Cardiff
CF1 1HA
Tel: 0845 6088 300

Rural Payments Agency
Website: www.rpa.gov.uk
Contact
Kings House
33 Kings Road
Reading
RG1 3BU
Tel: 0118 958 3626

Small Business Service
Website: www.sbs.gov.uk
Contact
Kingsgate House
66-74 Victoria Street
London
SW1E 6SW
Tel: 0845 001 0031

Treasury Solicitor
Website: www.treasury-solicitor.gov.uk
Contact
Queen Anne’s Chambers
28 Broadway
London
SW1H 9JS
Tel: 0207 210 3000

United Kingdom Passport Service
Website: www.ukpa.gov.uk
Contact
Globe House
89 Eccleston Square
London
SW1V 1PN
Tel: 00870 521 0410

Welsh Historic Monuments (CADW)
Website: www.cadw.wales.gov.uk
Contact
Crown Building
Cathays Park
Cardiff
CG10 3NQ
Tel: 029 2082 6595
Appendix A
Central Government Departments

## Scotland

### Scottish Executive

**Website:** [www.scotland.gov.uk](http://www.scotland.gov.uk)

**Contact**
Scottish Procurement Directorate
Meridian Court
5 Cadogan Street
Glasgow
G2 6AT
Tel: 0141 242 5595

#### Accountant in Bankruptcy

**Website:** [www.aib.gov.uk](http://www.aib.gov.uk)

**Contact**
George House
126 George Street
Edinburgh
EH2 4HH
Tel: 0131 473 4600

#### Audit Scotland

**Website:** [www.audit-scotland.gov.uk](http://www.audit-scotland.gov.uk)

**Contact**
110 George Street
Edinburgh
EH2 4LH
Tel: 0131 477 1234

#### Caledonian MacBrayne Ltd

**Website:** [www.calmac.co.uk](http://www.calmac.co.uk)

**Contact**
The Ferry Terminal
Gourock
PA19 1QP
Tel: 01475 650100

### Communities Scotland

**Website:** [www.communityscotland.gov.uk](http://www.communityscotland.gov.uk)

**Contact**
Thistle House
91 Haymarket Terrace
Edinburgh
EH12 5HE
Tel: 0131 313 0044

### Crofters’ Commission

**Website:** [www.crofterscommission.org.uk](http://www.crofterscommission.org.uk)

**Contact**
Castle Wynd
Inverness
IV2 3EQ
Tel: 01463 663405

### Fisheries Research Service

**Website:** [www.marlab.ac.uk](http://www.marlab.ac.uk)

**Contact**
PO Box 101
Aberdeen
AB11 9DB
Tel: 01224 876544

### General Register Office for Scotland

**Website:** [www.nas.gov.uk](http://www.nas.gov.uk)

**Contact**
HM General Register House
2 Princes Street
Edinburgh
EH1 3YY
Tel: 0131535 1330
<table>
<thead>
<tr>
<th>Organization</th>
<th>Website</th>
<th>Contact</th>
</tr>
</thead>
</table>
| General Teaching Council for Scotland | [www.gtcs.org.uk](http://www.gtcs.org.uk) | Clerwood House  
96 Clermiston Road  
Edinburgh  
EH12 6UT  
Tel: 0131 314 6000 |
| Highlands & Islands Airports Ltd    | [www.hial.co.uk](http://www.hial.co.uk)  | Inverness Airport  
Inverness  
IV2 7JB  
Tel: 01467 462445 |
| Highlands and Islands Enterprise    | [www.hie.co.uk](http://www.hie.co.uk)   | Cowan House  
Inverness retail and Business Park  
Inverness  
IV2 7GF  
Tel: 01463 234171 |
| Historic Scotland                   | [www.historic-scotland.gov.uk](http://www.historic-scotland.gov.uk) | Longmore House  
Salisbury Place  
Edinburgh  
EH9 1SH  
Tel: 0131 668 8600 |
| HM Inspectorate of Education        | [www.hmie.gov.uk](http://www.hmie.gov.uk) | T1 Saughton House  
Broomhouse Drive  
Edinburgh  
EH11 3XD  
Tel: 0131 244 0650 |
| Learning & Teaching Scotland        | [www.ltscotland.org.uk](http://www.ltscotland.org.uk) | 74 Victoria Crescent Road  
Glasgow  
G12 9JN  
Tel: 0141 337 5000 |
3 Lady Lawson Street  
Edinburgh  
EH3 9SH  
Tel: 0131 222 6111 |
| National Galleries of Scotland      | [www.natgalscot.ac.uk](http://www.natgalscot.ac.uk) | The Dean Gallery  
73 Belford Road  
Edinburgh  
EH4 3DS  
Tel: 0131 624 6290 |
National Library of Scotland
Website: www.nls.uk

Contact
George IV Bridge
Edinburgh
EH1 1EW
Tel: 0131 226 4531

National Museums of Scotland
Website: www.nms.ac.uk

Contact
Chambers Street
Edinburgh
EH1 1JF
Tel: 0131 225 7534

Registers of Scotland
Website: www.ros.gov.uk

Contact
Meadowbank House
153 London Road
Edinburgh
EH8 7AU
Tel: 0131 479 3670

Royal Botanic Garden, Edinburgh
Website: www.rbge.org.uk

Contact
20A Inverleith Row
Edinburgh
EH3 5LR
Tel: 0131 248 2840

Royal Commission on the Ancient and Historical Monuments of Scotland
Website: www.rcahms.gov.uk

Contact
John Sinclair House
16 Bernard Terrace
Edinburgh
EH8 9NX
Tel: 0131 662 1456

Scottish Agricultural Science Agency
Website: www.sasa.gov.uk

Contact
82 Craigs Road
Edinburgh
EH12 8NJ
Tel: 0131 244 8849

Scottish Arts Council
Website: www.scottisharts.org.uk

Contact
12 Manor Place
Edinburgh
EH3 7DD
Tel: 0131 226 6051

Scottish Children’s Reporter Administration
Website: www.childrens-reporter.org

Contact
Ochil House
Springkerse Business Park
Stirling
FK7 7XE
Tel: 01786 459548
Care Commission

Website:www.carecommission.com

Contact
Compass House
11 Riverside Drive
Dundee
DD1 4NY
Tel: 01382 207139

Scottish Court Service

Website:www.scottishcourts.gov.uk

Contact
Hayweight House
23 Lauriston Street
Edinburgh
EH2 9DQ
Tel: 0131 229 9200

Scottish Enterprise

Website:www.scottish-enterprise.com

Contact
150 Broomielaw
Atlantic Quay
Glasgow
G2 8LU
Tel: 0141 248 2060

Scottish Environment Protection Agency

Website:www.sepa.org.uk

Contact
Erskine Court
The Castle Business Park
Stirling
FK9 4TR
Tel: 01786 452538

Scottish Fisheries Protection Agency

Website:www.sfpa.gov.uk

Contact
523 Pentland House
47 Robbs Loan
Edinburgh
EH14 1TY
Tel: 0131 244 6085

Scottish Further Education Funding Council

Website:www.sfc.ac.uk

Contact
Donaldson House
97 Haymarket Terrace
Edinburgh
EH12 5HD
Tel: 0131 313 6513

Scottish Higher Education Funding Council

Website:www.sfc.ac.uk

Contact
Donaldson House
97 Haymarket Terrace
Edinburgh
EH12 5HD
Tel: 0131 313 6685

Scottish Legal Aid Board

Website:www.slab.org.uk

Contact
44 Drumsheugh Gardens
Edinburgh
EH3 7SW
Tel: 0131 240 2019
Scottish Natural Heritage
Website:www.snh.org.uk
Contact
12 Hope Terrace
Edinburgh
EH9 2AS
Tel: 0131 447 4784

Scottish Parliamentary Corporate Body
Website:www.scottish.parliament.uk
Contact
Procurement Services
Edinburgh
EH9 1SP
Tel: 0131 348 6503

Scottish Prison Service
Website:www.sps.gov.uk
Contact
5 Redheughs Rigg
Edinburgh
EH12 9HW
Tel: 0131 244 5708

Scottish Qualifications Authority
Website:www.sqa.org
Contact
Ironmills Road
Dalkeith
EH22 1LE
Tel: 0845 279 000

Visitscotland
Website:www.scotexchange.net
Contact
23 Ravelston Terrace
Edinburgh
EH4 3TP
Tel: 0131 472 2026

Scottish Water
Website:www.scottishwater.co.uk
Contact
6 Castle Drive
Carnegie Campus
Dunfermline
KY11 8GG
Tel: 01506 446101

Students Awards Agency for Scotland
Website:www.saas.gov.uk
Contact
Gyleview House
3 Redheughs Rigg
Edinburgh
EH12 9HH
Tel: 0131 2445819
Appendix B
Local Authorities

B1
Ireland

Carlow County Council
Athy Road
Carlow
Tel: 059 9170300
Web: www.carlowcoco.ie
Email: secretar@carlowcoco.ie

Cavan County Council
Courthouse
Farnham Street
Cavan
Co. Cavan
Tel: 049 4331799
Web: www.cavancoco.ie
Email: info@cavancoco.ie

Clare County Council
New Road
Ennis
Co. Clare
Tel: 065 6821616
Web: www.clarecoco.clare.ie
Email: secretar@clarecoco.ie

Clonmel Borough Council
Town Hall
Clonmel
Co. Tipperary
Tel: 052 83800
Web: www.clonmel.ie
Email: info@clonmel.ie

Cork City Council
City Hall
Cork
Tel: 021 4966222
Web: www.corkcorp.ie
Email: corporate.affairs@corkcity.ie

Cork County Council
County Hall
Cork
Tel: 021 4276891
Web: www.corkcoco.com
Email: corporate.affairs@corkcoco.ie

Donegal County Council
County House
Lifford
Co. Donegal
Tel: 074 9172222
Web: www.donegal.ie
Email: info@donegalcoco.ie

Drogheda Borough Council
Fair Street
Drogheda
Co. Louth
Tel: 041 9833511
Web: www.droghedaboro.ie
Email: info@droghedaboro.ie

Dublin City Council
Block 4, Floor 4,
Civic Offices
Wood Quay
Dublin 8
Tel: 01 2222222
Web: www.dublincity.ie
Email: press@dublincity.ie

Dun Laoghaire/Rathdown County Council
County Hall
Marine Road
Dun Laoghaire
Co. Dublin
Tel: 01 2054700
Web: www.dirccoco.ie
Email: corp@dirccoco.ie

Fingal County Council
PO Box 174
Fingal County Hall
Main Street, Swords
Co. Dublin
Tel: 01 8905000
Web: www.fingalcoco.ie
Email: genpurp@fingalcoco.ie
Local Authorities buy a wide range of goods and services. They make their own decisions on the way they invite tenders and award their procurement contracts, subject to the law and financial propriety, and in accordance with their own standing orders which are made under Section 135 of the Local Government Act 1972.

In awarding contracts, Authorities must comply with the European Public Procurement Rules (see Chapter 1) and also with UK legislation which includes the Best Value legislation laid down by Part I of the Local Government Act 1999.

**Best Value Legislation**

Under Best Value, which came into force on 1 April 2000, Local Authorities are required to make arrangements to secure continuous improvements to all local services, having regard to a combination of economy, efficiency and effectiveness. All services have to be fundamentally reviewed over a 5-year period usually starting with the poorest performers. Performance Indicators and targets for improvement will be set and published in Annual Best Value Performance Plans. External auditors will inspect these and the Secretary of State has powers to intervene in situations where Authorities fail to remedy clear performance failure.

Further information on Best Value can be obtained from the Department of Transport, Local Government & the Regions (DTLR) website at www.local-regions.detr.gov.uk/bestvalue

 Authorities must also have regard to Part II of the Local Government Act 1988 which prohibits them from having regard to “non commercial considerations” when awarding contracts.

The Government published in April 2000 a consultation paper Best Value and Procurement: Handling of Workforce Matters in Contracting setting out its proposals to amend Part II of the Local Government Act 1988 to allow for proper consideration of workforce matters in contracting where relevant to the achievement of Best Value and also in circumstances where the requirements of the Transfer of Undertakings (Protection of Employment) Regulations 1981 are to be applied. They will not however relax the restriction on those matters that can be said to be truly “non-commercial”.

The purchasing organisation within Authorities varies from one to another but there are four basic approaches you may encounter and it is likely that any authority may use one or more of these approaches:

- Authorities which allow each potential unit to buy for itself
- Authorities where the unit which buys the most acts for the others
- Authorities where a central purchasing facility provides for all units
- Purchasing Consortia that aggregate purchasing and distribution for their member Authorities.
Guide to Tendering for Public Sector Contracts in Ireland and the United Kingdom

Page 63
<table>
<thead>
<tr>
<th>Council Name</th>
<th>Address Details</th>
<th>Contact Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Bucks District Council</td>
<td>Council Offices, Windsor Rd SL1 2HN</td>
<td>Tel: 01753 533333</td>
</tr>
<tr>
<td>Wycombe District Council</td>
<td>Queen Victoria Rd High Wycombe HP11 IBY</td>
<td>Tel: 01494 461000</td>
</tr>
<tr>
<td>Southend-on-Sea Borough Council (U)</td>
<td>PO Box 6, Civic Centre, Victoria Ave SS1 2ER</td>
<td>Tel: 01702 253000</td>
</tr>
<tr>
<td>Tendring District Council</td>
<td>B8-90 Pier Ave Clacton-on-Sea CO15 1NJ</td>
<td>Tel: 01255 425901</td>
</tr>
<tr>
<td>Thurrock Borough Council (U)</td>
<td>Central Services Civic Offices, New Rd Grays RM17 6SL</td>
<td>Tel: 01375 390000</td>
</tr>
<tr>
<td>Uttlesford District Council</td>
<td>Council Offices London Rd Saffron Walden CB11 4ER</td>
<td>Tel: 01799 515510</td>
</tr>
<tr>
<td>Essex</td>
<td>Southend-on-Sea Borough Council (U)</td>
<td>Web: <a href="http://www.southend.gov.uk">www.southend.gov.uk</a></td>
</tr>
<tr>
<td>Brentwood Borough Council</td>
<td>Town Hall Ingrave Rd Brentwood CM7 9HB</td>
<td>Tel: 01377 261211</td>
</tr>
<tr>
<td>Castle Point Borough Council</td>
<td>Council Offices Kiln Rd Thundersley, Benfleet SS7 1JR</td>
<td>Tel: 01268 882200</td>
</tr>
<tr>
<td>Chelmsford Borough Council</td>
<td>Civic Centre, Duke St Chelmsford CM1 1JB</td>
<td>Tel: 01245 606606</td>
</tr>
<tr>
<td>Colchester Borough Council</td>
<td>PO Box B84, Town Hall, High St Colchester CO1 1FR</td>
<td>Tel: 01206 282222</td>
</tr>
<tr>
<td>Essex County Council</td>
<td>Civic Offices High St Epping CM16 4BZ</td>
<td>Tel: 01992 646000</td>
</tr>
<tr>
<td>Hampshire</td>
<td>Basingstoke &amp; Deane Borough Council</td>
<td>Web: <a href="http://www.basingstoke.gov.uk">www.basingstoke.gov.uk</a></td>
</tr>
<tr>
<td>East Hampshire District Council</td>
<td>Planning &amp; Development Dept Petersfield GU31 4EX</td>
<td>Tel: 01730 266551</td>
</tr>
<tr>
<td>Eastleigh Borough Council</td>
<td>Civic Offices Leigh Rd Eastleigh SO50 9YH</td>
<td>Tel: 023 8068 8000</td>
</tr>
<tr>
<td>Fareham Borough Council</td>
<td>PO Box 13, Civic Offices Civic Way Fareham PO16 7PU</td>
<td>Tel: 01329 236300</td>
</tr>
<tr>
<td>Gosport Borough Council</td>
<td>Town Hall Gosport PO11 1EB</td>
<td>Tel: 023 9258 4242</td>
</tr>
<tr>
<td>Hampshire County Council</td>
<td>Elizabeth II Ct The Castle Winchester SO23 8UJ</td>
<td>Tel: 01362 841841</td>
</tr>
</tbody>
</table>

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Page 65
South West Region

Bristol

Bristol City Council (U)
Council House
College Green
Bristol
BS1 5TR
Tel: 0117-922 2000
Web: www.bristol-city.gov.uk

Cornwall

Caradon District Council
Luxstowe House
Liskeard
PL14 3DZ
Tel: 01579 341000
Web: www.caradon.gov.uk

Carrick District Council
Carrick House
Pydar St
Truro
TR1 2EB
Tel: 01872 224400
Web: www.carrick.gov.uk

Kerrier District Council
Council Offices
Dolcoath Ave
Camborne
TR14 8SX
Tel: 01209 614000
Web: www.kerrier.gov.uk

North Cornwall District Council
3/5 Barn Lane
Bodmin
PL31 1LZ
Tel: 01208 893333
Web: www.ncc.gov.uk

Devon

East Devon District Council
Council Offices, Knowle
Sidmouth
EX10 8HL
Tel: 01395 516551
Web: www.east-devon.gov.uk

Exeter City Council
Civic Centre
Paris St
Exeter
EX1 1J
Tel: 01392 277888
Web: www.exeter.gov.uk

Mid Devon District Council
7 St Peter St
Tiverton
EX16 6NU
Tel: 01884 255255
Web: www.midddevon.gov.uk

North Devon District Council
Civic Centre, North Walk
Barnstaple
EX31 1EA
Tel: 01271 327711
Web: www.northdevon.gov.uk

Plymouth City Council (U)
Civic Centre
Armada Way
Plymouth
PL1 2EW
Tel: 01752 668000
Web: www.plymouth.gov.uk

South Hams District Council
Council Offices, Follaton House
Plymouth Rd
Totnes
TQ9 5NE
Tel: 01803 861234
Web: www.south-hams-dc.gov.uk

Teignbridge District Council
Forede House Council Offices
Newton Abbot
TQ12 4XX
Tel: 01626 361101
Web: www.teignbridge.gov.uk

Torbay Council (U)
Civic Offices
Castle Circus
Torquay
TQ1 1DR
Tel: 01803 201201
Web: www.torbay.gov.uk

Torridge District Council
Riverbank House
Bideford
EX39 2QD
Tel: 01237 476711
Web: www.torridge.gov.uk

West Devon Borough Council
Kilworthy Pk
Drake Rd
Tavistock
PL19 0BZ
Tel: 01822 813600
Web: www.westdevon.gov.uk
Dorset

Bournemouth Borough Council (U)
Town Hall
Boume Ave
Bournemouth
BH2 6DY
Tel: 01202 451451
Web:www.bournemouth.gov.uk

Christchurch Borough Council
Civic Offices
Bridge St
Christchurch
BH23 1AZ
Tel: 01202 495000
Web:www.christchurch.gov.uk

East Dorset District Council
Council Offices
Furzehill
Wimborne
BH21 4HN
Tel: 01202 886201
Web:www.eastdorsetdc.gov.uk

North Dorset District Council
'Nordon'
Salisbury Rd
Blandford Forum
DT11 7LL
Tel: 01258 454111
Web:www.north-dorset.gov.uk

Poole Borough Council (U)
Unit A, Mitre Court
16 Commercial Rd
Poole
BH14 0JW
Tel: 01202 633633
Web:www.poole.gov.uk

Purbeck District Council
Westport House
Worgets Rd
Wareham
BH20 4PP
Tel: 01929 556561
Web:www.purbeck-dc.gov.uk

West Dorset District Council
Stratton House
58-80 High West St
Dorchester
DT1 1UZ
Tel: 01305 251010
Web:www.westdorset-dc.gov.uk

Weymouth & Portland Borough Council
Council Offices
North Quay
Weymouth
DT4 8TA
Tel: 01305 761222
Web:www.weymouth.gov.uk

Gloucestershire

Cheltenham Borough Council
Municipal Offices
Promenade
Cheltenham
GL50 1PP
Tel: 01242 262626
Web:www.cheltenham.gov.uk

Cotswold District Council
Trinity Rd
Cirencester
GL7 1PX
Tel: 01285 643643
Web:www.cotswold.gov.uk

Forest of Dean District Council
Council Offices
High St
Coleford
GL16 8HG
Tel: 01594 830000
Web:www.fweb.org.uk

Gloucester City Council
North Warehouse
The Docks
Gloucester
GL1 2EP
Tel: 01452 522232
Web:www.glos-city.gov.uk

South Gloucestershire District Council (U)
Castle St
Thornbury
BS35 1HF
Tel: 01454 868686
Web:www.southglos.gov.uk

Stroud District Council
Council Offices
Ebley Mill, Westward Rd
Stroud
GL5 4UB
Tel: 01453 766321
Web:www.stroud.gov.uk

Tewkesbury Borough Council
Council Offices
Gloucester Rd
Tewkesbury
GL20 5T
Tel: 01684 295010
Web:www.tewkesburybc.gov.uk

Somerset

Bath & North East Somerset District Council (U)
Trimbridge House
Trimm St
Bath
BA1 2DP
Tel: 01225 477000
Web:www.bathnes.gov.uk

Mendip District Council
Cannards Grave Rd
Shepton Mallet
BA4 5BT
Tel: 01749 343399
Web:www.mendip.gov.uk

North Somerset District Council
Town Hall
Weston-super-Mare
BS23 1AE
Tel: 01934 888888
Web:www.n-somerset.gov.uk

South Somerset District Council
PD Box 25, Council Offices, Brympton Way
Yeovil
BA20 2DS
Tel: 01935 462462
Web:www.southsomerset.gov.uk

Wiltshire

Kennet District Council
Browfort
Bath Rd
Devises
SN10 2AT
Tel: 01280 724911
Web:www.kennet.gov.uk

North Wiltshire District Council
Monkton Pk
Chippenham
SN15 1ER
Tel: 01249 706111
Web:www.northwiltshire.gov.uk

Salisbury District Council
The Council House
Bourne Hill
Salisbury
SP1 3UZ
Tel: 01722 336272
Web:www.salisbury.gov.uk

Swindon Borough Council (U)
Premier House
Station Rd
Swindon
SN1 1TZ
Tel: 01793 463000
Web:www.swindon.gov.uk

West Wiltshire District Council
Bradley Rd
Trowbridge
BA14 0RD
Tel: 01225 776555
Web:www.west-wiltshire-dc.gov.uk

Taunton Deane Borough Council
Deane House
Belvedere Rd
Taunton
TA1 1HE
Tel: 01823 356356
Web:www.tauntondeane.gov.uk

West Somerset District Council
Council Offices
20 Fore St, Williton
Taunton
TA4 4QA
Tel: 01984 632291
Web:www.west-somerset.gov.uk

Guide to Tendering for Public Sector Contracts in Ireland and the United Kingdom
Ipswich Borough Council
Civic Centre
Civic Drive
Ipswich
IP1 2EE
Tel: 01473 432000
Web: www.ipswich.gov.uk

Mid Suffolk District Council
Council Offices
High St, Needham Mkt
Ipswich
IP6 8DL
Tel: 01449 720711
Web: www.mid-suffolk-dc.gov.uk

St Edmundsbury Borough Council
Borough Offices
Angel Hill
Bury St Edmunds
IP33 1XB
Tel: 01284 763233
Web: www.stedmundsbury.gov.uk

Suffolk Coastal District Council
‘Council Offices, Melton Hill Woodbridge
IP12 1AU
Tel: 01394 383789
Web: www.suffolkcoastal.gov.uk

Waveney District Council
Town Hall, High St
Lowestoft
NR32 1HS
Tel: 01502 562111
Web: www.waveney.gov.uk
East Midlands Region
East Lindsey District Council
Tedder Hall, Manby Pk
Louth
LN11 8UP
Tel: 01507 601111
Web:www.e-lindsey.gov.uk

Lincoln City Council
City Hall, Beaumont Fee
Lincoln
LN1 1DD
Tel: 01522 881188
Web:www.lincoln-info.org.uk

North East Lincolnshire District Council (U)
Town Hall Sq
Grimsby
DN31 1HU
Tel: 01472 333331
Web:www.nelincs.gov.uk

North Kesteven District Council
PO Box 3, District Council Offices
Kesteven St
Sleaford
NG34 7EF
Tel: 01529 414155
Web:www.oden.co.uk

North Lincolnshire District Council (U)
Pitwood House
Ashby Rd
Scunthorpe
DN16 1AB
Tel: 01724 296296
Web:www.northlincs.gov.uk

South Holland District Council
Council Offices
Priory Rd
Spalding
PE11 2XE
Tel: 01775 761161
Web:www.sholland.gov.uk

South Kesteven District Council
Council Offices, St Peters Hill
Grantham
NG31 6PZ
Tel: 01476 406080
Web:www.skdc.com

West Lindsey District Council
The Guildhall
Caskgate St
Gainsborough
DN21 2DH
Tel: 01427 676676
Web:www.west-lindsey.gov.uk

Corby Borough Council
Grosvenor House
George St
Corby
NN17 1QB
Tel: 01536 402551
Web:www.corby.gov.uk

Daventry District Council
Civic Offices
Lodge Rd
Daventry
NN11 5AF
Tel: 01327 871100
Web:www.daventrydc.gov.uk

East Northamptonshire District Council
East Northamptonshire House
Cedar Dr
Thrapston
NN14 4LZ
Tel: 01832 742000
Web:www.east-northamptonshire.gov.uk

Kettering Borough Council
Municipal Offices
Bowling Green Rd
Kettering
NN15 7QX
Tel: 01536 410333
Web:www.kettering.gov.uk

Northampton Borough Council
The Guildhall
St Giles Sq
Northampton
NN1 1DE
Tel: 01604 837837
Web:www.northampton.gov.uk

South Northamptonshire District Council
Council Offices
Springfields
Towcester
NN12 6AE
Tel: 0845 230 0226
Web:www.southnorthants.gov.uk

Wellingborough Borough Council
Council Offices
Queen’s Bldgs
Potter St
Wellingborough
NN8 1BP
Tel: 01933 229777
Web:www.wellingborough.gov.uk

Ashfield District Council
Council Offices
Urban Rd
Kirkby-in-Ashfield
NG17 8DA
Tel: 01623 450000
Web:www.ashfield-dc.gov.uk

Bassetlaw District Council
Queen’s Bldgs
Worksop
S80 2AH
Tel: 01909 532533
Web:www.bassetlaw.gov.uk

Broxtowe Borough Council
Council Offices
Foster Ave, Beeston
Nottingham
NG9 1AB
Tel: 0115 917 7777
Web:www.broxtowe.gov.uk

Gedling Borough Council
Civic Centre
Amot Hill Pk, Arnold
Nottingham
NG5 6LU
Tel: 0115 901 3901
Web:www.gedling.gov.uk

Mansfield District Council
Civic Centre
Chesterfield Rd Sth
Mansfield
NG19 7BH
Tel: 01623 463463
Web:www.mansfield.gov.uk

Newark & Sherwood District Council
Kelham Hall
Kelham
Newark
NG23 5QX
Tel: 01636 650000
Web:www.newark-sherwooddc.gov.uk

Nottingham City Council (U)
Guildhall
Nottingham
NG1 4BT
Tel: 0115 915 5555
Web:www.nottinghamcity.gov.uk

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City of Bradford
City Hall
Bradford
BD1 1HY
Tel: 01274 752111
Web: www.bradford.gov.uk

Kirklees
Council Offices
49/51 Huddersfield Rd
Holmfirth
HD7 1JF
Tel: 01484 221000
Web: www.kirkleesmc.gov.uk

Leeds
Civic Hall
Leeds
LS1 1UR
Tel: 0113 234 8080
Web: www.leeds.gov.uk

Wakefield
County Hall
Bond St
Wakefield
WF1 2QW
Tel: 01924 306090
Web: www.wakefield.gov.uk
North West Region

Chester City Council
The Forum Offices, Town Hall
Chester
CH1 2HS
Tel: 01244 324324
Web: www.chestercc.gov.uk

Congleton Borough Council
Westfields
Middlewich Rd
Sandbach
CW11 3HZ
Tel: 01270 763231
Web: www.congleton.gov.uk

Crewe & Nantwich Borough Council
Municipal Bldgs
Earle St
Crewe
CW1 2BJ
Tel: 01270 537777
Web: www.crewe-nantwich.gov.uk

Ellesmere Port & Neston Borough Council
Council Offices
4 Civic Way
Ellesmere Port
CH65 0BE
Tel: 0151 335 6789
Web: www.ellesmeporcheston.gov.uk

Halton Borough Council (U)
Municipal Bldgs
Kingsway
 Widnes
WA8 7QF
Tel: 0151 424 2061
Web: www.halton.gov.uk

Macclesfield Borough Council
Town Hall
Macclesfield
SK10 1DX
Tel: 01625 500500
Web: www.stockport.gov.uk

Vale Royal Borough Council
Wyvern House
The Drumber
Winsford
CW7 1AH
Tel: 01606 862862
Web: www valeroyal.gov.uk

Warrington Borough Council (U)
Town Hall
Warrington
WA1 1UH
Tel: 03925 444000
Web: www.warrington.gov.uk

Bolton Borough Council
Town Hall
Bolton
BL1 1RU
Tel: 01204 333333
Web: www.bolton.gov.uk

Bury Borough Council
Town Hall
Knowsley St
Bury
BL9 0SW
Tel: 0161 253 5000
Web: www.bury.gov.uk

Manchester City Council
Chief Executive's Dept
Town Hall Albert Sq.
Manchester
M60 2LA
Tel: 0161 234 5000
Web: www.manchester.gov.uk

Oldham Borough Council
PO Box 33
Civic Centre, West St
Oldham
OL1 1UG
Tel: 0161 911 3000
Web: www.oldham.gov.uk

Rochdale Borough Council
Town Hall
Smith Street
Rochdale
OL16 1LQ
Tel: 01706 646747
Web: www.rochdale.gov.uk

Salford City Council
Civic Centre
Chorley Rd
Swinton
M27 0DA
Tel: 0161 794 4711
Web: www.salford.gov.uk

Stockport Borough Council
Town Hall
Edward St
Stockport
SK1 3XE
Tel: 0161 480 4949
Web: www.stockport.gov.uk

Tameside Borough Council
Council Offices
Wellington Rd
Ashton-under-Lyne
OL6 6QG
Tel: 0161 342 8355
Web: www.tameside.gov.uk

Trafford Borough Council
Trafford Town Hall
Talbot Rd, Stretford, Trafford
Gtr Manchester
M32 0YU
Tel: 0161 912 2000
Web: www.trafford.gov.uk

Wigan Borough Council
Town Hall
Library St
Wigan
WN11 3YN
Tel: 01942 244991
Web: www.wigan.gov.uk

Blackburn with Darwen Borough Council (U)
Town Hall, King William St
Blackburn
BB1 7DY
Tel: 01254 585850
Web: www.blackburn.gov.uk

Blackpool Borough Council (U)
PO Box 11
Town Hall
Blackpool
FY1 1NB
Tel: 01253 477477
Web: www.blackpool.gov.uk

Burnley Borough Council
Town Hall
Manchester Rd
Burnley
BB11 1JA
Tel: 01254 425011
Web: www.burnley.gov.uk

Chorley Borough Council
Town Hall
Market St
Chorley
PR7 1DP
Tel: 01257 457400
Web: www.chorley.gov.uk

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Blyth Valley Borough Council
Civic Centre
Blyth
NE24 2dx
Tel: 01670 542000
Web: www.blythvalley.gov.uk

Castle Morpeth Borough Council
Council Offices
The Kylins, Loansdean
Morpeth
NE61 2EQ
Tel: 01670 535000
Web: www.castlemorpeh.gov.uk

Tynedale District Council
Council Offices
Hexham House
Hexham
NE46 3NH
Tel: 01434 652200
Web: www.tynedale.gov.uk

Wansbeck District Council
Town Hall
Ashington
NE63 8RX
Tel: 01670 532276
Web: www.wansbeck.gov.uk

Gateshead Borough Council
Civic Centre
Regent St
Gateshead
NE8 1HH
Tel: 0191 433 3000
Web: www.gateshead.gov.uk

Newcastle upon Tyne City Council
Civic Centre
Barras Bridge
Newcastle upon Tyne
NE99 3BD
Tel: 0191-232 8520
Web: www.newcastle.gov.uk

North Tyneside Borough Council
Town Hall
Wallsend
Tyne & Wear
NE28 7RR
Tel: 0191 200 6565
Web: www.northtyneside.gov.uk

South Tyneside Borough Council
*Town Hall & Civic Offices,
Westoe Rd
South Shields
NE33 2RL
Tel: 0191 427 1717
Web: www.s-tyneside-mbc.gov.uk

Sunderland City Council
Civic Centre
Sunderland
SR2 7DN
Tel: 0191 553 1000
Web: www.sunderland.gov.uk
Appendix B
Local Authorities

Scotland

Aberdeen City Council
Town House
Broad Street
Aberdeen
AB10 1FY
Tel: 01224 522000
Web: www.aberdeencity.gov.uk

Aberdeenshire Council
Woodhill House
West Burn Road
Aberdeen
AB16 5GB
Tel: 0845 606 7000
Web: www.aberdeenshire.gov.uk

Angus Council
7 The Cross
Forfar
DD8 1BX
Tel: 01307 461460
Web: www.angus.gov.uk

Argyll & Bute Council
Headquarters
Lochgilphead
PA31 8RT
Tel: 01546 602127
Web: www.argyll-bute.gov.uk

Clackmannanshire Council
Greenfield
Alloa
FK10 2AD
Tel: 01259 450000
Web: www.clacks.gov.uk

Comhairle nan Eilean Sair
Council Offices
Sandwick Road
Stornoway, Isle of Lewis
HS1 2BW
Tel: 01851 703773
Web: www.cne-sair.gov.uk

Dumfries & Galloway Council
Council Offices
English Street
Dumfries
DG1 2DD
Tel: 01387 260000
Web: www.dumgal.gov.uk

Dundee City Council
City Chambers
21 City Square
Dundee
DD1 3BY
Tel: 01382 434201
Web: www.dundeecity.gov.uk

Dundee City Council
Council Headquarters
London Road
Kilmaurs
KA3 7BU
Tel: 01563 576002
Web: www.east-ayrshire.gov.uk
<table>
<thead>
<tr>
<th>Council Name</th>
<th>Address</th>
<th>Telephone</th>
<th>Fax</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edinburgh City Council</td>
<td>Wellington Court, 10 Waterloo Place, Edinburgh, EH1 3EG</td>
<td>0131 469 3002</td>
<td>0131 202 1234</td>
<td><a href="http://www.edinburgh.gov.uk">www.edinburgh.gov.uk</a></td>
</tr>
<tr>
<td>Falkirk Council</td>
<td>Municipal Buildings, Falkirk, FK1 8RS</td>
<td>01324 506060</td>
<td>01324 567890</td>
<td><a href="http://www.falkirk.gov.uk">www.falkirk.gov.uk</a></td>
</tr>
<tr>
<td>Fife Council</td>
<td>Fife House, North Street, Glenrothes, KY7 5LT</td>
<td>01392 414141</td>
<td>01392 412345</td>
<td><a href="http://www.fife.gov.uk">www.fife.gov.uk</a></td>
</tr>
<tr>
<td>Glasgow City Council</td>
<td>City Chambers, George Square, Glasgow, G2 1DU</td>
<td>0141 287 2000</td>
<td>0141 289 3210</td>
<td><a href="http://www.glasgow.gov.uk">www.glasgow.gov.uk</a></td>
</tr>
<tr>
<td>Highland Council</td>
<td>Council Headquarters, Glenurquhart Road, Inverness, IV3 5NX</td>
<td>01463 702838</td>
<td>01463 708901</td>
<td><a href="http://www.highland.gov.uk">www.highland.gov.uk</a></td>
</tr>
<tr>
<td>Inverclyde Council</td>
<td>Municipal Buildings, Greenock, PA15 1LY</td>
<td>01475 712171</td>
<td>01475 728900</td>
<td><a href="http://www.inverclyde.gov.uk">www.inverclyde.gov.uk</a></td>
</tr>
<tr>
<td>Midlothian Council</td>
<td>Midlothian House, Buccleuch Street, Dalkeith, EH22 1DJ</td>
<td>0131 270 7500</td>
<td>0131 270 8900</td>
<td><a href="http://www.midlothian.gov.uk">www.midlothian.gov.uk</a></td>
</tr>
<tr>
<td>Moray Council</td>
<td>Council Offices, High Street, Elgin, IV30 1BX</td>
<td>01344 434543</td>
<td>01344 434543</td>
<td><a href="http://www.moray.gov.uk">www.moray.gov.uk</a></td>
</tr>
<tr>
<td>North Ayrshire Council</td>
<td>Cunninghame House, Irvine, KA12 8EE</td>
<td>01294 324100</td>
<td>01294 324100</td>
<td><a href="http://www.north-ayrshire.gov.uk">www.north-ayrshire.gov.uk</a></td>
</tr>
<tr>
<td>North Lanarkshire Council</td>
<td>PO Box 14, Civic Centre, Motherwell, ML1 1TW</td>
<td>01698 302222</td>
<td>01698 302222</td>
<td><a href="http://www.northlanarkshire.gov.uk">www.northlanarkshire.gov.uk</a></td>
</tr>
<tr>
<td>Orkney Islands Council</td>
<td>Council Offices, School Place, Kirkwall, KW15 1NY</td>
<td>01856 873535</td>
<td>01856 873535</td>
<td><a href="http://www.orkney.gov.uk">www.orkney.gov.uk</a></td>
</tr>
<tr>
<td>Perth &amp; Kinross Council</td>
<td>Council Buildings, 2 High Street, Perth, PH1 5PH</td>
<td>01738 475000</td>
<td>01738 475000</td>
<td><a href="http://www.pkc.gov.uk">www.pkc.gov.uk</a></td>
</tr>
<tr>
<td>Renfrewshire Council</td>
<td>North Building, Cotton Street, Paisley, PA1 1BU</td>
<td>0141 840 3601</td>
<td>0141 840 3601</td>
<td><a href="http://www.renfrewshire.gov.uk">www.renfrewshire.gov.uk</a></td>
</tr>
<tr>
<td>Scottish Borders Council</td>
<td>Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA</td>
<td>01835 824000</td>
<td>01835 824000</td>
<td><a href="http://www.scotborders.gov.uk">www.scotborders.gov.uk</a></td>
</tr>
<tr>
<td>Shetland Islands Council</td>
<td>Town Hall, Lerwick, ZE1 0HB</td>
<td>01595 693535</td>
<td>01595 693535</td>
<td><a href="http://www.shetland.gov.uk">www.shetland.gov.uk</a></td>
</tr>
<tr>
<td>South Ayrshire Council</td>
<td>County Buildings, Wellington Square, Ayr, KA7 1DR</td>
<td>01292 612000</td>
<td>01292 612000</td>
<td><a href="http://www.south-ayrshire.gov.uk">www.south-ayrshire.gov.uk</a></td>
</tr>
<tr>
<td>South Lanarkshire Council</td>
<td>Council Offices, Almada Street, Hamilton, ML3 0AA</td>
<td>01698 454444</td>
<td>01698 454444</td>
<td><a href="http://www.southlanarkshire.gov.uk">www.southlanarkshire.gov.uk</a></td>
</tr>
<tr>
<td>Stirling Council</td>
<td>Council Offices, Viewforth, Stirling, FK8 2ET</td>
<td>01786 443322</td>
<td>01786 443322</td>
<td><a href="http://www.stirling.gov.uk">www.stirling.gov.uk</a></td>
</tr>
<tr>
<td>West Dunbartonshire Council</td>
<td>Council Offices, Garshake Road, Dunbarton, G82 3PU</td>
<td>01389 737000</td>
<td>01389 737000</td>
<td><a href="http://www.west-dunbarton.gov.uk">www.west-dunbarton.gov.uk</a></td>
</tr>
</tbody>
</table>
## Appendix C

### Health

<table>
<thead>
<tr>
<th>C1</th>
<th>Ireland</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Eastern Regional Health Authority</strong></td>
<td></td>
</tr>
<tr>
<td>Website: <a href="http://www.ehss.ie">www.ehss.ie</a></td>
<td></td>
</tr>
<tr>
<td><strong>Contact</strong></td>
<td></td>
</tr>
<tr>
<td>Eastern Health Shared Services</td>
<td></td>
</tr>
<tr>
<td>Dr. Steevens’ Hospital</td>
<td></td>
</tr>
<tr>
<td>Steevens’ Lane</td>
<td></td>
</tr>
<tr>
<td>Dublin 8</td>
<td></td>
</tr>
<tr>
<td>Tel: 01 6352000</td>
<td></td>
</tr>
<tr>
<td>Email: <a href="mailto:eddie.hogan@ehss.ie">eddie.hogan@ehss.ie</a></td>
<td></td>
</tr>
</tbody>
</table>

| **Midland Health Board** |  |
| Website: [www.mhb.ie](http://www.mhb.ie) |  |
| **Contact** |  |
| Central Office  |  |
| Arden Road  |  |
| Tullamore  |  |
| Co. Offaly  |  |
| Tel: 050 621868  |  |
| Email: WebSiteComments@mhb.ie |  |

| **Mid-Western Health Board** |  |
| Website: [www.mwhb.ie](http://www.mwhb.ie) |  |
| **Contact** |  |
| 31-33 Catherine Street  |  |
| Limerick  |  |
| Tel: 061 483286  |  |
| Email: eolas@mwhb.ie |  |

| **North Eastern Health Board** |  |
| Website: [www.nehb.ie](http://www.nehb.ie) |  |
| **Contact** |  |
| Administrative Head Office  |  |
| Kells  |  |
| Co. Meath  |  |
| Tel: 046 9280500  |  |
| Email: info@nehb.ie |  |

| **North Western Health Board** |  |
| Website: [www.nwhb.ie](http://www.nwhb.ie) |  |
| **Contact** |  |
| Regional Materials Management Service  |  |
| Finisklin Business Park  |  |
| Sligo  |  |
| Tel: 071 71111  |  |
| Email: info@nwhb.ie |  |

| **South Eastern Health Board** |  |
| Website: [www.sehb.ie](http://www.sehb.ie) |  |
| **Contact** |  |
| Lacken  |  |
| Dublin Road  |  |
| Kilkenny  |  |
| Tel: 056 7784100  |  |
| Email: www.sehb.ie/contact/index.html |  |

| **Southern Health Board** |  |
| Website: [www.shb.ie](http://www.shb.ie) |  |
| **Contact** |  |
| Wilton Road  |  |
| Cork  |  |
| Tel: 021 4545011  |  |
| Email: www.shb.ie/Feedback/formInput.cfm |  |
Western Health Board

Website: www.whb.ie

Contact
Merlin Park Regional Hospital
Galway
Tel: 091 751131
Email: eServices@whb.ie
The Department of Health purchases a variety of goods and services mostly by competitive tender for its own purposes but does not purchase on behalf of the NHS. The Procurement Policy and Advisory Unit promotes purchasing as a functional specialism, advising and assisting staff through effective procurement exercises.

Contact:
Department of Health
Procurement Policy and Advisory Unit
Room 152C
Skipton House
80 London Road
London SE1 6LH
Tel: 020 7972 6530

Individual hospitals in England, Wales, Northern Ireland and Scotland purchase goods and services directly as well as through national agreements negotiated by the Executive Agencies listed below. The names and contact details for all the NHS bodies in the UK are available on the web at www.nhs.uk.

The Executive Agencies of the Department of Health are as follows:

- NHS Purchasing and Supply Agency
- Medical Devices Agency
- Medicines Control Agency
- NHS Estates
- NHS Pensions Agency

---

**NHS Purchasing And Supply Agency**

**Website:** www.pasa.doh.gov.uk

The role of the agency is to act as a centre of expertise, knowledge and excellence in purchasing and supply matters for the health service.

Contact:
NHS Purchasing and Supply Agency
Premier House
60 Caversham Road
Reading
RG1 7EB
Tel: 0118 980 8600
Fax: 0118 980 8650

**Medicines and Healthcare Products Regulatory Agency**

**Website:** www.mhra.gov.uk

From 1 April 2003, the Medicines and Healthcare products Regulatory Agency (MHRA) replaced the Medical Devices Agency (MDA) and the Medicines Control Agency (MCA).

The MHRA aims to safeguard public health by: ensuring that medicines for human use, sold or supplied in the UK, are of an acceptable standard of safety, quality and efficacy; ensuring that medical devices meet appropriate standards of safety, quality and performance; and promoting the safe use of medicines and devices.

Contact:
10-2, Market Towers
1 Nine Elms Lane
London SW8 5NQ
Tel: 020 7084 2000
Fax: 020 7210 3000
NHS Estates

Website: www.nhsestates.gov.uk

The Agency's aim is to be a centre of excellence in Healthcare Estate and Facilities Management to help modernise the NHS. It offers expertise and advice to Ministers, the NHS Executive, NHS Trusts and the wider health service about all aspects of the estate including.

Contact:

NHS Estates
1 Trevelyan Square
Boar Lane
Leeds
LS1 6AE
Tel: 0113 254 7070
Fax: 0113 254 7299
E-mail: nhs.estates@doh.gsi.gov.uk

NHS Pensions Agency

Website: www.nhspa.gov.uk

The NHS Pensions Agency administers the NHS Pensions Scheme and the NHS Injury Benefit and NHS Compensation Scheme.

Contact:

NHS Pensions Agency,
Hesketh House,
200-220 Broadway,
Fleetwood,
Lancashire FY7 8LG
Tel: 01253 774774
Fax: 01253 774860
E-mail: geninfo@nhspa.gov.uk
Every year the MoD spends around £9 billion on a vast range of goods and services. But although the MoD is a huge organisation it buys from smaller companies as well as multinationals.

MoD deals with many companies directly and much of that business is carried out by sub-contractors at various tiers.

As part of the Smart Acquisition initiative, the MoD is reducing the number of direct suppliers in the general stores area through aggregation and rationalisation of requirements. There will be the same volume of business available to companies previously involved in the supply of items in this commodity range, but they will need to establish new relationships with Industrial Prime Vendors (IPVs) rather than with the MoD directly.

The agencies and organisations responsible for purchasing within the MoD are as follows:

- Armed Forces Personnel Administration Agency
- Army Base Repair Organisation
- Army Personnel Centre
- Army Training and Recruiting Agency
- British Forces Post Office
- Defence Analytical Services Agency
- Defence Aviation Repair Agency
- Defence Bills Agency
- Defence Communications Services Agency
- Defence Dental Agency
- Defence Estates Agency
- Defence Geographic and Imagery Intelligence Agency
- Defence Housing Executive
- Defence Intelligence and Security Centre
- Defence Medical Training Organisation
- Defence Procurement Agency
- Defence Science and Technology Laboratory
- Defence Secondary Care Agency
- Defence Storage and Distribution Agency
- Defence Transport and Movements Agency
- Defence Vetting Agency
- Disposal Sales Agency
- Duke of York’s Royal Military School
- Medical Supplies Agency
- Meteorological Office
- Ministry of Defence Police
- Naval Manning Agency
- Naval Recruiting and Training Agency
- Pay and Personnel Agency
- Queen Victoria School
- RAF Personnel Management Agency
- RAF Training Group Defence Agency
- Service Children’s Education
- War Pensions Agency
- Warship Support Agency
- UK Hydrographic Office

Armed Forces Personnel Administration Agency

The Armed Forces Personnel Administration Agency provides, on a tri-service basis, the data and systems for the payment of, and the personnel management support for, all military personnel.

Contact:

Armed Forces Personnel Administration Agency
Building 182
RAF Innsworth
Gloucester GL3 1HW
Tel: 01452 712612 Ext 7263
Fax: 01452 510874
Army Base Repair Organisation

**Website: www.abro.mod.uk**

The Army Base Repair Organisation provides a repair and refurbishment service for the Army.

Contact:

Army Base Repair Organisation  
Monxton Road  
Andover  
Hants SP11 8HT  
Tel: 01264 383148  
Fax: 01264 383144

Army Personnel Centre

The Army Personnel Centre is responsible for manning the Army, managing the careers of Army personnel, and for providing Army pay, personnel and pensions administration.

Contact:

Army Personnel Centre  
Kentigern House  
65 Brown Street  
Glasgow G2 8EX  
Tel: 0141 224 2070  
Fax: 0141 224 2144

Army Training and Recruiting Agency

**Website: www.atra.mod.uk**

The Army Training and Recruiting Agency is responsible for the recruiting and the individual training of all officers and soldiers.

The Agency Headquarters is based at Upavon, close to many of the training units. Recruiting is carried out from 123 sites in towns and cities throughout the country and individual training is conducted at some 40 schools.

With a staff of about 12,000, the Agency is responsible for Ministry of Defence land, buildings and field assets valued at more than one and a quarter billion pounds.

The annual budget is between £600-700m from which ATRA is required to enlist about 15,000 recruits and to train a total of about 100,000 officers and soldiers.

Contact:

Army Training and Recruiting Agency  
Trenchard Lines  
Upavon, Pewsey  
Wilts SN9 6BE  
Tel: 01980 615024  
Fax: 01980 615305

British Forces Post Office

**Website: www.bfpo.org.uk**

The British Forces Post Office provides a worldwide mail and secure service for Service personnel and the MOD. It also supports Forces Post Offices and provides a transit system for the MOD in the UK.

Contact:

British Forces Post Office  
Corporate Headquarters  
Inglis Barracks  
Mill Hill  
London  
NW7 1PX  
Tel: 020 8818 6310  
Fax: 020 8818 6309

Defence Analytical Services Agency

**Website: www.dasa.mod.uk**

The Defence Analytical Services Agency provides services including the compilation of manpower, financial and logistical statistics and a manpower planning and forecasting service to the Armed Services. It also provides project-based statistical services to Ministers and senior officials. The Agency has around 160 staff spread over five sites in the southern half of the country - Bath, Bristol, Gloucester, Portsmouth, Upavon (near Swindon), and on two sites in London.

Contact:

Defence Analytical Services Agency  
Zone 1B  
St George's Court  
2-12 Bloomsbury Way  
London WC1A 25H  
Tel: 020 7305 2200

Defence Aviation Repair Agency

**Website: www.dara.mod.uk**

The Defence Aviation Repair Agency provides the MOD's strategic in-house deep repair, maintenance, modification and overhaul facility for aircraft, and aero-systems of the UK armed forces.

Contact:

DARA Headquarters  
RAF St Athan  
Barry  
Valde of Glamorgan  
CF62 4WA  
Tel: 01446 798834  
Fax: 01446 751355
Defence Bills Agency

Website: www.defencebills.gov.uk

The Defence Bills Agency pays bills from MOD contracts, invoices and collects MOD receipts and provides financial management information to budget holders. During the financial year 2000/2001 the Agency paid 4.2 million bills with an estimated value of nearly £16 Billion.

Contact:
Defence Bills Agency
Mersey House
Drury Lane
Liverpool L2 7PX
Tel: 0151 242 2234
Fax: 0151 242 2470

Defence Communication Services Agency

The Defence Communications Services Agency provides its customers with the optimum end-to-end wide area information transfer services to meet Defence needs. The Agency’s budget for is approximately £170 million and it employs over 1,500 staff.

Contact:
Defence Communications Services Agency
Minerva House
Delta Office Park B00
Swindon
Wiltshire SN5 7XQ
Tel: 01793 555074

Defence Dental Agency

The Defence Dental Agency provides dental personnel to supply dental treatment for Servicemen and women and their dependants.

Contact:
Defence Dental Agency
RAF Halton
Aylesbury
Bucks HP22 5PG
Tel: 01296 62 3535 Ext 6851
Fax: 01296 62 3535 Ext 6251

Defence Estates Agency

Website: www.defence-estates.mod.uk

The Defence Estates provides a defence wide overview of the Defence estate and advises on capital works and property management.

Contact:
Defence Estates Agency
St George’s House
Blakemore Drive
Sutton Coldfield
West Midlands B75 7RL
Tel: 0121 311 3850
Fax: 0121 311 2100
Email: headoffice@de.mod.uk

Defence Geographic And Imagery Intelligence Agency

The Defence Geographic and Imagery Intelligence Agency provides imagery intelligence and geographic support to Defence policy, planning, operations and training.

Contact:
Defence Geographic and Imagery Intelligence Agency
Watson Building
Elmwood Avenue
Feltham
Middlesex TW13 7AH
Tel: 020 8818 2211
Fax: 020 8818 2246

Defence Housing Executive

The Defence Housing Executive houses entitled and eligible personnel in accordance with regulations, maintains and upgrades property to meet agreed standards, and manages the provision of housing to match continuing strategic requirements.

Contact:
Defence Housing Executive
Ibex House, 6th Floor
42-47 Minories
London EC3N 1DY
Tel: 020 7921 2777
Fax: 020 7921 1564

Defence Intelligence And Security Centre

The Defence Intelligence and Security Centre trains the Armed Forces and other intelligence organisations in security, psychological and intelligence operations.

Contact:
Defence Intelligence and Security Centre
Chicksands
Shefford
Bedfordshire SG17 5PR
Tel: 01462 75 2101
Fax: 01462 75 2291
Defence Medical Training Organisation

The Defence Medical Training Organisation trains specialist defence medical personnel and provides medical services training for other Service personnel.

Contact:

Defence Medical Training Organisation
Building 87
Fort Blockhouse
Gosport
Hants PO12 2AB
Tel: 01705 76 5438
Fax: 01705 76 5501

Defence Procurement Agency

The Defence Procurement Agency procures new equipment for the Armed Forces in response to approved requirements and provides other procurement related services to its customers.

The DPA employs 4,300 staff managing 1,000 projects and has an annual budget of £6 billion. With more than 13,000 contracts the Agency plays a very important role in British industry.

Contact:

Defence Suppliers Service
Maple 2a # 22
Ministry of Defence
Abbey Wood
Bristol BS34 8JH
Tel: 0117 91 32843 / 32844 / 32832
Fax: 0117 91 32934
E-mail: DCP-DSS@dpa.mod.uk

Defence Science And Technology Laboratory

Website: www.dstl.gov.uk

The Defence Science and Technology Laboratory provides high calibre non-nuclear scientific and technical services for MOD, Government Departments and other customers. DSTL was formed in July 2001 from part of the former Defence Evaluation and Research Agency (DERA).

Contact:

Defence Science and Technology Laboratory
Ively Road
Farnborough
Hants GU14 0LX
Tel: 01252 39 3000
Fax: 01252 39 4571

Defence Secondary Care Agency

The Defence Secondary Care Agency provides deployable, trained Service medical staff to supply medical care and support to the Armed Forces.

Contact:

Defence Secondary Care Agency
Room 4.152
St Christopher House
London SE1 0TD
Tel: 020 7305 2350
Fax: 020 7305 3432

Defence Storage And Distribution Agency

Website: www.dsda.otg.uk

The Defence Storage and Distribution Agency receives, stores, maintains, issues, distributes and disposes of non-explosive material for the MOD and other designated users in peace, crisis and war.

Contact:

Defence Storage and Distribution Agency
Ploughley Road
Lower Arncott, Bicester
Oxon, OX6 0LD
Tel: 01869 256840
Fax: 01869 256818

Defence Transport And Movements Agency

The Defence Transport and Movements Agency provides a transport and movements service to MOD and other designated users in peace, crisis and war.

Contact:

Defence Transport and Movements Agency
Building 211
Monxton Road
Andover
Hants SP11 8HT
Tel: 01264 382067
Fax: 01264 382881
Defence Vetting Agency

The Defence Vetting Agency carries out security checks for defence employees and defence industry staff who have access to sensitive Government information or valuable assets. It also undertakes some vetting tasks for other Government departments on a repayment basis.

Contact:
Defence Vetting Agency
Imphal Barracks
Fulford Road
York
Y010 4AU
Tel: 01904 665820

Disposal Sales Agency

Website: www.disposalsales.agency.mod.uk

The Disposal Sales Agency is responsible for the sale of surplus MOD equipment and stores.

Contact:
Disposal Sales Agency
2nd Floor
St George's Court
2-12 Bloomsbury Way
London
WC1A 2SH
Tel: 020 7305 3156
Fax: 020 7305 3242

Duke Of York’s Royal Military School

Website: www.dukeofyorksschool.com

The Duke of York’s Royal Military School provides boarding school education for the dependants, aged between 11 and 18 years, of Service personnel.

Contact:
Duke of York’s Royal Military School
Dover
Kent CT15 5EQ
Tel: 01304 24 5024
Fax: 01304 24 5019

Medical Supplies Agency

The Medical Supplies Agency provides medical, dental and veterinary material, blood and blood products, trained personnel and technical and logistic support to the Armed Forces.

Contact:
Medical Supplies Agency

Meteorological Office

Website: www.met-office.gov.uk

The Meteorological Office provides meteorological services (including climate advice) to the Armed Forces, Government Departments, the public, civil aviation, shipping, industry, agriculture, commerce and others.

Contact:
FitzRoy Road
Exeter
Devon
EX1 3PB
Tel: 01392 885279
Fax: 01133362431

Ministry Of Defence Police

The Ministry of Defence Police prevents crime within the MOD estate. In addition the Force has special responsibility for the policing and security of the Ministry of Defence and other Crown Estate environments.

Contact:
MoD Police
Weathersfield
Braintree
Essex CM7 4AZ
Tel: 01371 854109
Fax: 01371 854060

Naval Manning Agency

The Naval Manning Agency is responsible for ensuring that sufficient naval manpower is available in trained strength and its effective deployment.

Contact:
Naval Manning Agency
Victory Building
HM Naval Base
Portsmouth
Hants PO1 3LS
Tel: 0239 2 727401
Fax: 0239 2 727413
Naval Recruiting And Training Agency

The Naval Recruiting and Training Agency is responsible for recruitment to the Royal Navy and Royal Marines, and the training and development of personnel.

Contact:
Naval Recruiting and Training Agency
Victory Building
HM Naval Base
Portsmouth
Hants PO1 3LS
Tel: 0239 2 727600
Fax: 0239 2 727613

RAF Training Group Defence Agency

The RAF Training Group Defence Agency provides trained service and civilian personnel to meet the RAF's operational requirements, including the recruiting and selection functions.

Contact:
RAF Training Group Defence Agency
HQ Personnel and Training Command
RAF Innsworth
Gloucester GL3 1EZ
Tel: 01452 712612 Ext 5301
Fax: 01452 712612 Ext 5994

Pay And Personnel Agency

The Pay and Personnel Agency provides a fully integrated pay and personnel information service to the MOD and other customers in the public sector.

Contact:
Pay and Personnel Agency
Ministry of Defence
PO Box 99
Bath BA1 1YT
Tel: 01225 828105
Fax: 01225 828728

Queen Victoria School

The Queen Victoria School provides secondary education in a boarding environment for the sons of Scottish sailors, soldiers and airmen.

Contact:
Queen Victoria School
Dunblane
Perthshire FK15 0JY
Tel: 0131 310 2901
Fax: 0131 310 2926

Service Children’s Education

Service Children’s Education provides schooling to dependent children of MOD Armed Forces personnel including children of UK based civilians serving overseas. The Agency also provides educational advice and support to Armed Forces parents and children in the United Kingdom.

Contact:
Service Children’s Education
HQ UKSCE
Wegberg
BFPO 40
Tel: 0049 2161 908 2372
Fax: 0049 2161 908 2488

RAF Personnel Management Agency

The RAF Personnel Management Agency enables the RAF to meet its manpower commitments.

Contact:
RAF Personnel Management Agency
Room 1101, Building 248
RAF Innsworth
Churchdown
Gloucester GL3 1EZ
Tel: 01452 712612 Ext 7849

War Pensions Agency

The War Pensions Agency provides financial and welfare support to war disabled pensioners and war widows.

Contact:
War Pensions Agency
Government Buildings,
Norcross
Blackpool FY5 3WP
Tel: 01253 332343
Fax: 01253 330561
Warship Support Agency

The Warship Support Agency determines and directs the provision of material support to the fleet.

Contact:
Warship Support Agency
B Block, Foxhill
Bath BA5 5AB
Tel: 01225 883935
Fax: 01225 884313

UK Hydrographic Office

The UK Hydrographic Office produces charts and navigational publications for the Royal Navy and other customers at home and abroad.

Contact:
UK Hydrographic Office
Admiralty Way
Taunton
Somerset
TA1 2DN
Tel: 01823 337900 Ext 3444
Fax: 01823 325522