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**United Kingdom-Manchester: Business organisation services
2016/S 018-028093**

Contract notice

Services

Directive 2004/18/EC

Section I: Contracting authority

I.1) Name, addresses and contact point(s)

HM Revenue and Customs
5th Floor West, Ralli Quays, 3 Stanley Street, Salford
M60 9LA Manchester
UNITED KINGDOM
Telephone: +44 3000587794
E-mail: bevan.scarborough@hmrc.gsi.gov.uk

Internet address(es):

General address of the contracting authority: www.hmrc.gsi.gov.uk

Further information can be obtained from: The above mentioned contact point(s)

Specifications and additional documents (including documents for competitive dialogue and a dynamic purchasing system) can be obtained from: The above mentioned contact point(s)

Tenders or requests to participate must be sent to: The above mentioned contact point(s)

I.2) Type of the contracting authority

Ministry or any other national or federal authority, including their regional or local sub-divisions

I.3) Main activity

Other: direct and indirect taxes

I.4) Contract award on behalf of other contracting authorities

The contracting authority is purchasing on behalf of other contracting authorities: no

Section II: Object of the contract

II.1) Description

II.1.1) Title attributed to the contract by the contracting authority:

Commercial Strategic Delivery Partner.

II.1.2) Type of contract and location of works, place of delivery or of performance

Services

Service category No 11: Management consulting services [6] and related services

NUTS code UK

II.1.3) Information about a public contract, a framework agreement or a dynamic purchasing system (DPS)

The notice involves a public contract

II.1.4) Information on framework agreement

II.1.5) Short description of the contract or purchase(s)

Business organisation services. Business and management consultancy services. Procurement consultancy services. General management consultancy services. Business-development consultancy services. Contract

administration services. HMRC has an external spend in excess of 1 400 000 000 GBP annually. Commercial Directorate (CD), who sit within the Chief Finance Officer's Group (CFO) in HM Revenue and Customs (HMRC) have responsibility for and/or influence over all commercial arrangements covering this spend.

HMRC's commercial landscape and interaction with the market is changing significantly due to ongoing internal strategic programmes to transform its IT and Estates operations and as a result of increasing Spending Review commitments.

The requirement is for a Commercial Strategic Delivery Partner (CSDP) with the experience and capacity to strengthen current senior commercial leadership and to develop and deliver our Commercial Strategy.

To deliver this outcome, strategic direction will be set through our Commercial Strategy, which will continue to be driven by HMRC, and the CSDP will be required to support and provide guidance on it. We are looking for a supplier that can deliver a partnership approach, improving on things that aren't working well but nurturing those that do, and be an integral part of the commercial leadership team.

The CSDP will provide the additional resources required to deliver business as usual requirements and drive delivery of the strategy in conjunction with existing HMRC commercial leadership and staff. They will collaborate with key internal and external stakeholders, including other HMRC strategic partners. Capability development of, and skills transfer to, both the profession and business areas will be a key requirement of the CSDP to deliver the desired outcome.

The anticipated outputs/milestones for the CSDP will be based around our Commercial Strategy Delivery Plan, which has the following high level timeline:

- Apr 16 — develop/implement,
- Mar 17 — implement/embed,
- Mar 18 — deliver and exit.

HMRC are seeking to engage with organisations and consortia who might be interested in working with the Department to develop its requirements and commercial strategy.

II.1.6) **Common procurement vocabulary (CPV)**

79996000, 79410000, 79418000, 79411000, 79411100, 79994000

II.1.7) **Information about Government Procurement Agreement (GPA)**

The contract is covered by the Government Procurement Agreement (GPA): no

II.1.8) **Lots**

This contract is divided into lots: no

II.1.9) **Information about variants**

Variants will be accepted: no

II.2) **Quantity or scope of the contract**

II.2.1) **Total quantity or scope:**

HMRC's intention is to appoint a commercial strategic delivery partner (CSDP) to quickly address the gaps in senior commercial leadership, and help drive broader commercial capability development.

Whilst it is anticipated that the strategic oversight will be provided by Executive Committee (Excom) and Chief Finance Officer (CFO), Senior Leadership Team (SLT) HMRC are seeking a partner to provide the leadership and management of the Commercial Directorate function, implement the operating model and develop the capability that will deliver the commercial strategy and Strategic Deployment Matrix (SDM) and allow HMRC to respond to the immediate and future business requirements.

HMRC require a delivery partner with demonstrable experience of leading and delivering a programme of commercial activity within a large organisation and that can provide significant, hands-on, expertise in leading

and managing an organisation, delivering a commercial strategy and the creation of a long-term sustainable in-house function.

The scope for the CSDP will be refined as the relationship develops. The current Core Services include the following areas:

— CSDP will immediately address the current gaps in senior commercial leadership.

HMRC require the CSDP to provide an immediate (Day 1) injection of resource which we expect to be 5 people — 1 Commercial Director and 4 Deputies to deliver the existing commercial strategy and deliverables of the Strategic Deployment Matrix for 16/17 working alongside the existing HMRC teams.

Create a 30-90 day plan that outlines how the CSDP will drive delivery of HMRC's agreed commercial strategy and SDM and Commercial Capability Review plan.

Review and assure the Target Operating model and create a sustainable 'fit for the future' in-house commercial function.

Recruit permanent resource into the Senior Leadership positions as outlined in the Target Operating Model (TOM) and to the following timescales:

— IT Commercial Director — by December 2016,

— Chief Commercial Officer — by December 2017,

— 2 x Deputy Directors — by December 2017.

Provide strategic capability and guidance to CFO, Estates Directors and IT Directors as part of the CFO Senior Leadership Team.

In addition we would expect a full delivery plan covering the longer term engagement and incorporating exit arrangements.

HMRC work in an agile environment, responding to both departmental and Government initiatives and policies, and we may require the CSDP to scope and provide additional packages of work over and above the core requirements. The requirements and delivery model will be discussed and agreed on an individual basis and you will be expected to demonstrate how you would scope, cost and staff in line with the services outlined in the scope and principles of the cost model.

The fundamental approach required from the CSDP will be to:

— Mobilise (phase 1) — immediate injection of senior leadership capability and capacity — possible further resource injections for short-term specific tasks or longer-term for substantive vacancies (to be determined),

— Deliver (phase 2) — lead delivery against HMRC Commercial Strategy, CD Strategic Deployment Matrix (SDM) and HMRC/CG corporate drivers,

— Sustain (phase 3) — build (recruit and develop) required future capability and capacity in-house,

— Exit (phase 4) — remove CSDP resources in a controlled way.

This 4-step, phased approach is required by the CSDP to fulfil HMRC's longer term strategy on the transformation of the commercial function. The stages may run concurrently, overlap or be brought forward based on emerging HMRC strategy and priorities. Flexibility in the approach to stages will be required and at all times must be agreed by HMRC.

This brief has a high degree of commercial sensitivity and the potential provider must, as a part of their response, state how they will manage potential conflicts of interest.

Contract Period — 2 years with option to extend for a further period of 12 months.

Estimated value excluding VAT:

Range: between 2 000 000 and 4 500 000 GBP

II.2.2) **Information about options**

Options: yes

Description of these options: Contract Period — 2 years with option to extend for a further period of 12 months.

II.2.3) Information about renewals

This contract is subject to renewal: no

II.3) Duration of the contract or time limit for completion

Duration in months: 24 (from the award of the contract)

Section III: Legal, economic, financial and technical information

III.1) Conditions relating to the contract

III.1.1) Deposits and guarantees required:

III.1.2) Main financing conditions and payment arrangements and/or reference to the relevant provisions governing them:

Full details regarding legal, economic, financial and technical information to be provided at the tender stage will be detailed in the Contract Notice and/or in the tender documentation. Potential Tenderers should be aware, however, that they may be required to forward the following information:

(a) a copy of the most recent audited accounts covering the Tenderer's last 3 years of trading (or for the period that is available if trading for less than 3 years); or

(b) for the most recent full year of trading, where this information is not available in audited form, a copy of the draft or unaudited financial accounts or equivalent information showing the Tenderer's turnover, profit and loss and cash flow position and an end period balance sheet or, where this cannot be provided, a statement signed by the finance director or similar responsible person detailing any major changes in the current financial position since the date of the latest audited accounts provided.

III.1.3) Legal form to be taken by the group of economic operators to whom the contract is to be awarded:

III.1.4) Other particular conditions

The performance of the contract is subject to particular conditions: no

III.2) Conditions for participation

III.2.1) Personal situation of economic operators, including requirements relating to enrolment on professional or trade registers

Information and formalities necessary for evaluating if the requirements are met: Accessing a HMRC eSourcing Event:

Economic operators who wish to view the tender documentation electronically can do so on the Contracts Finder website: <https://sid4gov.cabinetoffice.gov.uk/login> 48 hours after the despatch of this notice

The Awarding Authority (HMRC) use an HMRC instance of SAP Ariba Sourcing Pro (hereafter referred to as SAP Ariba) to facilitate the procurement process. Economic operators wishing to express an interest in this opportunity must do so by completing the necessary online questionnaires using SAP Ariba (Further information about the SAP Ariba, a Suppliers Guide and general information about supplying to HMRC is available on the HMRC website: www.hmrc.gov.uk/about/supplying.htm)

Economic Operators who have used HMRC's instance of SAP Ariba previously will be registered as part of the HMRC Ariba Supplier Network and you should access the system to obtain your organisations account ID number. Contact details on the system should be checked and, where necessary, additional users added to help avoid multiple registrations for the same organisation. Previously registered users having difficulty recovering their account ID number or identifying users within their organisation should email bevan.scarborough@hmrc.gsi.gov.uk & brendan.murtagh@hmrc.gsi.gov.uk for assistance.

Economic Operators using HMRC's instance of SAP Ariba for the first time, including suppliers who are registered on the wider SAP Ariba supplier network, will need to register at <http://hmrc.supplier-eu.ariba.com/ad/register/SSOActions?type=full>

As part of the registration process you will receive a system generated email asking you to activate your SAP Ariba supplier account by verifying your email address. Once you have completed the activation process you will receive a further email by return confirming the 'registration process is now complete' and providing you with 'your organisation's account ID' number.

If an email response from HMRC is not received within 1 working day of your request, please re-contact bevan.scarborough@hmrc.gsi.gov.uk and brendan.murtagh@hmrc.gsi.gov.uk (after first checking your spam in-box) notifying non-receipt and confirming when your registration request for access was first made.

Once you have obtained 'your organization's account ID' number, can you please email bevan.scarborough@hmrc.gsi.gov.uk and brendan.murtagh@hmrc.gsi.gov.uk with the following information as confirmation that you wish to express an interest in the opportunity.

The contract reference shown in Section IV.3.1)

Your organization's HMRC SAP/Ariba account ID:AN

Your organisation's name:

Your email address:

Your telephone number:

Economic operators who have complied with the foregoing will receive an e-mail confirming access the online questionnaires. If access is not provided to the online questionnaires within 1 working day, please contact bevan.scarborough@hmrc.gsi.gov.uk and brendan.murtagh@hmrc.gsi.gov.uk

Online questionnaires must be fully completed (and any associated hard-copy documents received by HMRC) no later than (12:00) on 25.2.2016. Expressions of interest not submitted in the required form (or containing the requested information) may be rejected. (When requesting access to the online questionnaires, please notify HMRC if you have any accessibility issues (disabilities) which may prevent you from providing a high quality response using SAP Ariba. This will then allow HMRC to agree with you an appropriate format for you to view and respond to the requirements). All communications shall be in English. Tenders, when invited, and all supporting documentation must be priced in Sterling and all payments under the contract will be in Sterling. Any contract or agreement resulting from the Invitation to Tender will be considered as a contract made in England according to English Law and subject to the exclusive jurisdiction of the English courts. HMRC does not bind itself to accept any tender and reserves the right to accept any part of the tender unless the tenderer expressly stipulates to the contrary.

III.2.2) **Economic and financial ability**

Information and formalities necessary for evaluating if the requirements are met: (a) Appropriate statements from banks or, where appropriate, evidence of relevant professional risk indemnity insurance.

(b) The presentation of balance-sheets or extracts from the balance-sheets, where publication of the balance-sheet is required under the law of the country in which the economic operator is established.

(c) A statement of the undertaking's overall turnover and, where appropriate, of turnover in the area covered by the contract for a maximum of the last 3 financial years available, depending on the date on which the undertaking was set up or the economic operator started trading, as far as the information on these turnovers is available.

III.2.3) **Technical capacity**

Information and formalities necessary for evaluating if the requirements are met:

(a) A list of the works carried out over the past 5 years, accompanied by certificates of satisfactory execution for the most important works. These certificates shall indicate the value, date and site of the works and shall specify

whether they were carried out according to the rules of the trade and properly completed. Where appropriate, the competent authority shall submit these certificates to the contracting authority direct.

(b) A list of the principal deliveries effected or the main services provided in the past 3 years, with the sums, dates and recipients, whether public or private, involved. Evidence of delivery and services provided shall be given: — where the recipient was a contracting authority, in the form of certificates issued or countersigned by the competent authority — where the recipient was a private purchaser, by the purchaser's certification or, failing this, simply by a declaration by the economic operator.

(c) An indication of the technicians or technical bodies involved, whether or not belonging directly to the economic operator's undertaking, especially those responsible for quality control and, in the case of public works contracts, those upon whom the contractor can call in order to carry out the work.

(d) A description of the technical facilities and measures used by the supplier or service provider for ensuring quality and the undertaking's study and research facilities.

(e) Where the products or services to be supplied are complex or, exceptionally, are required for a special purpose, a check carried out by the contracting authorities or on their behalf by a competent official body of the country in which the supplier or service provider is established, subject to that body's agreement, on the production capacities of the supplier or the technical capacity of the service provider and, if necessary, on the means of study and research which are available to it and the quality control measures it will operate.

(f) The educational and professional qualifications of the service provider or contractor and/or those of the undertaking's managerial staff and, in particular, those of the person or persons responsible for providing the services or managing the work.

(g) For public works contracts and public services contracts, and only in appropriate cases, an indication of the environmental management measures that the economic operator will be able to apply when performing the contract.

(h) A statement of the average annual manpower of the service provider or contractor and the number of managerial staff for the last 3 years.

(i) A statement of the tools, plant or technical equipment available to the service provider or contractor for carrying out the contract.

(j) An indication of the proportion of the contract which the services provider intends possibly to subcontract.

(k) With regard to the products to be supplied: (i) samples, descriptions and/or photographs, the authenticity of which must be certified if the contracting authority so requests; (ii) certificates drawn up by official quality control institutes or agencies of recognised competence attesting the conformity of products clearly identified by references to specifications or standards.

III.2.4) **Information about reserved contracts**

III.3) **Conditions specific to services contracts**

III.3.1) **Information about a particular profession**

III.3.2) **Staff responsible for the execution of the service**

Section IV: Procedure

IV.1) **Type of procedure**

IV.1.1) **Type of procedure**

Open

IV.1.2) **Limitations on the number of operators who will be invited to tender or to participate**

IV.1.3) **Reduction of the number of operators during the negotiation or dialogue**

IV.2) **Award criteria**

IV.2.1) Award criteria

The most economically advantageous tender in terms of the criteria stated in the specifications, in the invitation to tender or to negotiate or in the descriptive document

IV.2.2) Information about electronic auction

An electronic auction will be used: no

IV.3) Administrative information

IV.3.1) File reference number attributed by the contracting authority:

IV.3.2) Previous publication(s) concerning the same contract

Prior information notice

Notice number in the OJEU: [2015/S 234-425091](#) of 3.12.2015

IV.3.3) Conditions for obtaining specifications and additional documents or descriptive document

IV.3.4) Time limit for receipt of tenders or requests to participate

25.2.2016 - 12:00

IV.3.5) Date of dispatch of invitations to tender or to participate to selected candidates

IV.3.6) Language(s) in which tenders or requests to participate may be drawn up

English.

IV.3.7) Minimum time frame during which the tenderer must maintain the tender

IV.3.8) Conditions for opening of tenders

Place:

Electronically, via web-based portal

Persons authorised to be present at the opening of tenders: no

Section VI: Complementary information

VI.1) Information about recurrence

This is a recurrent procurement: no

VI.2) Information about European Union funds

The contract is related to a project and/or programme financed by European Union funds: no

VI.3) Additional information

The contracting authority considers that this contract may be suitable for economic operators that are small or medium enterprises (SMEs). However, any selection of tenderers will be based solely on the criteria set out for the procurement.

To view this notice, please click here: <https://www.delta-esourcing.com/delta/viewNotice.html?noticeId=185967993>

GO Reference: GO-2016126-PRO-7632711.

VI.4) Procedures for appeal

VI.4.1) Body responsible for appeal procedures

VI.4.2) Lodging of appeals

VI.4.3) Service from which information about the lodging of appeals may be obtained

VI.5) Date of dispatch of this notice:

26.1.2016