

PS22410

Futures Framework

Buyer's guide

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Framework User Guidance

This document aims to cover many of the questions Customers might have about the Futures Framework and how it will work. The guidance is intended as a high-level generic guide and is not intended to cover department specific issues. If you need help or have questions, please contact UK SBS (professionalservices@uksbs.co.uk) and your own department.

This Guidance will be kept under review as the Framework is used. It should be consistent with the terms of contracts set out under the Framework, but please refer to contracts for the final position.

Framework Owners

Department for Science, Innovation and Technology (DSIT) – GO-Science

The Department for Science, Innovation and Technology (DSIT) brings together the relevant parts of the former Department for Business, Energy and Industrial Strategy and the former Department for Digital, Culture, Media and Sport. It drives innovation that will deliver improved public services, create new better-paid jobs and grow the economy.

DSIT is a ministerial department, supported by [14 agencies and public bodies](#).

Our responsibilities

- positioning the UK at the forefront of global scientific and technological advancement
- driving innovations that change lives and sustain economic growth
- delivering talent programmes, physical and digital infrastructure and regulation to support our economy, security and public services
- R&D funding

The Government Office for Science (GO-Science) works with the Department for Science, Innovation and Technology (DSIT). The office ensures that government policies and decisions are informed by the best scientific evidence and strategic long-term thinking

Responsibilities

GO-Science is responsible for:

- giving scientific advice to the Prime Minister and members of the Cabinet, through a programme of projects that reflect the priorities of the Government Chief Scientific Adviser
- ensuring and improving the quality and use of scientific evidence and advice in government (through advice and projects and by creating and supporting connections between officials and the scientific community)

- providing the best scientific advice in the case of emergencies, through the [Scientific Advisory Group for Emergencies \(SAGE\)](#)
- helping the independent [Council for Science and Technology](#) provide high level advice to the Prime Minister

Further information can be found at:

<https://www.gov.uk/government/organisations/government-office-for-science>

UK Shared Business Services Ltd (UKSBS)

UK Share Business Services Ltd (UKSBS) is a leading public sector shared service centre owned by the Department for Science, Innovation and Technology (DSIT), the Department for Energy Security and Net Zero (DESNZ), the Department for Business and Trade (DBT) and UK Research and Innovation (UKRI).

As a public sector company providing services to the public sector, we have valuable insight and a deep understanding of how the sector operates. This means that our services are fit for purpose, right from the start.

We provide a range of efficient, scalable, and expert Finance, HR and Payroll, Procurement and Business IT services helping the advancement of the UK's economy and society. We are motivated by a desire to deliver high quality, efficient and reliable service to over 25,000 civil and public servants, employed by our clients.

We work closely with our stakeholders to harness the potential of our expertise, evolving technology and to realise the maximum benefit from shared services. We aim to be a trusted partner, recognised for delivering value and benefits for our owners and to support the work they do for the people of the UK.

Our dedicated teams take immense pride in their contributions, driving value for the UK economy and its taxpayers. At our core, we firmly believe in the power of partnership and expertise. By aligning with the values of our owners, we actively contribute to achieving optimal outcomes through shared services.

The Futures Framework

The Futures Framework is a procurement agreement that helps your team or organisation procure independent expertise and capacity to strategically explore the future on complex issues. All Framework call-offs queries should go through the UKSBS inbox (professionalservices@uksbs.co.uk)

Key Information

Start Date	12th June 2023	
End Date	11th June 2026	
Extension Option	1-year optional extension to 10th June 2027	
Scope and Specialisms	The Futures Framework is a register of consultants and researchers that can be called upon by HM Government (HMG) departments, agencies and UK public bodies (those listed in Annex B) to support strategic thinking about the long-term future. The key areas of expertise are: • Services for describing and explaining the characteristics of a policy area (including trend and driver analysis, and systems analysis) or issue (including associated risks and opportunities) • Services for describing what the future might be like • Services for developing and testing policies and strategies, and related decisions, particularly for their robustness and resilience • Services for developing Futures capability within the Civil Service (including skills related to the above activities) • Services for convening or engaging a diverse range of stakeholders (citizen and expert voices) in futures work • Services, expertise and data gathering and visualisation related to specific fields (including, but not limited to, specific scientific and technological, social and economic fields)	
Buying Options	• Direct Award • Mini Competition	
Awarded Suppliers (in alphabetical order)	o Andthen	o Metro Dynamics
	o Apolitical	o Nous Group
	o Arke	o Oliver Wyman
	o Atkins Realis	o Ove Arup & Partners Limited
	o Brink Innovation	o Perform Green
	o Cambridge Economics	o Perspective Economics
	o Carbon Trust Advisory	o RAND Europe
	o CEPA LLP	o RSK Environment
	o Cranfield University	o Sami Consulting

	○ Decision Analysis Services ○ Demos Helsinki Oy ○ Firetail ○ Forgefront ○ Frazer-Nash ○ IfM Engage Ltd ○ IPSOS ○ Jigsaw Foresight ○ London Economics	○ School of International Futures ○ Shaping Tomorrow ○ Shared intelligence ○ Tobias Jones ○ Trajectory Limited ○ UCL Consultants ○ University of Warwick ○ Waverley Management
Contract Notice	Futures Framework - Find a Tender (find-tender.service.gov.uk)	
Contact Details	For all Procurement related queries, please contact: ProfessionalServices@uksbs.co.uk For all queries relating to the types of Services available or the Project Specialism, please contact: Futures@go-science.gov.uk	
Supporting Documents	Annex A – How to Buy Flow Diagram Annex B – UK Government Departments and UK Public Bodies with Access to the Futures Framework Annex C – Specialisms Annex D – Letter of Appointment and Order Form Annex E – Framework Terms and Conditions Annex F – Supplier Framework Rates – To be provided on request Annex G – Supplier Specialisms Cross Reference Annex H – Supplier Contact Details	

How to Buy

1. Engage with Suppliers / Pre-Market Engagement

Prior to deciding on the most appropriate route to market, we would always recommend that Buyers undertake 'Pre-Market Engagement'.

Pre-market engagement allows you to informally gather information to help shape your procurement process. You can also use pre-market engagement to gather ideas on new services and understand if there are market developments that influence your requirements.

Recommended forms of Pre-Market Engagement for the Futures Framework are:

- An Expression of Interest (EOI) – send high level details of the requirement to the potential suppliers to identify if the suppliers can offer the services required.
- Supplier Engagement Session *only recommended where proportionate to the requirement* – arrange a meeting to gather feedback, explain the need, and inform potential suppliers about the upcoming opportunity. These sessions are used to better understand the market and clarify requirements,

When engaging with Suppliers ahead of formally approaching the market with either a Direct Award or Mini-Competition, you should prepare an outline of your specification. This should include as much information as possible about the services you are looking to buy and the work to be done.

Once you have decided on the route you are using, i.e., Mini-Competition or Direct Award, and you are undertaking Pre-Market Engagement for a Mini-Competition, you must make sure that you include all Suppliers on the Framework and provide a reasonable time limit for responses; the recommendation for the time limit is a minimum of 7 days .

Remember that you should keep a record of all market engagement activities you engage in.

Do

- Mini-Competition – Contact all Suppliers from the Framework
- Direct Award – Use the Specialism document and review the Suppliers' Case Studies (FPF Directory) to identify a minimum of 3 Suppliers (where appropriate)
- Provide a reasonable time limit (recommended minimum of 7 days) to email requests to make sure Suppliers know when they need to respond by
- Keep an audit trail of all communication

Don't

- Limit contact to Suppliers that you know
- Contact Suppliers in different ways; each Supplier should be given an equal opportunity to respond (i.e. don't email some Suppliers and phone others to discuss your requirements)

When considering pre-market engagement and what is relevant, proportionate and appropriate for your procurement, you must always proceed in line with your departments policies and procedures.

2. Create your Specification

The Buyer shall develop a Project Specification detailing what is needed from the Supplier and the outcome that the Supplier shall be required to deliver. As a minimum the Project Specification must include:

- a) an outline of the business challenge/issue, including any known targets
- b) details of any mandatory activities, channels or specialist services that should be included within any proposed solution

The Buyer is advised but not mandated to include the below in the Project Specification:

- a) geographical location of work (if required)
- b) any security clearances needed
- c) any other information that the Customer considers necessary to enable Suppliers to submit a Proposal

3. Decide Which Procurement Process is the Most Appropriate

The Futures Framework allows Buyers to utilise the following procurement routes:

- Direct Award – for requirements up to £50,000 excluding VAT only.
- Mini-Competition – Projects over £50,000 or below £50,000 where you wish to test the market / cannot identify the most suitable Supplier / have a complex requirement

Buyers should ensure that the chosen procurement route is proportionate to the complexity and value of the Buyer's Project Specification.

4. Direct Award Process

Where the Buyer has a project that is under £50,000, the Direct Award procedure may be the most appropriate.

We would still always recommend that Pre-Market Engagement is considered / undertaken, contacting a minimum of 3 Suppliers. This can be a beneficial way of testing which of the awarded Framework Suppliers are capable, available and interested in your requirement. If only 1 or 2 of the Suppliers respond to the Pre-Market Engagement, it is acceptable to proceed.

When considering the use of Pre-Market Engagement, the Buyer should always refer to their own internal Procurement Policy to ensure that suitable departmental procedures are being applied.

The main stages of undertaking a Direct Award are as follows:

1. Review the [Annex C – Specialisms](#) and [Annex G – Supplier Specialism Cross Reference](#) matrix to define which Suppliers (minimum three) are the most appropriate.
2. Engage with the chosen Suppliers ([Annex H – Supplier Contact Details](#)) to confirm their interest and availability to complete the Contract.
3. Request confirmation of costs / pricing for completion of your Contract
4. Check the quoted Rates against the [Annex F – Supplier Framework Rates](#) to ensure compliance
5. Complete Framework [Annex D – Letter of Appointment and Order Form](#). Please see Step 7 – Concluding your Mini-Competition (below) for full details.
6. Complete a Contracts Finder notice to advertise the Award of your Contract

5. Mini-Competition Process

Where a Mini-Competition is being undertaken, all awarded Suppliers **MUST** be invited to participate.

The main stages of running your Mini-Competition are as follows:

1. Develop your specification and create your mini-competition documentation
 - a. Review the [Annex C – Specialisms](#) and include within your specification which would be desirable for your requirement
 - b. Outline the evaluation criteria, weighting and scoring mechanism
2. Issue your Mini-Competition documentation to ALL Suppliers ([Annex H – Supplier Contact Details](#))
3. Evaluate and Score bid submissions in line with Public Contract Regulations (PCR 2015 as amended)
4. Issue feedback letters to all Bidders who submitted a response outlining their score per evaluation criteria and feedback commentary on why they were awarded their marks and how they could have improved.
5. Award Contract and completion of Framework [Annex D – Letter of Appointment and Order Form](#)
6. Complete a Contracts Finder notice to advertise the Award of your Contract

Step 1 – Develop your specification and create your Mini-Competition documentation

The Buyer should ensure that the specification sets out their specific requirements. When developing the specification please take into consideration the following.

- 1) Under no circumstances should brand names or brand-specific descriptions be used. Descriptions should give reference to the characteristics and outputs of the service / goods required. Where no other description is possible, any reference should be qualified by adding the words ‘or equivalent’.

- 2) It is recommended that an 'output-based' specification is used wherever possible to clearly define requirements. For example, it is recommended that you include the minimum levels that the equipment is required to conform to. This enables Suppliers to quote to meet your needs as a minimum. Where there are desirable elements for equipment, these can be added but you must consider how / if these are evaluated to ensure a transparent and fair competition.
- 3) It is recommended that your specification includes details around the access to equipment, so all Suppliers are aware of any restrictions or site requirements / times that need to be considered when preparing their bid response.
- 4) Consider any Key Performance Indicators (KPI's) that should be applied to the Contract, e.g. Delivery / installation and Reports
- 5) It is recommended that the Buyer reviews the insurance levels detailed within [Annex E – Framework Terms and Conditions](#), to ensure they are suitable for their requirement. Where higher / alternative levels are required, these will need to be included as a clause amendment / Special Terms section of the 'Letter of Appointment'.

Step 2 – Mini-Competition Documentation

When utilising the Framework, Buyers are able to use their own Mini-Competition templates. The Mini-Competition documentation being issued must include the following elements as a minimum:

- State that the Mini-Competition is being run against the PS22410 Futures Framework
- Allow a clarification period for Bidders to ask questions
- Detail the indicative budget or budget range available
- Clearly express the Contract duration including any extension options
- Provide a clear deadline for responses (ensuring that the Mini-Competition is open for a minimum of 10 days)
- The specification must be clear and specify any mandated and desirable requirements that need to be fulfilled. Include any site restrictions for delivery or access (where applicable).
- Terms and Conditions should be referenced in the documentation and any additional Special Conditions required will need to be suitably covered in the Letter of Appointment. Where Special Conditions are included, Bidders should be asked to confirm their acceptance as part of their bid response to ensure compliance
- The evaluation criteria must be clearly identified as Price and Quality:

Criteria	Percentage Weightings
Quality	60% - 95%
Price	5% - 40%

- Provide the Evaluation questions and Methodology against which Bidders will be scored.
- The Bidder written response format should be clearly detailed. An example of is detailed below:

Font	Arial
Font size	Minimum of 11pt

Font spacing	Normal
Font scaling	Normal
Line spacing	Single
All margins	2.54cms

Step 3 – Evaluation Criteria

When setting your evaluation criteria, you want to ensure that you are proportionate based on the size, value and complexity of your project.

The evaluation criteria that you issue for Bidders to respond to are critical to ensure that you elicit the response required to ensure a capable Supplier.

You may want to think about some of the following when creating your evaluation criteria:

1) Skills and Expertise

- a) What expertise has the Supplier got which will help to ensure that they are capable in delivering what is needed in response to your Project Specification?
- b) Does the Supplier outline Processes, Techniques, Tools and Products that meet the demands of your Project Specification?

2) Flexibility and Innovation

- a) Does the Supplier's offer provide clear benefits beyond what you already have available?
- b) Does the Supplier show an ability to innovate and respond to create a bespoke service tailored to your specific demands?
- c) Does the Supplier offer new innovative tools for the task and is it clear why these would be fit for purpose?
- d) Does the Supplier's suggested approach demonstrate flexibility in responding to external factors?

3) Communication Skills

- a) Does the Supplier have expertise (or potential) in clearly communicating complex issues to government and public bodies?
- b) Does the Supplier have a variety of communication techniques and an ability to communicate complex ideas?
- c) Does the Supplier have the ability to communicate to different levels of seniority in a clear and concise manner?
- d) Is the Supplier able to stimulate debate and conversation on a specific issue?

4) Ability to Deliver

- a) Does the Supplier clearly demonstrate what resources they will offer and how they plan on accessing them?
- b) Does the Supplier show an awareness of project delivery in order to meet your timeframe?
- c) Does the Supplier offer access to expert resources to help you understand the content of work?

Step 4 – Issue your Mini-Competition documentation to ALL Suppliers

In line with PCR 2015 (as amended) regulation 22, Mini-Competitions should be run electronically via the Buyer's electronic procurement platform.

During the Mini-Competition live period, there should be an advertised timescale for clarifications to be submitted by Bidders where they feel they require further clarity on the Specification. Where clarifications are submitted during this period, the responses (where not prejudicial to the individual Bidder), should be provided / published to all Bidders involved.

Please note: Clarifications should not seek to materially change the specification. Should the clarification posed identify a deficiency in the specification, it is recommended that the timescales be amended and, in some cases, restarted to allow all Bidders a reasonable amount of time to respond.

Step 5 – Evaluating and Scoring bid submissions

All bid submission received should be fairly evaluated in accordance with the Methodology published in your Mini-Competition documentation.

It is recommended that there is a minimum of 2 evaluators assigned to review and score all bid submission, this makes reaching an objective decision easier. Responses should not be discussed outside of the evaluation team and pricing information should be treated as commercially sensitive and not reviewed until the Quality element has been scored.

During the evaluation process, should clarifications of bid be required, you will need to ensure that these only seek to clarify information submitted within the bid response and do not allow for the introduction of new information.

Step 6 – Award Contract

Once you have completed the evaluation of bid submission(s) and received any relevant internal approvals required in order to move forward with the award of Contract to the top scoring submission, you will then need to notify all participating Bidders of the outcome.

There is no obligation to include a standstill period when notifying Bidders of the award decision, however Buyers should review whether a voluntary standstill should be considered (especially in instances where the Contract value would be classed as 'Above Threshold' under PCR 2015 (as amended)).

The Award letters being issued should include the following elements as a minimum:

Successful Supplier:

- Procurement Reference number and Title
- A full breakdown of their Price and Quality scores, including the overall total. Supplier feedback is optional but recommended. Feedback comments should be objective and link back to the evaluation criteria. This will help Suppliers understand how they can improve for future opportunities.
- Details of voluntary standstill dates (if being utilised)

Unsuccessful Supplier(s):

- Procurement Reference number and Title
- A full breakdown of their Price and Quality scores, including the overall total. Supplier feedback is optional but recommended. Feedback comments should be objective and link back to the evaluation criteria. This will help Suppliers understand how they can improve for future opportunities.
- The winning Suppliers name
- The winning Suppliers breakdown of scores, including the overall total
- The winning Suppliers price
- Details of voluntary standstill dates (if being utilised)

Step 7 – Concluding your Mini-Competition

Following successful award of the procurement, you will need to complete a formal [Annex D – Letter of Appointment and Order Form](#) to engage the successful Supplier.

The Contract being issued must include the following elements as a minimum:

- The Framework Terms, including any Special Conditions that were included in the Mini-Competition
- The Contract Start and End Date including any extension options
- The awarded Contract Value
- The Specification / Scope
- The Suppliers Response
- Key contact details (Supplier and Contracting Authority)
- KPIs (Where applicable)

In order to fulfil your organisations transparency requirements, you will need to ensure that you publish details of the award on Contracts Finder. Depending on your Organisations status there may also be an obligation for you to publish a redacted Contract.

Once you have a complete countersigned Contract, please ensure that you confirm the following information to UKSBS:

- Name of Supplier awarded the contract
- Contract start & end date
- Contract value
- Contract title

6. Reporting / Framework Management

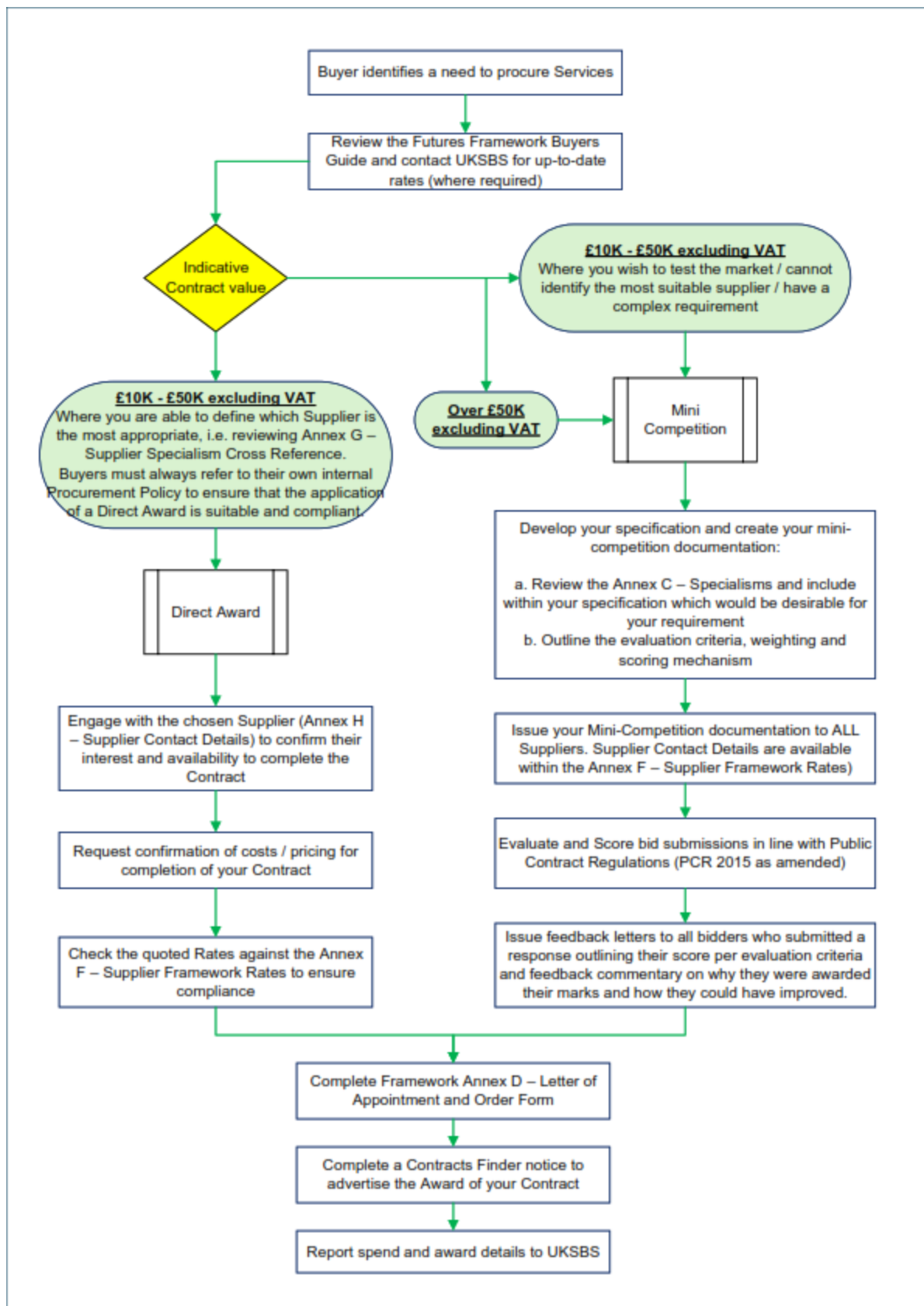
Following completion of the award of your Contract, the Buyer is required to provide Management Information to UKSBS so that we can monitor awarded Contract and Spend.

The information which should be sent to the professionalservices@uksbs.co.uk email upon procurement completion is:

- Awarded Supplier Name
- Awarded Contract value

- Any feedback on the Direct Award / Mini-Competition process

Annex A – How to Buy Flow Diagram



Annex B – UK Government Departments and UK Public Bodies with Access to the Futures Framework

Any orders placed under this Framework Agreement will form a separate contract under the scope of this Framework between the Supplier and the Buyer (Contracting Authority).

A full list of Department that can utilise this Framework can be found at:

<https://www.gov.uk/government/organisations#agencies-and-public-bodies>

Annex C – Specialisms

Code		I want to....
What you want to find out	Q1	Develop a (shared) understanding the boundary of a policy or strategy area (system)
	Q2	Identify strategic issues that need to be addressed, surface key assumptions, and identify conflicting views
	Q3	Know the underlying world views that lead to particular behaviour
	Q4	Understand emerging trends and developments that could have an impact on a policy or strategy area, how these might combine, and what impact they might have
	Q5	Identify the patterns and relationships between key historical trends (usually time series)
	Q6	Project trends into the (shorter-term) future based on their past relationships
	Q7	Develop a (shared) understand of the structure (actors, factors, linkages, values, motivations, power relationships, and uncertainty, etc.) and function (performance) of a system or policy or strategy area
	Q8	Develop dynamic model of a policy or strategy area to represent the diversity and interaction of agents
	Q9	Develop a (shared) understanding of the extent of control and influence actors, factors and the relationships between them in a policy or strategy area
	Q10	Understand the consequences, both intended and unintended, of actions taken within a policy or strategy area (system)
	Q11	Explore underlying issues or causes when scoping or defining a policy or strategy area
	Q12	Identify the potential trade-offs that policy or strategy design will need to address
	Q13	Create a catalogue of trends, drivers, or potential opportunities or threats (which could include information such as an overview, emerging themes, conflicting views, implications, timeframes, confidence levels, lists of sources of information, and potential trade-offs that policy or strategy design will need to address)
	Q14	Communicate the complexity of a policy or strategy area or a situation
	Q15	Understand which underpinning drivers we are sure about and what we are unsure about, and what is important
	Q16	Characterise the nature of (critical) uncertainties facing the policy or strategy area in the future and prioritise the uncertainties
	Q17	Explore possible alternative ways that a policy or strategy area might develop (explorative futures)
	Q18	Define the likely alternative ways that a policy or strategy area might develop to help make a decision (decision support)
	Q19	Understand how we get to a particular possible future or set of alternative possible futures from today
	Q20	Determine a vision for the future for a new policy or strategy area
	Q21	Articulate the 'why', 'what' and 'how' needed to achieve an outcome or vision
	Q22	Define the key requirements of policy or strategy under different conditions
	Q23	Create different policy options/ alternatives
	Q24	Test policy options for a new or existing policy or strategy area
	Q25	Test the resilience of a decision (policy or strategy) against a number of different alternative possible futures

	Q26	Identify future research and evidence priorities
	Q27	Identify and prioritise future opportunities and threats for action
	Q28	Understand the future implications of actions we are taking or might take
	Q29	Create stories or artefacts from the future to engage stakeholders in talking about the future and its potential implications
Experience in (topic)	EX1	International
	EX2	Security
	EX3	Prosperity (including economics, business, finance, and trade)
	EX4	Social and cultural (including wellbeing, health, employment)
	EX5	Environment and sustainability (including climate change, biodiversity, land use, etc.)
	EX6	Strategy
	EX7	Science, technology and innovation
Experience in method	R1	Expert elicitation
	R2	Facilitation and panel management
	R3	Workshop design
	R4	Interviewing
	R5	Literature reviews
	R6	Benchmarking
	R7	Strategic Option Grid
	R8	Strategic Option Grid
	R9	Value Proposition Design
	R10	SWOT analysis
	R11	Market modelling
	R12	Consumer analytics
	R13	Customer journeys
	R14	Ethnography
	R15	Competence mapping
	R16	Portfolio analysis
	R17	Futures wheel
	R18	Future personas
	R19	Driver analysis
	R20	Scenario development/ Scenario planning
	R21	Horizon scanning
	R22	Back casting
	R23	User research (Qualitative and Quantitate)

	R24	Data visualisation
Experience in management	GB1	Marketing (including Abell analysis)
	GB2	Strategy
	GB3	Communications
	GB4	Risk assessment and management
	GB5	Change Management
	GB6	Project management
	GB7	Evaluation
Other	O1	Web analytics
	O2	Gamification
	O3	Timelining
	O4	Tipping point analysis
	O5	Systems mapping (conceptual modelling)
	O6	Systems modelling (numeric simulation)
	O7	Automation of Futures (e.g. Automated Horizon scanning)

Annex D – Letter of Appointment and Order Form

The Annex D attachment can be found within the supporting Zip file

Annex E – Framework Terms and Conditions

The Annex E attachment can be found within the supporting Zip file

Annex F – Supplier Framework Rates

Rates will be provided on request to professionalservices@uksbs.co.uk

Please note, all Supplier rates are confidential, and Buyers requesting Supplier rates will be required to complete and sign a non-disclosure agreement.

The Annex F attachment can be found within the supporting Zip file

Annex G – Supplier Specialisms Cross Reference

The Annex G attachment can be found within the supporting Zip file

Annex H – Supplier Contact Details

All Supplier contact details can be found within the Annex F – Supplier Framework Rates