

Schedule 4 (Tender Submission)

2	Selection Questionnaires	
2.1	FORM A: Organisation Details, Tendering Instructions, Conditions of Tender	
2.1.2	A1.1 Please provide full name of organisation tendering (or of the organisation acting as the lead where a consortium bid is being submitted)	Streeva Ltd

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- 2.1.3 A1.2 Please provide contact details for enquiries about this response which should include:  
Organisation name,  
Organisation full correspondence address with post code.  
Primary Contact's Name,  
Primary Contact's Phone Numbers,  
Primary Contact's e-mail.  
Secondary Contact's Name,  
Secondary Contact's Phone Numbers,  
Secondary Contact's e-mail  
(as referred to at Question A3.3, you must inform us of any changes to the contact at any stage in the procurement)

Streeva Ltd  
Carsize Barn, Carsize Lane, Leedstown, Hayle,  
Cornwall, TR27 5EX



- 2.1.4 A1.3 Please provide the 'Registered Office Address' (i.e. the 'Registered Office Address' used for accountancy purposes)

Carsize Barn, Carsize Lane, Leedstown, Hayle,  
Cornwall, TR27 5EX

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2.1.5 A1.4 Using a selection from the provided list, please indicate your trading status. (If you select 'other', there is an opportunity to provide details about your organisation type as part of your response to Question A1.6 below)

ii) a limited company

2.1.6 A1.5 Using a selection from the provided list, please indicate if any of the following classifications apply to you.

Small or Medium Enterprise (SME)

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|-------|---|----------|
| 2.1.7 | A1.6 Please provide the following, or any further relevant, information to assist with our understanding of your organisation type:<br>A1.6.1 Your Registered Company or Charity number (if you do not have either of these please explain why)<br>A1.6.2 Your organisation type if you selected 'other' in response to question A1.4,<br>A1.6.3 Your organisation structure where any employee ownership or employee participatory principles exist,<br>A1.6.4 the name of your immediate parent company (where applicable), and<br>A1.6.5 the name of your ultimate parent company (where applicable and your parent company is part of a bigger group) | 09451226 |
|       |   |          |
| 2.1.9 | A2.1 Please indicate whether you are bidding as a Prime Contractor and will deliver 100% of the key contract deliverables yourself  | No       |

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- 2.1.10 A2.2 Please indicate whether you are bidding as a Prime Contractor and will use third parties to deliver some of the services. Yes

If yes, please provide details of your proposed bidding model that includes members of the supply chain, the percentage of work being delivered by each sub-contractor and the key contract deliverables each sub-contractor will be responsible for.

- 2.1.11 A2.3 Please indicate whether you are bidding as Prime Contractor but will operate as a Managing Agent and will use third parties to deliver all of the services. No

If yes, please provide details of your proposed bidding model that includes members of the supply chain, the percentage of work being delivered by each sub-contractor and the key contract deliverables each sub-contractor will be responsible for.

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- 2.1.12 A2.4 Please indicate whether you are bidding as a consortium but not proposing to create a new legal entity. No

If yes, please include details of your consortium members, including details of any Parent/Ultimate Parent companies where applicable, in response to this question and use a separate Appendix to explain the alternative arrangements i.e. why a new legal entity is not being created.

Please note that the Contracting Authority may require the consortium to assume a specific legal form if awarded the contract, to the extent that it is necessary for the satisfactory performance of the contract.

- 2.1.13 A2.5 Please indicate whether you are bidding as a consortium and intend to create a Special Purpose Vehicle (SPV). No

If yes, please include details of your consortium, current lead member and intended SPV in the next column and provide full details of the bidding model using a separate Appendix.

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- 2.1.15 A3.1 The Public Contracts Regulations 2015, Regulation 56, General Principles in Awarding Contracts describes the need for the Tender to comply with the requirements, conditions and criteria set out in the contract notice and in the procurement documents. The purpose of the questions in the rest of this questionnaire is to highlight to you the need to comply with all of the requirements detailed in the Tendering Instructions and other Tender Documents, which are provided as attachments in this e-sourcing event, and especially those listed in the document at Section 8, Conditions of Tender.
- Please be aware that the Public Contracts Regulations 2015, Regulation 26 and 35 makes reference to Tenders: which do not comply with the procurement documents; which were received late; where there is evidence of collusion or corruption; or which have been found by the Contracting Authority to be abnormally low, as examples of irregular and unacceptable tenders which may result in your tender being excluded from further consideration.
- Please confirm that you understand that failure to comply with the Tendering Instructions or to agree to the Conditions of Tender may result in your tender being excluded from further consideration.

I agree

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|--------|---|-----|
| 2.1.16 | A3.2 Please confirm that you have read and understood the contents of HM Revenue & Customs (HMRC) Tendering Instructions plus the Supplying to HMRC guide at <a href="https://www.gov.uk/government/organisations/hm-revenue-customs/about/procurement#supplying-to-hmrc">https://www.gov.uk/government/organisations/hm-revenue-customs/about/procurement#supplying-to-hmrc</a> prior to answering all questionnaires. | Yes |
|        |   |     |
| 2.1.17 | A3.3 Please confirm that you understand that you must inform the Contracting Authority immediately of any changes to the contact details as stated in Section 3 of the Tendering Instructions.  | Yes |



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| 2.1.19 | A4.1 For the provision of the services and/or goods as described in the specification, please confirm that you accept and agree to abide by HMRC Conditions of Contract as stated in the Draft Contract attached to this particular event, and that you would confirm this in writing by signing the Draft Contract in its current format should you be successful. HMRC draws your particular attention to the insurance requirements in Schedule 2.5 (Insurance Requirements) of the Draft Contract. | Yes   |
|        |  |   |
| 2.1.20 | A4.2 As referred to in the Tendering Instructions at paragraphs 8.23 to 8.25, to promote Information Sharing in Government, please confirm that you agree that HMRC may disclose the Candidate's/Tenderer's information/documentation submitted during this procurement more widely within Government for the purpose of ensuring effective cross-Government procurement processes, including value for money and related purposes.  | Yes, we agree that the HMRC may disclose the information/documentation. |

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| 2.1.21 | A4.3 Using a selection from the list provided, Please confirm that no person from within your organisation has canvassed, nor will canvass, any members of the Board of HMRC, any employee of HMRC or any person acting on behalf of HMRC in the conduct of the procurement procedure or may influence the outcome of the procurement? | We confirm that no person from within our organisation has, nor will, canvass |
|        |  |   |
| 2.1.22 | A4.4 Please confirm that you will comply with HMRC's mandatory Purchase Order policy and that you will only process purchase orders forwarded to you electronically via the automated SAP Ariba Procure to Pay system detailed in the Supplying to HMRC Guide referred to in the Tendering Instructions                                | Yes   |
|        |  |   |
| 2.1.23 | A4.5 Please confirm that you will comply with HMRC's mandated payment policy, whereby you will only receive payments via the Bankers Automated Clearing Service (BACS), for any goods/services that may be rendered as a result of any contract awarded.   | Yes   |

2.2	FORM B - Reg 57, Exclusion Grounds
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- 2.2.2 B1 The Public Contracts Regulations 2015, Regulation 57, Exclusion Grounds, Paragraph (1) describes the mandatory exclusions circumstances whereby the Contracting Authority, is required to exclude an economic operator from participating in a procurement procedure, where the Contracting Authority has established, by verifying in accordance with Regulations 59, 60 and 61, or are otherwise aware, that the economic operator, (or any person who is a member of the administrative, management or supervisory body of that economic operator or has powers of representation, decision or control in the economic operator) has been convicted of any of the offences listed in Regulation 57. If your answer to any of the questions below, i.e. B1(a) to B1(n), is "Yes", please provide, as an attachment to that question, a full description of the relevant incident, with dates and details of subsequent remedial actions taken, etc., in order that the Contracting Authority may determine whether an exception to mandatory exclusion may be applied, as provided for under Regulation 57(6) and 57(13) to 57(17)
- I understand
- Please confirm that you understand that if you cannot answer 'no' to all of the offences listed in this questionnaire then there will be grounds for a mandatory exclusion from the procurement procedure of your organisation unless you can provide just reason for an exception can be made.

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| 2.2.3 | B1(a) Within the last five years, has your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of the following offence:-<br>(a) conspiracy within the meaning of section 1 or 1A of the Criminal Law Act 1977(a) or article 9 or 9A of the Criminal Attempts and Conspiracy (Northern Ireland) Order 1983(b) where that conspiracy relates to participation in a criminal organisation as defined in Article 2 of Council Framework Decision 2008/841/JHA on the fight against organised crime (c); | No |
|-------|---|----|

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| 2.2.4 | B1(b) Within the last five years, has your organisation or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of the following offence:- (b) corruption within the meaning of section 1(2) of the Public Bodies Corrupt Practices Act 1889(d) or section 1 of the Prevention of Corruption Act 1906(e); | No |
|       |  |    |
| 2.2.5 | B1(c) Within the last five years, has your organisation or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation been convicted of the following offence:-<br>(c) the common law offence of bribery;   | No |

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| 2.2.6 | B1(d) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of the following offence:-<br>(d) bribery within the meaning of sections 1, 2 or 6 of the Bribery Act 2010(f), or section 113 of the Representation of the People Act 1983(g);   | No |
|       |   |    |
| 2.2.7 | B1(f) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of the following offence:-<br>(f) any offence listed—<br>(i) in section 41 of the Counter Terrorism Act 2008(a); or<br>(ii) in Schedule 2 to that Act where the court has determined that there is a terrorist connection. | No |

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| 2.2.8 | B1(g) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of any:-<br>(g) any offence under sections 44 to 46 of the Serious Crime Act 2007(b) which relates to an offence covered by subparagraph (f); | No |
|       |  |    |
| 2.2.9 | B1(h) Within the last five years, has as your organisation or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation been convicted of:- (h) money laundering within the meaning of sections 340(11) and 415 of the Proceeds of Crime Act 2002(c);                                  | No |



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| 2.2.10 | B1(i) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of any of the following offences:-<br>(i) an offence in connection with the proceeds of criminal conduct within the meaning of section 93A, 93B or 93C of the Criminal Justice Act 1988(d) or article 45, 46 or 47 of the Proceeds of Crime (Northern Ireland) Order 1996(e); | No |
|        |  |    |
| 2.2.11 | B1 (j) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of:-<br>(j) an offence under section 4 of the Asylum and Immigration (Treatment of Claimants, etc.) Act 2004(f);   | No |

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| 2.2.12 | B1(k) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of:-<br>(k) an offence under section 59A of the Sexual Offences Act 2003(g);     | No |
| <br>   |   |    |
| 2.2.13 | B1(l) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of:-<br>(l) an offence under section 71 of the Coroners and Justice Act 2009(h); | No |

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| 2.2.14 | B1(m) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of :-<br>(m) an offence under section 1, 2 or 4 of the Modern Slavery Act 2015?   | No |
|        |  |    |
| 2.2.15 | B1(n) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of :-<br>(n) an offence in connection with the proceeds of drug trafficking within the meaning of section 49, 50 or 51 of the Drug Trafficking Act 1994(i); | No |

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| 2.2.16 | B1(o) Within the last five years, has as your organisation, or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in your organisation, been convicted of:-<br>(o) any other offence within the meaning of Article 57 Article 57(1)(a), (b), (d), (e) or (f) of the Public Contracts Directive—<br>(i) as defined by the law of any jurisdiction outside England and Wales and Northern Ireland; or<br>(ii) created, after the day on which these Regulations were made, in the law of England and Wales or Northern Ireland. | No |
|--------|---|----|

#### **Schedule 4 (Tender)**

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- 2.2.18 B2 The Public Contracts Regulations 2015 state that Contracting Authorities may exclude an economic operator from participation in a procurement procedure if any of the discretionary exclusion situations described in Regulation 57(8) apply to the economic operator. If your answer to any of the questions below, i.e. B2(a) to B1(i), is "Yes", please provide, as an attachment to that question, a full description of the relevant incident, with dates and details of subsequent remedial actions taken, etc., in order that the Contracting Authority, in accordance with Regulation 57(13) to (17), may determine the most appropriate course of action.
- Please confirm that you understand that if you cannot answer 'no' to all of the circumstances listed in this section then there will be grounds for a discretionary exclusion from the procurement procedure of your organisation unless you can provide just reason for discretion to be used.

I understand

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| 2.2.19 | B2(a) Within the last three years, has your organisation been complicit in a violation of applicable obligations referred to in The Public Contracts Regulation 56(2); (violations in obligations in the fields of environmental, social and labour law, as identified as a result of a court action, regulatory hearing or industrial tribunal)   | No |
|        |  |    |
| 2.2.20 | B2(b) Within the last three years, has your organisation:-<br>(b) been made bankrupt or is the subject of insolvency or winding-up proceedings, where its assets are being administered by a liquidator or by the court, where it is in an arrangement with creditors, where its business activities are suspended or it is in any analogous situation arising from a similar procedure under the laws and regulations of any State; | No |
|        |  |    |
| 2.2.21 | B2(c) Within the last three years, has your organisation:-<br>(c) been guilty of grave professional misconduct, which renders its integrity questionable;  | No |

#### **Schedule 4 (Tender)**

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| 2.2.22 | B2(d) Within the last three years, has your organisation:-<br>(d) entered into agreements with other economic operators aimed at distorting competition;  | No |
|        |   |    |
| 2.2.23 | B2(e) Within the last three years, has your organisation:-<br>(e) a conflict of interest within the meaning of the Public Contracts Regulation 24, which cannot be effectively remedied by other, less intrusive, measures;   | No |
|        |   |    |
| 2.2.24 | B2(f) Within the last three years, has your organisation :-<br>(f) had prior involvement in the preparation of the procurement procedure, as referred to in Public Contracts Regulation 41, which may result in a distortion of competition, which cannot be remedied by other, less intrusive, measures; | No |

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| 2.2.25 | B2(g) Within the last three years, has your organisation:-<br>(g) shown significant or persistent deficiencies in the performance of a substantive requirement under a prior public contract, a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions;                             | No |
|        |   |    |
| 2.2.26 | B2(h) Within the last three years, has your organisation:-<br>(h) (i) been guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria; or<br>(ii) withheld such information or is not able to submit supporting documents required under the Public Contract Regulation 59; | No |



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- 2.2.27 B2(i) Within the last three years, has your organisation,:- No
- (i) (i) undertaken to
    - (aa) unduly influence the decision-making process of the Contracting Authority, or
    - (bb) obtain confidential information that may confer upon it undue advantages in the procurement procedure; or
  - (ii) negligently provided misleading information that may have a material influence on decisions concerning exclusion, selection or award.

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| 2.2.29 | B3.1 In respect of the questions in sections B1 and B2 above, to the best of your knowledge, have any consortium members or any subcontractors (or any person who is a member of the administrative, management or supervisory body of that organisation or has powers of representation, decision or control in that organisation, in respect of B1 questions only) that you propose to use directly to deliver any of the requirements stated in the specification been convicted of any of the offences and/or circumstances detailed, which give grounds for mandatory or discretionary exclusion? Select "Yes" or "No". | No |
|        |  |    |
| 2.2.30 | B3.2 if you answered "Yes" to the above question B3.1, please provide details in response to this question or use an Appendix attached to this question if needed.   | X  |

2.3	FORM C - Reg 57 Mandatory and Discretionary Exclusions for Non-payment of Taxes
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- 2.3.2 C1.1 Applicants who are registered for tax in the UK should answer this question and questions C1.2 – C1.6 (Applicants registered for tax outside of the UK should answer questions C2.2 - C2.4)
- Regulations 57(3) and 57(4) of the Public Contracts Regulations 2015 respectively provide for the mandatory and discretionary exclusion of an economic operator from a procurement procedure if it is in breach of its obligations relating to the payment of taxes or social security contributions. Accordingly, please provide the information requested in response to the following questions and note that HMRC will undertake revenue compliance checks throughout the procurement process, using information from its own records, as appropriate, and, as applicable, so as to ensure compliance with Clause 10.9 to 10.17 (Promoting Tax Compliance) of the HMRC Terms and Conditions, during the life of any contract awarded as a consequence of this procurement exercise.
- Please confirm that you understand and agree that the information you provide in response to this questionnaire will be used to allow appropriate tax revenue compliance checks to be performed.

I understand and agree

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2.3.3 C1.2 Please state the organisation name that is used for tax and accounting purposes (i.e. head office name where used) and list any organisation name changes that have taken place in the last three years, that may relate to the information requested in respect of the following questions C1.3 to C1.6

[REDACTED]

2.3.4 C1.3 VAT Registration Number: (If 'Not Applicable' please provide details why)

[REDACTED]

2.3.5 C1.4 PAYE Collection Reference: (If Not Applicable please provide details why)

[REDACTED]

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- 2.3.6 C1.5 Corporation Tax or Self Assessment Reference as may be applicable to your organisation type. (Provision of the Corporation Tax details for your organisation should be the default answer to this question. Where the payment of Corporation Tax is not applicable to your organisation (i.e. it is a partnership) then the Self Assessment details for the person who will be accountable for the work in your organisation should be provided. If you are unable to provide Corporation Tax or Self Assessment reference details then please state 'Not Applicable' and provide the reasons why)



#### Schedule 4 (Tender)

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- 2.3.7 C1.6 If a consortium bid or sub-contractors are to be used directly to deliver any of the requirements stated in the specification, please provide the information requested C1.2 to C1.6 inclusive for each member of the consortium and for each sub-contractor. Before providing their details, please ensure that you obtain consent from the consortium member or sub-contractor using the sub-contractor revenue compliance consent form provided in Appendix C of the Tendering Instructions. Please attach scanned copies of the completed consent form to this question or send by post as a hard copy using the process outlined in paragraphs 11.22 to 11.25 of the Tendering Instructions.

Company info for PUBLIC:

Name Public Group International Ltd  
Type of Organisation Private Limited Company (Ltd)  
Date of registration in country of origin 05/07/2016  
Company registration number (if applicable) 10608507  
Charity registration number (if applicable) N/A  
Head office DUNS number (if applicable) 222746838  
Registered VAT number 266 4875 59  
Street address 1 Horse Guards Ave  
City & Post Code "Westminster, London SW1A 2HU  
SME size Medium-sized  
Procurement email XXXXXXXX  
Incorporated On 08 February 2017

Name: Ernst & Young LLP

Type of Organisation: Limited Liability Partnership

Date of registration in country of origin: 6 April 2001

Company registration number: OC300001

Head office DUNS number: 221768935

VAT number: GB773831408

Address: 1 More London Place, London, SE1 2AF

[REDACTED]

Company info for University of Portsmouth:

**Schedule 4 (Tender)**  
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Name University of Portsmouth Enterprise Ltd  
Type of Organisation Private Limited Company  
(Ltd)  
Date of registration in country of origin  
Company registration number (if applicable)  
02353125  
Charity registration number (if applicable)  
Head office DUNS number (if applicable)  
Registered VAT number  
Street address University House, Winston  
Churchill Avenue  
City & Post Code Portsmouth PO1 2UP  
SME size  
Procurement email [REDACTED]  
Incorporated On 28 February 1989



#### **Schedule 4 (Tender)**

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- 2.3.9 C2.1 Applicants who are registered for tax outside of the UK should answer this question and questions C2.2 - C2.4 (Applicants in the UK should answer questions C1.1 to C1.6) x
- Regulations 57(3) and 57(4) of the Public Contracts Regulations 2015 respectively provide for the mandatory and discretionary exclusion of an economic operator from a procurement procedure if it is in breach of its obligations relating to the payment of taxes or social security contributions
- Please confirm that you understand that if you are unable to provide the information requested in questions C2.2 – C2.4, as part of the procurement procedure or when requested during the term of the contract should you be successful, then this may give grounds for you to be excluded.

#### Schedule 4 (Tender)

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| 2.3.10 | C2.2)<br>If registered for tax outside the UK, please confirm you have attached a scanned copy of an official document obtained from your own tax authority clearly certifying that you are currently tax compliant. Please Select "Yes" or "No". If "No", please state the reasons for this in a separate document attached to this question. | Yes |
|        |  |     |
| 2.3.11 | C2.3 If a consortium bid, please confirm that the document requested in Question C2.2 has been provided in respect of each consortium member registered for tax purposes outside the UK.   | x   |
|        |  |     |
| 2.3.12 | C2.4 If proposing to use sub-contractors directly to deliver any of the requirements stated in the specification, please confirm that the document requested in Question C2.2 has been provided in respect of each sub-contractor registered for tax purposes outside the UK.  | x   |

#### **Schedule 4 (Tender)**

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- 2.3.14 C3.1 UK and Overseas Organisations are required to provide their Dun & Bradstreet number. The number will assist the Contracting Authority in verifying any Revenue Compliance and Financial Check Information obtained. The number will also be used to monitor the contract spend across other Government organisations. Please provide the Dun & Bradstreet number for the organisation, including any changes in the last three years, that corresponds with the information you provided in sections C1 & C2 above, as may be applicable. Should your organisation currently not be registered with Dun & Bradstreet please confirm that you would be willing to register with them should your tender be successful

Streeva DUNS Number: 220695304

- 2.4 FORM D - Reg 58 -Selection Criteria - Economic and Financial Standing

#### **Schedule 4 (Tender)**

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- 2.4.2 D1.1 The Public Contracts Regulations 2015, Regulation 58, Selection Criteria, provides the criteria by which economic operators can be assessed to ensure that they possess the necessary economic and financial capacity to perform the contract.

I understand

To assist with carrying out this assessment you are required to provide the information in response to the questions contained within this questionnaire. The Contracting Authority will use the information you provide and that obtained by its own means, including information potentially obtained from third party providers, to assure themselves that you possess the necessary economic and financial capacity to perform the contract.

Please confirm that you understand that if you do not provide any of the requested information or if any subsequent assessment results in the Contracting Authority deciding that you do not possess the necessary economic and financial capacity to perform the contract, then this may result in you not being selected for further consideration as part of the procurement procedure.

#### **Schedule 4 (Tender)**

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2.4.4 D2.1 Employers Liability Insurance (ELI) in the minimum sum of £5m is a legal requirement, except where the statutory exemptions apply. Please confirm the levels of ELI cover held or, if applicable, provide details of the legal exemptions claimed.

We Confirm we hold £5,000,000 of Employers Liability Insurance

## Schedule 4 (Tender)

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- 2.4.5 D2.2 Please provide details of any Professional Indemnity or other insurance currently held that may be applicable to this procurement procedure. Where the types and limits for insurance are contained in the specification in the draft contract, please confirm if you already possess insurance to the required limits, or that you have already obtained an offer of the insurance required and that any increase in insurance premiums have been accounted for in your bid price.

PUBLIC details:

Professional Indemnity

GBP 5,000,000 any one claim defence costs in addition

Employers' Liability

GBP 10,000,000 any one occurrence

Public Liability

GBP 10,000,000 any one occurrence

Products Liability

GBP 10,000,000 any one occurrence

Pollution Liability

GBP 10,000,000 any one occurrence

Business Travel Insurance

GBP 10,000,000 maximum any one occurrence

Streeva

### PROFESSIONAL LIABILITY

#### PRODUCTS AND SERVICES LIABILITY

Aggregate limit of liability: GBP1,000,000 in the aggregate, including costs and expenses

Deductible: GBP5,000 each and every claim, including costs and expenses

#### BREACH OF CONTRACT

Aggregate limit of liability: GBP1,000,000 in the aggregate, including costs and expenses

Deductible: GBP5,000 each and every claim, including costs and expenses

#### SUB-CONTRACTOR VICARIOUS LIABILITY

Aggregate limit of liability: GBP1,000,000 in the aggregate, including costs and expenses

Deductible: GBP5,000 each and every claim, including costs and expenses

INTELLECTUAL PROPERTY RIGHTS  
INFRINGEMENT AND DEFAMATION  
Aggregate limit of liability: GBP1,000,000 in the  
aggregate, including costs and expenses  
Deductible: GBP5,000 each and every claim,  
including costs and expenses

REGULATORY COSTS AND FINES  
Aggregate limit of liability: GBP1,000,000 in the  
aggregate, including costs and expenses  
Deductible: GBP5,000 each and every claim,  
including costs and expenses

DISHONESTY OF EMPLOYEES  
Aggregate limit of liability: GBP1,000,000 in the  
aggregate, including costs and expenses  
Deductible: GBP5,000 each and every claim,  
including costs and expenses

PAYMENT OF WITHHELD FEES  
Aggregate limit of liability: GBP1,000,000 in the  
aggregate, including costs and expenses  
Deductible: GBP5,000 each and every claim,  
including costs and expenses

CYBER CRIME  
ELECTRONIC THEFT OF YOUR FINANCIAL  
ASSETS  
Limit of liability: GBP50,000 each and every claim  
Deductible: GBP5,000 each and every claim

ELECTRONIC THEFT OF THIRD PARTY FUNDS  
HELD IN ESCROW  
Limit of liability: GBP50,000 each and every claim  
Deductible: GBP5,000 each and every claim

TELEPHONE HACKING  
Limit of liability: GBP50,000 each and every claim

Deductible: GBP5,000 each and every claim

**PUSH PAYMENT FRAUD**

Limit of liability: GBP50,000 each and every claim

Deductible: GBP5,000 each and every claim

**UNAUTHORISED USE OF COMPUTER  
RESOURCES**

Limit of liability: GBP50,000 each and every claim

Deductible: GBP5,000 each and every claim

**NETWORK SECURITY & PRIVACY LIABILITY  
SECTION A: NETWORK SECURITY LIABILITY**

Aggregate limit of liability: GBP1,000,000 in the  
aggregate, including costs and expenses

Deductible: GBP5,000 each and every claim,  
including costs and expenses

**PRIVACY LIABILITY**

Aggregate limit of liability: GBP1,000,000 in the  
aggregate, including costs and expenses

Deductible: GBP5,000 each and every claim,  
including costs and expenses

**MANAGEMENT LIABILITY**

Aggregate limit of liability: GBP1,000,000 in the  
aggregate, including costs and expenses

Deductible: GBP5,000 each and every claim,  
including costs and expenses

**REGULATORY INVESTIGATION COSTS**

Aggregate limit of liability: GBP1,000,000 in the  
aggregate, including costs and expenses

Deductible: GBP5,000 each and every claim,  
including costs and expenses

**PCI FINES, PENALTIES AND ASSESSMENTS**



Aggregate limit of liability: GBP1,000,000 in the aggregate, including costs and expenses  
Deductible: GBP5,000 each and every claim, including costs and expenses

CYBER INCIDENT RESPONSE  
SECTION A: INCIDENT RESPONSE COSTS  
Limit of liability: GBP1,000,000 each and every claim  
Deductible: GBP0 each and every claim

GENERAL LIABILITY  
SECTION A: PUBLIC LIABILITY  
Limit of liability: GBP1,000,000 each and every claim, including costs and expenses  
Deductible: GBP500 each and every claim, including costs and expenses

PRODUCTS LIABILITY  
Aggregate limit of liability: GBP1,000,000 in the aggregate, including costs and expenses  
Deductible: GBP500 each and every claim, including costs and expenses

POLLUTION LIABILITY  
Aggregate limit of liability: GBP1,000,000 in the aggregate, including costs and expenses  
Deductible: GBP500 each and every claim, including costs and expenses

LOSS MITIGATION  
Aggregate limit of liability: GBP1,000,000 in the aggregate, including costs and expenses  
Deductible: GBP5,000 each and every claim

#### Schedule 4 (Tender)

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2.4.7 D3.1 Please confirm your turnover for each of the last two years of trading. Where the Contracting Authority has specified a minimum level of economic and financial standing and/or a minimum financial threshold within the contract notice and/or procurement documentation, please self-certify by answering 'Yes' or 'No' that you meet the requirements..

"PUBLIC companies house: <https://find-and-update.company-information.service.gov.uk/company/10608507>  
[REDACTED]

University of Portsmouth Enterprise Limited  
companies house: <https://find-and-update.company-information.service.gov.uk/company/02353125>  
[REDACTED]

2.4.8 D3.2  
Please indicate which of the following you would be willing to provide:  
(please indicate by dragging the appropriate statement(s) into the selection box).

A copy of your audited accounts for the most recent two years.

2.4.9 D3.3 In respect of your response to the above question D3.2, please confirm if you have provided your financial information electronically as an attachment or you have provided hard copies of the documents and sent them by post. Where documents are sent by post, then the process outlined in paragraphs 11.22 to 11.25 of the Tendering Instructions should be used.

electronic

#### **Schedule 4 (Tender)**

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- 2.4.10 D3.4 If, in response to question A1.6, Form A, Organisation Details you have provided details of a Parent and/or Ultimate Parent company: - x
- please provide Ultimate / parent company accounts (if not available, please provide an explanation as to why), and
  - please confirm if the Ultimate / parent willing to provide a guarantee if necessary and if not, would you be able to obtain a guarantee elsewhere (e.g. from a bank?)

#### Schedule 4 (Tender)

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- 2.4.11 D3.5 if, in response to question A2.4 and/or A2.5, Form A, Organisation Details, you have confirmed that you are part of a consortium (e.g. an association of several companies)
- please provide company accounts for all members of the consortium (if not available, please provide explanation as to why, and
  - where a consortium member is part of a larger group, please provide Ultimate / parent company accounts (if not available, please provide an explanation as to why),
  - where a consortium member is part of a larger group, please confirm if the Ultimate / parent willing to provide a guarantee if necessary and if not, would they be able to obtain a guarantee elsewhere (e.g. from a bank?)

"PUBLIC companies house: <https://find-and-update.company-information.service.gov.uk/company/10608507>

University of Portsmouth Enterprise Limited  
companies house: <https://find-and-update.company-information.service.gov.uk/company/02353125>

"

- 2.5 FORM E - Reg 58 - Selection Criteria - Technical and Professional Ability

#### **Schedule 4 (Tender)**

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- 2.5.2 E1.1 The Public Contracts Regulations 2015, Regulation 58, Selection Criteria, provides the criteria by which economic operators can be assessed to ensure that they possess the necessary technical and professional ability, including where applicable the suitability to pursue a professional activity, to perform the contract.

To assist with carrying out this assessment you are required to provide the information in response to the questions contained within this questionnaire. The Contracting Authority will use the information you provide and that obtained by its own means, including information potentially obtained from third party providers, to assure themselves that you possess the necessary technical and professional ability, including where applicable the suitability to pursue a professional activity, to perform the contract.

Please confirm that you understand that if you do not provide any of the requested information or if any subsequent assessment results in the Contracting Authority deciding that you do not possess the necessary technical and professional ability, including where applicable the suitability to pursue a professional activity, to perform the contract, then this may result in you not being selected for further consideration as part of the procurement procedure.

I understand and agree

#### Schedule 4 (Tender)

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- |       |   |  |
|-------|---|--|
| 2.5.4 | E2.1 With regard to suitability to pursue a professional activity, please confirm if your, or persons within your, organisation are enrolled in one of the professional or trade registers kept in your member state of establishment, as described in the Public Contracts Regulations 2015, Schedule 5.   | Finacial Contact Authority as an Open Banking AISP<br>(821920) |
|       |   |  |
| 2.5.5 | E2.2 In respect of a procurement procedure for a service, please confirm if you have to possess a particular authorisation or to be a member of a particular organisation in order to be able to perform in your country of origin the service concerned and, where applicable, please provide details to prove that you hold such authorisation or membership. | x  |

## Schedule 4 (Tender)

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- 2.5.8 E3.1 Contract 1
- E3.1.1 Customer Organisation Name
  - E3.1.2 Customer contact name, phone number and email, position in organisation
  - E3.1.3 Contract/Order/Assignment/Start date
  - E3.1.4 Contract/Order/Assignment completion date
  - E3.1.5 Contract/Order/Assignment Value
  - E3.1.6 Brief description of contract including evidence as to your technical capability in this market. (max 500 words)

"Innovate UK  
Smart Tx

[REDACTED]

Head of Operational Delivery

[REDACTED]

Application number: 81748  
Competition: The Sustainable Innovation Fund: round 1 (temporary framework)  
Start: 1 October 2020  
End: 31 March 2021

[REDACTED]

### Description

Smart Tx had been set to build upon the work that was done to create Streeva Core, an encrypted document repository hosted by Streeva where even Streeva couldn't access the decrypted data. Streeva Core had been created as part of a 3-month Proof of Concept funded by HMRC to demonstrate the capability to securely link data to payments without altering the underlying payment rails.

Streeva Core necessitated a significant amount of cryptographic work for integrators to access the repository, and so this project sought to provide a SaaS (Software as a Service) platform to facilitate the simple but secure use of the data.

[REDACTED]

This project sought to deliver the following at TRL6:  
A content API to facilitate 3rd party to read/write

transaction data.

A web interface to allow customers to manage their account activity.

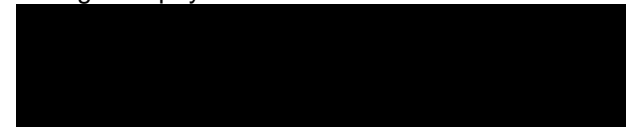
Designing a means for the customer to permit transaction data to/from specific services.

Incorporating assurances into the system of the data's integrity and provenance to a level that could be used by tax authorities and financial systems.

Including means for sufficient auditing, monitoring, and alerting to offer best practice for information security.

We worked closely with external non-grant-claiming stakeholders and potential customers to ensure what we were developing met future customer requirements. We aimed to deliver a demonstrator and the platform that would be ready for initial use cases straightaway.

This project was set to deliver a platform that would allow highly disruptive services to be provided swiftly and securely to automate aspects of the economy through the payment networks.



·  
"



## Schedule 4 (Tender)

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- 2.5.9 E3.2 Contract 2
- E3.2.1 Customer Organisation Name
  - E3.2.2 Customer contact name, phone number and email, position in organisation
  - E3.2.3 Contract/Order/Assignment/Start date
  - E3.2.4 Contract/Order/Assignment/Completion date
  - E3.2.5 Contract/Order/Assignment Value
  - E3.2.6 Brief description of contract including evidence as to your technical capability in this market. (max 500 words)

"HMRC CDIO



Innovation Lead

Start: July 2020

End: September 2020



### Description

Streeva is an experienced organisation that has a strong track record of delivering automated tax solutions. Streeva worked with the University of Surrey on a successful Innovate UK grant, Swiftaid, to demonstrate the ability to automate Gift Aid on contactless donations using payment data. Swiftaid was demonstrated with Visa and the Natural History Museum in November 2018 and the process was signed off by HMRC in January 2019.

Streeva is part of the Split Payments Industry Working Group. HMRC have funded a proof-of-concept on Streeva's architecture design to demonstrate the ability to link data to card payments (specifically, contactless, online and tokenised [ApplePay/GooglePay]) so tax can be automated.

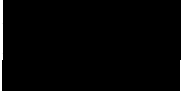
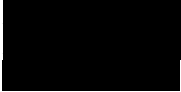

The proof-of-concept successfully demonstrated the ability to securely link data to payments. Laying the foundation on which solutions can be built to allow tax, benefits and support for businesses to be automated. This will substantially reduce the tax and reporting administration related to business and ensure the accurate flow of information and money to and from the Government; all driven by the payments system.

Streeva's data overlay network is a platform for governments, payment providers and organisations to enable new services built upon payment data without compromising privacy.

Streeva is focusing to create a world-leading data overlay network that can help the UK economy by automating services surrounding payments."

#### Schedule 4 (Tender)

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2.5.10	E3.3 - Contract 3	"University of Exeter Business School (DEAS)
	E3.3.1 Customer Organisation Name	
	E3.3.2 Customer contact name, phone number and email, position in organisation	
	E3.3.3 Contract/Order/Assignment/Start date	Senior Research Fellow
	E3.3.4 Contract/Order/Assignment/Completion date	
	E3.3.5 Contract/Order/Assignment Value	Start: February 2022
	E3.3.6 Brief description of contract including evidence as to your technical capability in this market. (max 500 words)	End: March 2022 
		Description Development of a Smart Vat prototype. Generating the requirements and implementing a block chain solution within just 2 sprints (4 weeks)."
2.5.11	E3.4 If you cannot provide at least one example, please briefly explain why (100 words max)	x

#### **Schedule 4 (Tender)**

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2.5.13 E4.1 Please provide a brief overview of your organisation or an organisational chart which best demonstrates your ability to provide the goods and/or services required making reference to the numbers of personnel, critical personnel, site locations and facilities that will be utilised, including consortia members or named sub-contractors where they will directly deliver any of the requirements stated in the specification. (An organisational chart may be added as an attachment in response to this question).

Streeva is a 8 person Fintech based in the UK. All remote working.

We have a proven track record of delivering highly innovative payment linked tax solutions. The team has successfully delivered both internal and external projects

#### **Schedule 4 (Tender)**

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- 2.5.14 E4.2 Please describe your current capacity levels, including the capacity of consortia members and/or sub-contractors where relied upon, which directly relate to the delivery of the requirements stated in the specification. Where minimum Technical Capacity requirements are stated in the contract notice (ability to cover both Card and Non-Card payments), please confirm how you will be able to comply with the minimum requirement, making reference to the capacity of consortia members and/or sub-contractors where relied upon to meet the minimum capacity requirement.

We are not performing any current external development contracts and have the internal resourced to deliver this contract.

We have a good understanding of the technical messaging of ISO8583 and have been involved in ISO20022 work with Pay.UK previously. To ensure there are no gaps in the understanding of card and non-card payments, we have budgeted to access experts in each payment method. We have contacts into payment networks and so do our subcontracted partners, EY and Public.io

We have been assured that our sub-contractors have the capacity required to deliver.

## Schedule 4 (Tender)

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- 2.5.15 E4.3 Please provide details of any quality management or quality assurance systems that are used, or are planned to be used, within your organisation that relate to, and will ensure the quality of, the provision of goods and/or services detailed in the specification.

Our organisation is committed to maintaining the highest standards of quality and security, particularly for our software solutions. We utilise a robust and comprehensive Quality Management System (QMS) that is ISO 27001 certified.

ISO 27001 Certification: As part of our commitment to providing secure and reliable software solutions, we have achieved ISO 27001 certification. ISO 27001 is the international standard that provides the specification for a best-practice information security management system (ISMS). This demonstrates our robust approach to information security, and by extension, the quality and reliability of our software solutions.

Our ISMS encompasses a risk management process that includes people, processes, and IT systems, addressing both information security and data protection. By following this standard, we can assure clients of the security, integrity, and availability of their information.

Behaviour Driven Development (BDD) with Gherkin: We utilise Gherkin syntax for Behaviour Driven Development (BDD) which helps us to understand the application's behaviour from the end user's perspective. Gherkin's Given/When/Then syntax allows us to define the software's behaviour in readable and understandable language for everyone involved in the development process. This enables us to create test cases directly from user stories, ensuring that our software meets all the required specifications and behaves as expected in various scenarios.

Agile Assurance Framework: We employ an Agile Assurance Framework, which facilitates the creation

of formal models, thereby adding rigour to the requirements and enabling a swift turnaround of system models. This strategy refines the requirements and provides a practical, user-centric method to confirm their functionality prior to initiating development. When combined with our Behaviour Driven Development approach, we can guarantee comprehensive testing and validation of all requirements against the anticipated outcomes outlined in our user stories. The end result is a significant enhancement in the efficiency of our engineering resources, thereby providing the buyer with the assurance that the delivered product will meet their specifications.

**Peer Code Reviews:** As part of our commitment to maintaining high standards of code quality, all code is peer reviewed before being accepted into the codebase. This practice promotes knowledge sharing, reduces the likelihood of bugs or errors, and encourages adherence to coding standards and best practices.

**Quality Assurance in Software Development:** Our Quality Assurance practices include unit testing, integration testing, and end-to-end system testing. We also follow a continuous integration/continuous deployment (CI/CD) strategy to ensure rapid, regular, and reliable software deliveries.

**Customer Feedback and Continuous Improvement:** We continually seek feedback from our clients and use this to drive continuous improvement within our organisation. This enables us to tailor our software solutions to meet the unique needs of our clients and to adapt quickly to any changes in requirements.

**Future Plans:** As part of our continuous improvement

process, we regularly review and update our QMS to align with evolving industry best practices and standards. We are also in the process of implementing an improved user acceptance testing (UAT) process to better involve our clients in the software development process, and ensure that our solutions meet their needs more effectively.

In conclusion, our ISO 27001 certification, Behaviour Driven Development practices, Agile Assurance Framework, peer code review practices, comprehensive QA practices, customer feedback mechanisms, and commitment to continuous improvement, ensure the quality of our software solutions and our ability to meet the specifications outlined in this bid.



#### **Schedule 4 (Tender)**

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- |        |  |    |
|--------|--|----|
| 2.5.20 | E6.1 In the last three years, has any finding of unlawful discrimination been made against your organisation by an Employment Tribunal, an Employment Appeal Tribunal or any other court (or in comparable proceedings in any jurisdiction other than the UK)?                     | No |
|        |  |    |
| 2.5.21 | E6.2 In the last three years, has your organisation had a complaint upheld following an investigation by the Equality and Human Rights Commission or its predecessors (or a comparable body in any jurisdiction other than the UK), on grounds or alleged unlawful discrimination? | No |

#### Schedule 4 (Tender)

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- 2.5.22 E6.3 If you have answered “yes” to E6.1 and/or E6.2 above, in response to this question please provide a summary of the nature of the investigation and an explanation of the outcome of the investigation to date. . x
- If you need to provide additional information in response to this question, please attach an appendix If the investigation upheld the complaint against your organisation, please use the Appendix to explain what action (if any) you have taken to prevent unlawful discrimination from reoccurring. You may be excluded if you are unable to demonstrate to the Contracting Authority's satisfaction that appropriate remedial action has been taken to prevent similar unlawful discrimination reoccurring. If you need to provide additional information in response to this question, please attach an appendix If the investigation upheld the complaint against your organisation, please use the Appendix to explain what action (if any) you have taken to prevent unlawful discrimination from reoccurring.
- You may be excluded if you are unable to demonstrate to the Contracting Authority's satisfaction that appropriate remedial action has been taken to prevent similar unlawful discrimination reoccurring.

#### Schedule 4 (Tender)

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- |        |   |  |
|--------|---|--|
| 2.5.23 | E6.4 If you use sub-contractors, please describe what, if any, processes you have in place to check whether any of the above circumstances apply to these other organisations?  | We have asked each subcontractor if any above circumstances apply and they confirmed they don't. |
|        |   |  |
| 2.5.28 | E8.1 Has your organisation been convicted of breaching environmental legislation, or had any notice served upon it, in the last three years by any environmental regulator or authority (including local authority)?<br>If your answer to the this question is "Yes", please provide details in a separate Appendix of the conviction or notice and details of any remedial action or changes you have made as a result of conviction or notices served.<br>The Contracting Authority will not select bidder(s) that have been prosecuted or served notice under environmental legislation in the last 3 years, unless the Contracting Authority is satisfied that appropriate remedial action has been taken to prevent future occurrences/breaches. | No   |

#### **Schedule 4 (Tender)**

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2.5.29 E8.2 If you use sub-contractors, please describe what, if any, processes you have in place to check whether any of these organisations have been convicted or had a notice served upon them for infringement of environmental legislation?

We have asked each subcontractor if any above circumstances apply and they confirmed they don't.

2.5.31 E9.1 Please self-certify that your organisation has a Health and Safety Policy that complies with current legislative requirements.

We do have a Health and Safety Policy that complies with current legislative requirements.

#### **Schedule 4 (Tender)**

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- |        |   |  |
|--------|---|--|
| 2.5.32 | E9.2 Has your organisation or any of its Directors or Executive Officers been in receipt of enforcement/remedial orders in relation to the Health and Safety Executive (or equivalent body) in the last 3 years? If your answer to this question was “Yes”, please provide details in a separate Appendix of any enforcement/remedial orders served and give details of any remedial action or changes to procedures you have made as a result.<br>The Contracting Authority will exclude bidder(s) that have been in receipt of enforcement/remedial action orders unless the bidder(s) can demonstrate to the Contracting Authority’s satisfaction that appropriate remedial action has been taken to prevent future occurrences or breaches. | No   |
|        |   |  |
| 2.5.33 | E9.3 If you use sub-contractors, do you have processes in place to check whether any of the above circumstances apply to these other organisations?   | We have asked each subcontractor if any above circumstanced apply and they confirmed they don't. |

#### **Schedule 4 (Tender)**

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- 2.5.36 Please see attached HMRC's accessibility evidence questionnaire document. Please respond to each question in the document and attach your completed copy, along with any supporting documents requested, as part of your tender submission.  
HMRC are required to ensure all digital services/products purchased and/or operated by HMRC meet public sector accessibility regulations.  
The accessibility questionnaire should therefore be answered in relation to any product(s) or service(s) you intend to provide through a web browser, desktop application or mobile application, that will be used as part of any contract resulting from this procurement exercise.  
Please respond "Yes" to confirm you have attached a completed version of the accessibility questionnaire.
- Yes

#### Schedule 4 (Tender)

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##### 2.6 FORM F - Declaration

- |       |   |                               |
|-------|---|-------------------------------|
| 2.6.2 | F1.1 Please declare that to the best of your knowledge that all of the information you have provided in response to FORM A - FORM E questionnaires are correct. Please confirm that you understand that the information will be used in the selection process to assess your organisation's suitability to be invited to participate further in this procurement. | Yes, I confirm and understand |
|       |   |                               |
| 2.6.3 | F1.2 Please confirm that you understand that the Contracting Authority may reject your submission if there is a failure to answer all relevant questions fully or if you provide false/misleading information.  | I understand                  |

#### Schedule 4 (Tender)

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- 2.6.4 F1.3 Are you aware of any conflict of interest (COI), including those detailed within The Public Contracts Regulations 2015 Regulation 24, that could arise due to the bidding organisation's participation in the procurement procedure? Please respond either "Yes" or "No".  
If yes, please also provide details of the COI and describe your proposals for mitigating such a conflict.  
HMRC will look to remedy any COI without excluding the bidder from the procurement process wherever possible. HMRC does however reserve the right to exclude the bidder from this procurement process where such a COI cannot be remedied by other means, to the satisfaction of HMRC.  
Withholding knowledge of a COI may result in disqualification from the tender exercise. Once a contract is awarded, the supplier still has a continuing obligation to make HMRC aware of any new conflicts and to maintain where necessary any mitigating actions.
- No



#### Schedule 4 (Tender)

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- |       |   |   |
|-------|---|---|
| 2.6.5 | F1.4 Using a selection from the list provided, please confirm that this is a bona fide tender, intended to be competitive and that you have not fixed or adjusted the amount of the tender or the rates and prices quoted by or under or in accordance with any agreement or arrangement with any person. | We confirm that this is a bona fide tender. |
|       |   |   |
| 2.6.6 | F1.5 Please confirm that you assured the content of your response and checked that all the latest versions of the documents have been attached to the relevant question where required.   | Yes   |
|       |   |   |
| 2.6.7 | F1.6 As part of the governance process in your organisation, if authorisation is needed for the content of your tender response to be approved prior to submission, please provide the person's name and role in your organisation who provided the authorisation.  | None required                               |

### 3 Award Questionnaires

#### Schedule 4 (Tender)

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3.1	Award Criteria - Social, Environmental and Innovative Characteristics	
3.1.3	1.1 Please confirm that prior to providing a response to any of the award criteria questionnaires/questions, you have read and taken into account all of the information contained in the Tendering Instructions document attached to this event, and in the case of an incumbent provider that special attention has been paid to Section 8 (Conditions of Tender).	I confirm
3.1.4	1.2 As per the Tendering Instructions, Section 15, Publication of Contract Award, please acknowledge that you are aware that there is an obligation for the final contracts to be published. Please provide details of any aspect of your Tender Response which should not be made public and provide the reasons as why you believe such redactions should be applicable.	I am aware and no redactions are needed.

## Schedule 4 (Tender)

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- 3.1.7 3.1 Please provide details of the level of commitment you will give to supporting our Sustainable Procurement Strategy, including providing details of the person(s) within your organisation who will be responsible for the elements of the Sustainable Procurement Strategy listed in this Section 3.

"Streeva is a fully remote software company, so with this we already have a low carbon footprint. Currently we hold all meetings virtually to reduce the need for commuting and minimise carbon emissions and utilise video conferencing tools and project management software to facilitate remote collaboration.

Our systems are cloud based enabling more energy-efficient and scalable solutions and processes which in turn significantly reduces the need for physical infrastructure and hardware. Company documentation and communication is predominantly digital, we encourage the use of digital signatures with external companies and use online collaboration tools.

We already have sustainable practices in place but we are keen to implement further commitments over and beyond the period of the contract. With the small resources we have, we would need to implement a manageable, realistic approach which we can build upon as our company grows. This would be an ongoing process, being regularly assessed.

There are a number of elements that we can improve on and we would commit to during the period of the contract.

- For new office equipment we will prioritise energy-efficient devices such as computers, monitors, and servers.
- Purposely prioritise suppliers and partners that share similar commitments to sustainability.
- Encourage employees to take advantage of government grants to make their homes more energy efficient.

Streeva's COO, [REDACTED] will be the person responsible for the elements of sustainability within Streeva.  
"

#### **Schedule 4 (Tender)**

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3.1.8 3.2 HMRC strategy is to provide support to Small and Medium sized Enterprises (SME's), which are defined as having up to 249 employees, a turnover of less than £50M; and balance sheet total assets of less than £5.6M. HMRC expect SME and non-SME suppliers to drive use of SME's within their supply chain wherever possible to deliver Value for Money (VfM). Please provide a statement as to whether you are an SME or not and the extent to which SME's are used in your existing supply chain and specially how they will be used in relation to the delivery of goods and or services subject to this tender.

Streeva is an SME and so is Public.io.

#### Schedule 4 (Tender)

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- 3.1.9 3.3 Please describe your approach/policy towards Economic Regeneration and Workforce skills including extending your approach/policy to subcontractors where appropriate, making specific reference to how you will; a) Participate in community projects; b) Commit to taking into your workforce young unemployed people; c) Consider employing apprentices within your organisation including apprenticeships in administrative roles; and d) Ensure that all employees working on Government contracts are given access to training for basic skills and sources of employment advice.

"At Streeva, we have implemented a four-day work week, primarily working from Monday to Thursday. We actively encourage our team to utilise their additional day off to enhance their work-life balance and engage in school and community projects.

Furthermore, we would be committed to hiring young individuals at the junior and apprentice levels, which we have done in the past. Our goal would be to cultivate their workforce skills internally. Offering entry-level positions, equipping them with valuable skills and providing them with employment opportunities in a rapidly growing sector. Focusing on delivering on-the-job training and mentoring to support the growth and long-term employability of young individuals.

Additionally, for new employees assigned to government contracts, we would offer access to basic skills training. and collaborate closely with relevant government agencies and organisations to ensure our employees benefit from comprehensive support.

Through the implementation of these policies and approaches, we aim to make a positive contribution to economic regeneration, empower the local workforce, and encourage the development of crucial skills within our organisation and the wider community."

## Schedule 4 (Tender)

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- 3.1.10 3.4 Please describe your approach to opportunities which allows you to stimulate innovation to help deliver sustainable Value for Money (VfM) outcomes. Specifically, please make reference to how you will;
- a) Notify and challenge us to use a better VfM solution if it becomes available;
  - b) Commit to working with us to achieve continuous improvement, to foster innovation and meet future government targets as they arise;
  - c) promote innovation which will improve the efficiency or effectiveness of the service in the long term;
  - d) promote honesty to inform us of any barriers or problems there might be to implementing innovation;
  - e) Consider joining schemes to bring together buyers and sellers of innovative ideas and products; and
  - f) Link innovation explicitly to Value for Money (VfM)

"If we were to be successful, we would adopt the following approach to opportunities, stimulating innovation to deliver sustainable Value for Money outcomes:

a) Notifying and Challenging HMRC for Better VfM Solutions:

We will proactively notify HMRC of any emerging VfM solutions that could potentially enhance their operations. Additionally, we will actively challenge HMRC to consider these solutions, demonstrating their potential benefits in terms of cost-effectiveness, efficiency, and improved outcomes. By engaging in an inclusive constructive dialogue, we aim to encourage HMRC to explore and adopt better VfM solutions as they become available.

b) Committing to Continuous Improvement and Future Targets:

We will establish a collaborative partnership with HMRC, committing to working together to achieve continuous improvement and foster innovation. By actively engaging with HMRC's evolving requirements and targets, we will adapt our solutions to meet their needs effectively. Our aim is to stay aligned with future government targets as they arise, providing innovative solutions that contribute to improved VfM outcomes.

c) Promoting Innovation for Long-Term Efficiency and Effectiveness:

We will actively promote and drive innovation within Streeva, focusing on solutions that enhance the efficiency and effectiveness of HMRC's services in the long term. This would involve us leveraging emerging technologies, continually adopting best practices and processes, and continue to make improvements that streamline operations and

optimise resource utilisation. Our commitment to innovation will be aimed at achieving sustainable VfM outcomes.

d) Promoting Honesty in Identifying Barriers and Problems:

We will maintain a transparent and honest relationship with HMRC, proactively informing them of any barriers or challenges that may arise during the implementation of innovative solutions. By openly communicating potential issues, we can collaboratively address and overcome them, ensuring the successful adoption and integration of innovative practices. This inclusive approach will encourage a culture of trust and partnership.

e) Considering Participation in Innovative Schemes:

We will explore opportunities to join schemes that bring together buyers and sellers of innovative ideas and products. By actively participating in such initiatives, we can broaden our network, gain exposure to new ideas and technologies, and potentially collaborate with other stakeholders in delivering innovative solutions. This inclusive proactive engagement will help us stay at the forefront of technological advancements and maximise the value we can provide to HMRC.

f) Linking Innovation Explicitly to Value for Money:

Throughout our collaboration with HMRC, we will explicitly link innovation to the concept of Value for Money. Our solutions will be designed to deliver measurable improvements in terms of cost-effectiveness, efficiency, and quality of outcomes. By demonstrating the direct correlation between innovation and VfM, we aim to provide tangible evidence of the benefits Streeva can bring to HMRC's operations.



By adopting these approaches, Streeva can effectively stimulate innovation, contribute to sustainable VfM outcomes, and maintain a collaborative partnership with HMRC in the pursuit of continuous improvement and long-term success.

"

## Schedule 4 (Tender)

Crown Copyright 2020

- 3.1.11 3.5 Please describe your environmental policy making specific reference to how environmental considerations are integrated into your organisations activities and how you engage with various fair and ethical trade organisations such as Fairtrade and Rainforest Alliance to identify fair and ethical trade opportunities.

"At Streeva, everything we build and develop is designed to have a minimal impact on the environment. We have already implemented sustainable practices to minimise our environmental impact. All our meetings are conducted virtually, reducing the need for commuting and minimising carbon emissions. We utilise video conferencing tools and project management software to facilitate remote collaboration, enabling efficient communication and reducing the need for physical travel. Company documentation and communication is managed digitally, we encourage the use of digital signatures with external companies and use online collaboration tools.  
As the company grows we would look to maintain a zero environmental impact.

Our largest supplier Microsoft have environmental commitments which are as follows: We work to ensure that technology is inclusive, trusted, and increases sustainability. In 2020, we announced our sustainability commitments and detailed plans for working towards a more sustainable future.

Carbon negative

By 2030, we'll be carbon negative, and by 2050, we'll remove our historical emissions since our founding in 1975.

Water positive

By 2030, we'll be replenishing more water than we use.

Zero waste

By 2030, we'll have zero waste across our direct waste footprint.

Protect and preserve ecosystems

We'll protect more land than we use by 2025 and build a Planetary Computer.

"

## Schedule 4 (Tender)

Crown Copyright 2020

- 3.1.12 3.6 Please provide details of how you will contribute towards the targets as set out by Government in the 'Greening Government Commitment' document <https://www.gov.uk/government/publications/greening-government-commitments-targets/greening-government-commitment-targets#reduce-greenhouse-gas-emissions-by-25-from-a-2009-to-2010-baseline-from-the-whole-estate-and-business-related-transport> making specific reference to whether you currently, or you will in the future;
- a) Monitor, document and report on year on year greenhouse gas emissions and where applicable, what reduction you have achieved, from a 2009 to 2010 baseline, from your business premises and business related transport;
  - b) Monitor, document and report the amount of waste you generate and where applicable, what reduction you have achieved, from a 2009 to 2010 baseline;
  - c) Monitor, document and report your water consumption and where applicable, what reduction you have achieved from a 2009 to 2010 baseline; and
  - d) Deploy policies to ensure your organisation buys more sustainable and efficient products and/or services, and engages with its suppliers to understand and reduce the impacts of its supply chain.

"Streeva is a fully remote software company, which inherently contributes to a low carbon footprint. We have already implemented sustainable practices to minimise our environmental impact. All our meetings are conducted virtually, reducing the need for commuting and minimising carbon emissions. We utilise video conferencing tools and project management software to facilitate remote collaboration, enabling efficient communication and reducing the need for physical travel.

To align with the targets set out by the Government in the 'Greening Government Commitment' document, we will implement the following commitments:

### Monitoring and Reporting Greenhouse Gas Emissions:

We are fully remote working without a business premise. As a company, we very rarely travel internationally. When there is a need for national travel, the method of transport is either train or Electric vehicle.

We believe our minimal travel contributes very little to Greenhouse gas emissions. As the company expands and travel increases then we would look into monitoring our emissions from our business-related transport.

### b) Monitoring and Reporting Waste Generation:

The majority of Streeva's company documentation and communication is digital, we encourage the use of digital signatures with external companies and use online collaboration tools.

### c) Monitoring and Reporting Water Consumption:

As a fully remote working culture, we do not track usage within a business premises but we would

definitely implement and encourage employees to use best at home practices. By monitoring employees at home water usage, we can identify opportunities for conservation and implement good practices to reduce water consumption.

d) Deployment of Sustainable Procurement Policies and Supplier Engagement:

We will deploy policies to ensure that our organisation prioritises the procurement of sustainable and efficient products and services. This includes considering factors such as energy efficiency, environmental certifications, and ethical sourcing. We will actively engage with our suppliers to understand and reduce the environmental impacts of our supply chain. By working closely with our suppliers, we aim to promote sustainability throughout our procurement process.

By incorporating these commitments, we contribute to the targets outlined in the 'Greening Government Commitment' document. Our focus is on continuous improvement and taking responsible actions that positively impact the environment."

#### Schedule 4 (Tender)

Crown Copyright 2020

- 3.1.13 3.8 As per the practical advice provided in Cabinet Office Procurement Policy Note 01/15, Central Government departments must comply with Article 6 of the Energy Efficiency Directive when purchasing products and services and purchasing or renting buildings as referred to in as per Cabinet Office Procurement Policy Note 07/14 dated 3rd June 2014 [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/316683/PPN\\_07-14\\_implementing\\_article\\_6\\_of\\_the\\_energy\\_efficiency\\_directive.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/316683/PPN_07-14_implementing_article_6_of_the_energy_efficiency_directive.pdf) Please confirm that you have read and understood the directive as set out above and describe, where applicable, how you will ensure the requirements will be met in respect of any goods, services and/or accommodation you intend to procure in relation to the provision of the goods and/or services which are the subject of this tender.

"Confirmed that we have read and understand the directive.

When purchasing products and services, we will take into consideration the energy efficiency of the goods and services we procure and look to prioritise those that meet energy efficiency standards. For suppliers, we would request information regarding their energy efficiency practices.

"

#### **Schedule 4 (Tender)**

Crown Copyright 2020

- |        |   |           |
|--------|---|-----------|
| 3.1.15 | 4.1 As per Cabinet Office Procurement Policy Note 05/15, please confirm that you will ensure you pay all undisputed invoices, submitted by any subcontractors you utilise during the term of this contract, within 30 days.   | Confirmed |
|        |   |           |
| 3.1.17 | 5.1 All supplies should note that HMRC is now operating an SAP Ariba Buying and Invoicing platform (internally badged as myBUY) – therefore all suppliers will be obliged to receive Purchase Orders from, and transact invoices back to, HMRC over the Ariba network. Please confirm that if successful you will register with HMRC on the Ariba Network with an Ariba Enterprise account. | Confirmed |

#### Schedule 4 (Tender)

Crown Copyright 2020

- 3.1.19 6.1 Please describe the governance procedures that exist in your organisation that help to assure the prevention of fraud and/or corruption.

"At Streeva we conduct Anti-Money Laundering checks on all new shareholders and criminal and background checks on all new employees as part of our governance procedures. These checks help to ensure the safety and integrity of the workplace, prevent fraudulent activities, and comply with legal and regulatory requirements.

We engage the services of a reputable third-party provider, ensuring that the provider is compliant with relevant data protection laws and has a track record of accuracy and reliability.

We are accredited with ISO 27001, ISO 22301.

Regulated as an AISP by the FCA and maintains cyber essentials. We handle personal data in accordance with the General Data Protection Regulation (GDPR) and other applicable data protection laws. Safeguard the information securely, only share it with authorised personnel on a need-to-know basis, and ensure it is retained for the required period and disposed of appropriately.

We educate new employees about the organisation's policies, procedures, and reporting channels.

Conduct daily morning stand ups with the whole company and have a standing agenda item in board meetings addressing any or no concerns, risks to fraud and/or corruption.

"

#### Schedule 4 (Tender)

Crown Copyright 2020

- 3.1.20 6.2 Please provide full details of your management approach to equal opportunities, diversity etc. and describe how it will be carried out in practice by relating it to the Client's requirements. Where possible provide copies of any formal policy documents/operating manuals and make reference to three paragraphs from the documents which you believe will be most relevant to the Client's requirements. (In relation to this question attachments may be used to support the answer but attachments must not be used to answer the question in its entirety)

"At Streeva, we strongly believe in the value and importance of equal opportunities and diversity in our team. We recognise that a diverse workforce, consisting of individuals with different backgrounds, expertise, personalities, talents, ideas, and opinions, is crucial for our success and the development of our products. We encourage an inclusive work environment where everyone feels welcomed, valued, and can be their authentic selves. Our approach to equal opportunities and diversity is integral to our core values and is reflected in our management practices.

In the past we have had trouble hiring diverse profiles. We noticed no flaws in our hiring process which would lead to favouring a certain type of profile. We did notice that the 'pools' in which we are hiring (operations and tech) are dominated by a certain profile which could explain this trend.

To ensure equal opportunities and promote diversity, we have implemented specific strategies and actions. Below are 3 paragraphs from our internal policies.

Encouraging Diverse Applicants: In our job postings, we explicitly emphasise our commitment to diversity and invite individuals with different backgrounds to apply. We aim to create an inclusive workforce where diversity is celebrated and appreciated. Our final remarks in job postings explicitly state that we value diverse perspectives and encourage candidates who think or look differently to apply.

Ensuring Equal Pay: We are dedicated to maintaining equal pay for all employees. Our commitment to equal pay reflects our commitment to fairness and equality in the workplace.



Tracking Basic Data: We track data related to diversity within Streeva. This includes gathering information on demographics, such as age, gender, ethnicity, and other relevant metrics. This data helps us identify any gaps or imbalances and informs our efforts to promote equal opportunities and diversity.

#### Schedule 4 (Tender)

Crown Copyright 2020

- 3.1.21 6.3 Please provide details of how you ensure all staff have awareness training in Equality and Diversity.

"We believe being inclusive is important because it fits our core values of wanting to be a great place to work and really caring for each other. A place where people feel welcome and can be themselves. Inclusivity is crucial to our work environment and culture.

We have a company Diversity and Inclusion policy which all employees read through and have access to at all times. We ensure all new employees share the same values on Diversity and Inclusion as we do as a company.

Our largest supplier Microsoft is committed to Diversity and Inclusion: Our mission is deeply inclusive: empower every person and every organisation on the planet to achieve more. Each of us—no matter what level, role or function—plays an active role in helping us innovate for inclusion so that everyone can bring all of who they are and do their best work.

As our company grows, we would continue to focus on Equality and Diversity preventing discrimination, and embracing diversity in the workplace.

"

## Schedule 4 (Tender)

Crown Copyright 2020

- 3.1.22 6.4 Please describe how you ensure that your Equality and Diversity agenda and policies are communicated throughout your supply chain.

"Both Streeva and PUBLIC are deeply committed to the five foundational principles of good work outlined in the UK Government's Good Work Plan: satisfaction; fair pay; participation and progression; well-being, safety and security; and voice and autonomy. Our ethical approach to work and collaboration extends to our supply chain, aligning with our overall vision and mission. We diligently ensure that our suppliers adhere to these principles.

To assess compliance with these foundational principles, we annually conduct a survey using a Likert Scale questionnaire. This survey is administered to a random subset of our supply chain, becoming our primary tool for assessing compliance with the Good Work Plan. The survey's design reflects key indicators for each principle, capturing nuanced information about each supplier's approach to good work.

For instance, to assess a company's alignment with the 'Well-being, safety and security' principle, we might pose the following statement for respondents to rate their agreement on a scale of 1-10 (1 being 'strongly disagree' and 10 being 'strongly agree'):

'This company recognises the connection between physical and mental health, and provides sufficient support for its employees' mental health.'

Similarly, to gauge the principle of 'Voice and autonomy,' we might ask respondents to rate their agreement with:

'This company provides its employees with accessible avenues to vocalise any concerns, problems, or barriers they may be facing to develop their skills.'

The qualitative data obtained from these survey responses provide valuable insights into the actual impact of the foundational principles within each

company, beyond mere commitment. Analysing this data allows us to determine the percentage of companies within our supply chain that are living out these principles in practice. This comprehensive approach ensures that we promote and sustain good work principles throughout our supply chain."

#### Schedule 4 (Tender)

Crown Copyright 2020

- 3.1.23 6.5 Please provide full details of your management approach to health & safety and describe how it will be carried out in practice by relating it to the Client's requirements. Where possible provide copies of any formal policy documents/operating manuals and make reference to three paragraphs from the documents, which you believe will be most relevant to the Client's requirements. (In relation to this question attachments may be used to support the answer but attachments must not be used to answer the question in its entirety)

"Streeva conducts daily check-ins and bi-weekly team meetings where employees can highlight any potential Health and Safety issues or concerns.

Three paragraphs taken from Streeva Health and Safety policies.

Work equipment selection and maintenance  
All work equipment provided by Streeva for use at work shall be:

Suitable for intended use  
Safe for use, maintained in a safe condition and, in certain circumstances , regularly inspected  
Used only by people who have received adequate information, instruction and training, and accompanied by suitable safety measures, e.g protective devices, markings, warnings,.

All equipment used must be maintained in a safe condition and in good repair. Where necessary, equipment shall be inspected to ensure that it is safe for use without risk of injury or damage and appropriate records shall be kept up to date.

The use of any equipment that is not owned by Streeva must be authorised in advance.

We carry out general at home workplace risk assessments periodically. The purpose is to assess the risks to health and safety of employees, to identify any measures that need to be taken to control those risks.

If you use a computer screen or other display screen equipment (DSE) as a significant part of your work, you are entitled to a workstation assessment and regular eyesight tests by an optician at our expense.

Streeva has employee Private Health insurance for all employees.  
"

#### Schedule 4 (Tender)

Crown Copyright 2020

3.1.25 7.1 Sid4Gov is an initiative that has been developed to create a single supplier registration portal that will provide Government buyers with a single place to access supplier related information in support of market engagement and procurement processes. Further details can be found at <https://sid4gov.cabinetoffice.gov.uk/>  
HMRC requires all suppliers to register for Sid4Gov. Please confirm if you have already registered or will commit to registering on the Sid4gov portal should you be successful.

We will register should we be successful

3.2 Award Criteria - Technical Merit - Schedule 2.1 (Services Description)

#### **Schedule 4 (Tender)**

Crown Copyright 2020

- 3.2.1 Please describe your design philosophy for the solution (for example, you may indicate the technology on which the solution is based, i.e., blockchain) as per the core requirements and reporting requirements detailed within Sections 3 & 5 of the specification document. Your response should describe how this philosophy achieves the requirements in the specification and the associated benefits, risk and limitations which you identify with this philosophy.
- Max 4 pages + attachments (note attachments should be diagrams or illustrations only)
- Attached

- 3.2.2 Please describe your proposed approach to architecture and design, using diagrams and process flows to show how the concept will be put together (using industry standard notation). Your response should also detail how your solution would conform with general software design principles, for example, the proposed use of programming language, the proposed software design concept and its extensibility.
- Max 2 pages + attachments
- Attached



#### **Schedule 4 (Tender)**

Crown Copyright 2020

- 3.2.3      How will your proposed approach ensure the capture and recording of payment data which enables the following without impacting on Parts 1 - 4 of the Core requirements:
- Attached
- i) the separated portions of a split to be brought back together if needed (such as to support payment refunds, reversals and chargebacks), and
  - ii) HMRC to associate a tax split with the tax liable person or business entity
- Your response should also explain the benefits of this approach over other possible approaches to this problem.  
Max 2 pages + attachments

#### **Schedule 4 (Tender)**

Crown Copyright 2020

- |       |  |          |
|-------|--|----------|
| 3.2.4 | Describe your approach to meet all of the Phase 1 requirements (keeping in mind the need to also comply with the core requirements) as detailed in Section 4.2 of the specification document (keeping in mind the need to also comply with the core requirements). Your response should explain how you plan to identify the following within your solution:- buyer residency- seller location- transaction purpose<br>Your response should also include any necessary assumptions.<br>Max 3 pages + attachments | Attached |
|       |  |          |
| 3.2.5 | Following your response to Q3.2.4, describe your approach to meet all of the Phase 2 requirements as detailed in Section 4.3 of the specification document. Your response should explain how you plan to:<br>- use compliance status information- capture a payment before it leaves the UK's jurisdiction<br>Your response should also include any necessary assumptions.<br>Max 3 pages + attachments  | Attached |

#### **Schedule 4 (Tender)**

Crown Copyright 2020

- 3.2.6      Following your response to Q3.2.5, describe your approach to meet all of the Phase 3 requirements as detailed in Section 4.4 of the specification document. Your response should explain how you plan to go beyond existing payments messaging data (including Level III card data) to identify:
- where a buyer is physically stood- place of consumption- good's location at time of sale
- Your response should also include any necessary assumptions.
- Max 4 pages + attachments
- Attached

- 3.2.7      Please provide timescales for delivery for Phase 1 which adhere to the required timelines detailed in Section 4.2 of the specification document. Your response should also explain what measures will be introduced to ensure these timescales will be adhered to.
- Max 2 pages + attachments (gant chart)
- Attached

#### **Schedule 4 (Tender)**

Crown Copyright 2020

- |       |  |          |
|-------|--|----------|
| 3.2.8 | Please provide timescales for delivery for Phase 2 which adhere to the required timelines detailed in Section 4.3 of the specification document. Your response should also explain what measures will be introduced to ensure these timescales will be adhered to. | Attached |
|-------|--|----------|

Max 2 pages + attachments (gantt chart)

- |       |  |          |
|-------|--|----------|
| 3.2.9 | Please provide timescales for delivery for Phase 3 which adhere to the required timelines detailed in Section 4.4 of the specification document. Your response should also explain what measures will be introduced to ensure these timescales will be adhered to. | Attached |
|-------|--|----------|

Max 2 pages + attachments (gantt chart)

#### **Schedule 4 (Tender)**

Crown Copyright 2020

- 3.2.10 Please provide a resource profile detailing your proposed team composition including the staffing level and the monthly number of days per team member for each phase.  
This resource profile should: i) Align with the delivery timescales provided for each phase (i.e. your responses to Q3.2.7 - Q3.2.9) ii) Align with the staff roles/grades provided in your cost model iii) Exclude any information regarding costs (such as day rates)  
Max 1 page + attachment (gant chart) Attached

- 3.2.11 Please outline how your organisation's skills, experience and knowledge have been used to meet a similar requirement to the scope of HMRC's required services and, based on this, explain why you believe you have the right capability, competence and innovative approach to achieve HMRC's requirement as detailed within the specification document. You may provide a relevant case study to further support your response, however this is not mandatory.  
Max 2 pages Attached

#### **Schedule 4 (Tender)**

Crown Copyright 2020

3.2.12 Please provide a summary of your proposed key personnel and demonstrate: Attached

- i) how they will each contribute to the successful output of the proof of concept and
- ii) how their skills and experience make them suitable for supporting the delivery of the requirements stated with the specification document.

To support your description, please provide a curriculum vitae (CV) for each proposed key person, including information relevant to the foregoing, as well as their status within the organisation, proposed project role and area of expertise. Each CV should not exceed one page.  
Max 2 pages + attachments

3.3 Award Criteria - Technical Merit - Management Activity

**Schedule 4 (Tender)**

Crown Copyright 2020

3.3.2	Please confirm you have read and understood the Contractor's (Supplier's) responsibilities as set out in Schedule 4.1	Yes
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## Schedule 4 (Tender)

Crown Copyright 2020

- 3.3.4 C1 (b) Please describe how you will ensure the Client has access to all relevant documentation for the purposes of commercial and security assurance, risk assessment, procedures etc

"To ensure an effective and seamless documentation exchange, we propose the following approach:

Project Initiation Workshop: At the start of the project, we will facilitate an interactive workshop involving key client stakeholders. The primary objective of this workshop is to align both our teams on critical aspects such as communication and collaboration protocols, check-in schedules, key performance metrics, risk escalation procedures, points of contact, as well as methods for lodging complaints and providing feedback.

Documentation Storage and Access: We recognise that HMRC will have its preferences when it comes to accessing documentation. As such, we will work collaboratively to identify and agree on the most appropriate solution, be it a shared Google Drive or Box Drive, or hosting the documentation on a secure, dedicated webpage.

Security Assurance: Confidentiality and data security are of paramount importance to us. All documents will be securely stored, with access restricted to authorised personnel only. We will also ensure that our practices for document storage and sharing align with HMRC's standards for data privacy and protection.

Regular Reviews and Updates: We will regularly review and update all documentation to ensure it accurately reflects the project's current status. Additionally, we'll engage HMRC regularly to review these documents, seek feedback, and action any necessary changes.

By adopting this approach, we aim to cultivate an



open and transparent working relationship with HMRC."

#### **Schedule 4 (Tender)**

Crown Copyright 2020

- 3.3.5 C1 (d) Please describe how you will ensure the Client has access to a Contractor representative at all times during working hours (Mon - Fri 08:00 to 18:00)

"In order to maintain uninterrupted access to a contractor representative during working hours (Monday to Friday, 08:00 to 18:00), we propose the following measures:

Dedicated Communication Channels: We will establish dedicated communication channels on platforms such as Microsoft Teams or Slack, enrolling all key project stakeholders. This will facilitate quick queries and real-time responses.

Email Communication: Where use of the aforementioned platforms is impractical, we will adhere to efficient email-based protocols, ensuring that all communications are clear, timely and effectively managed.

On-Call Representative: To guarantee consistent client access, a designated contractor representative will be available throughout the defined working hours, swiftly addressing any client concerns or queries."

## Schedule 4 (Tender)

Crown Copyright 2020

3.3.6 C1 (e) Please describe how you will realise all possible efficiency savings during the term of the contract.

"To optimise resource use and deliver the highest possible value to HMRC, we propose the following:

1. Adoption of Agile and Lean Practices: Throughout the term of the contract, we will apply our agile approach, Behaviour Driven Development. This will ensure streamlined development and rapid iteration, enabling us to avoid unnecessary work and realise time and cost efficiencies. To complement these methodologies, we will use lean principles to eliminate any wasteful activities within the development process, such as redundant meetings. Additionally, we will capitalise on established technologies, libraries, and platforms to accelerate development and lower costs. Where appropriate, we will utilise open-source solutions and cloud-based platforms to reduce infrastructure costs.
2. Promotion of Continuous Learning and Improvement: Regular retrospectives will be carried out throughout the contract term. These will help us identify opportunities for improvement, learn from any mistakes, and implement changes that boost efficiency in subsequent iterations or projects.
3. Prioritising Knowledge Sharing and Documentation: By maintaining comprehensive documentation and fostering a culture of knowledge sharing through platforms like Confluence, we will ensure all team members are kept up to speed with crucial information, thus reducing the risk of mistakes or miscommunication. This strategy will also ensure a smooth handover if team members need to be replaced during the term of the contract."

#### **Schedule 4 (Tender)**

Crown Copyright 2020

3.3.7 C1 (g) Please confirm that you will provide the Client with the most up to date management information relating to the previous two quarters at least 5 working days before any review meeting and describe how you will do this.

"We confirm our commitment to providing up-to-date management information from the previous 2 quarters, no less than 5 working days before any review meeting.

We will achieve this using a shared online platform, such as Google Drive or a project management tool like Jira. This platform will host project reports, updates, and risk assessments, all updated regularly.

5 days ahead of any review, we will upload a complete report package to this platform and notify all stakeholders. "

#### **Schedule 4 (Tender)**

Crown Copyright 2020

- 3.3.8 C1 (h) Please confirm you have read and understood the Change Control Procedure as set out in Schedule 21 Variation Form and please describe how you will ensure the Change Control Procedure will be managed within your organisation and who will be responsible for the procedure.

"We confirm that we have read and understood the Change Control Procedure as set out in Schedule 21 Variation Form. Our approach to manage the Change Control Procedure within our organisation involves collaboration between Streeva and PUBLIC.

The Project Director (Streeva) will be primarily responsible for identifying potential contract variations and initiating the Variation Form process.

Working hand in hand with the Project Director, the Business Analyst (PUBLIC) will ensure all necessary details are accurately captured in the Variation Form, and will assess the impact of these proposed changes on the project deliverables and timeline.

PUBLIC are able to provide a Business Operations Associate to calculate the financial implications of any changes, determining the additional costs due to the variation and updating the new total contract value.

Streeva's COO will govern the Change Control Procedure, approving the Variation Form before it is submitted to the Buyer. They will also oversee the operational impact assessment of any proposed changes. Additionally, they will jointly review the Variation Form from a legal and contractual perspective with the Project Director before it is sent to the buyer."

#### **Schedule 4 (Tender)**

Crown Copyright 2020

- 3.3.9 C1 (i) Please confirm that you have read and understand the Dispute resolution Process in Core Terms and describe how this will work in practice.

"We confirm that we have read and thoroughly understood the Dispute Resolution Process in the Core Terms.

Our approach aims to prevent disputes through proactive communication and robust project management. However, we are prepared to abide by the following process should disputes arise, ensuring professionalism and respect throughout:

1. Initial Communication: In case of a dispute, our Authorised Representative (Project Director) will meet with the Buyer's Representative within 28 days of a written request to resolve the issue in good faith.
2. Commercial Negotiation: If unresolved, the dispute will escalate to senior representatives for commercial negotiation within 28 days.
3. Mediation: If negotiations fail, we are ready to proceed with mediation using the Centre for Effective Dispute Resolution (CEDR) Model Mediation Procedure, with a mediator nominated by CEDR if required.
4. Court Jurisdiction: If mediation is not successful or desirable, we acknowledge the exclusive jurisdiction of the courts of England and Wales for dispute resolution, and granting any necessary relief.
5. Arbitration: We understand the Buyer's exclusive right to opt for arbitration under the London Court of International Arbitration Rules, regardless of any court proceedings initiated by us, unless they have been agreed to or participated in by the Buyer.
6. Continued Performance: During any dispute, we pledge to uphold our contractual responsibilities."

## Schedule 4 (Tender)

Crown Copyright 2020

- 3.3.10 C1 (j) Please provide details of the Contract Manager and Contract Management Team you will provide as part of the service making reference to the escalation procedures. Team plans may be provided as part of your response. (Please note you must provide a complete answer to the question and not just attach your management team plan)

"In response to the request for contract management details in relation to the escalation procedures, we confirm the following:

### Contract Management Team:

The core team will consist of the Project Director from Streeva and the Business Analyst from PUBLIC. In addition, Streeva's COO and PUBLIC's Business Operations Associate and Head of Operations will be involved to ensure smooth handling of any escalations.

### Escalation Procedures:

Understanding the potential serious consequences of failing to address a Notifiable Default, we have set the following procedures in place:

1. Rectification Plan: Upon identification of a Notifiable Default, we will promptly prepare and submit a detailed Rectification Plan to the buyer, outlining our strategies and timelines for resolving the issue. In case of plan revisions, we will submit them within the timeframes stipulated in Clauses 11.1 and 11.3.
2. Adherence to Plan: Once the Rectification Plan is accepted, we will ensure strict adherence to its timelines to resolve the issue swiftly.
3. Escalation Meeting: If we fail to meet the terms of the Rectification Plan or if the Plan is rejected by the Buyer, we understand and acknowledge the Buyer's right to call for an Escalation Meeting. We guarantee the availability of our Supplier Authorised Representative (Project Director) for such meetings.
4. Escalation Meeting Continuation: We understand that these meetings will continue until the Buyer is satisfied that the Notifiable Default has been resolved. If an Escalation Meeting lasts for more than 5 Working Days, we are prepared for the matter to be

treated as a Dispute, and handled through the Dispute Resolution Procedure."



#### Schedule 4 (Tender)

Crown Copyright 2020

3.3.12 Please describe how you will meet the required Service level's requirements described in Schedule 10

"Our commitment is to provide an exceptional level of service, consistently meet our obligations, and maintain open, proactive communication with HMRC to ensure any issues are promptly addressed and resolved. In order to meet the service level requirements as outlined in Schedule 10, we have established the following protocols:

1. Performance Monitoring Reports: We commit to consistently providing Performance Monitoring Reports every fortnight as stipulated. These reports will contain a comprehensive account of our performance against each Service Level, and any Service Level or Critical Service Level Failures.
2. Service Levels: Our team is committed to ensuring our service meets or exceeds all established Service Level Performance Measures. We strive to ensure 100% adherence to all report provisions and milestone completion, along with at least 98% accuracy and timeliness in billing, and support availability.
3. Mitigating Failures: In the event our performance is likely to fall below any Service Level Performance Measure, we will immediately notify HMRC and take prompt remedial action to mitigate the impact and prevent or rectify any Service Level Failure.
4. Meeting Milestones and Phases: We will rigorously adhere to the milestone and phase completion dates outlined in our proposal, striving for 100% adherence to timelines within the provided margins.
5. Adapting to Changes: In response to changes in HMRC's business requirements, priorities or industry standards, we are ready to adjust the weighting of Service Level Performance Measures, without increasing charges.

"

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3.3.14 E2 a) Please describe details of your risk management policy including the roles and responsibilities of those managing the Risk, Audit and Compliance function and how you will ensure it is compliant with industry standard best practice and any future certification standards.

"We perform risk analysis and continually update and monitor an active risk register.

This risk register uses industry best standard by tracking likelihood, impact with an overall risk score along with accepted with mitigations.

The risk register will be monitored as part of the weekly catchup with HMRC as a standing agenda item.

The risk register will be managed to the same level as our ISO27001 certified process."

#### Schedule 4 (Tender)

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- 3.3.15 E4 a) Please describe how you will implement a risk assurance programme including the systems and controls you will use to identify early warning indicators and provide details of who will report to the Client on such systems and controls and how regularly the reporting procedure will be carried out.

"Our approach emphasises an agile and robust risk management strategy to ensure project success. Recognising the fluid policy environment, rapidly changing priorities, and potential risks that come with building a Proof of Concept (PoC) for real-time VAT extraction, our strategy combines adaptability with a structured risk management approach.

Our strategy revolves around the establishment of a dynamic project risk register. This will be created during the initial project management phase, subsequent to our 'Project Initiation' workshop. As a living document, it will be continually updated based on risks, changing priorities, and insights from stakeholders. The register will be reviewed as part of our progress review meetings.

To ensure risks are promptly identified and managed, we've designed a 4 step process:

1. Identification: Any team member, partner, or stakeholder who identifies a potential risk or emerging priority can raise it.
2. Initial Review: Our business analyst reviews the risk raised against an 'impact-probability' framework.
3. Communication: If reviewed as a potential risk, it's communicated to client stakeholders through a pre-established communication channel.
4. Final Review and Action: If the client stakeholder also recognises it as a potential risk, it's discussed at a progress review, where contingency & mitigation strategies are developed."

#### Schedule 4 (Tender)

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3.3.16 E5 a) Please confirm you will ensure the Client has access to carry out a security audit of the services at any time and that you will facilitate audits as requested by the Client including providing any relevant documentation without withholding information or causing unreasonable delay to the Client.

I Confirm

3.3.17 E6 a) Please describe how you will provide the Client with an update on all/any outstanding audit issues relative to the services, detailing their progress

"We commit to providing regular and comprehensive updates on all outstanding audit issues related to the services.

We will action this through an 'Audit Issues Tracking and Resolution' mechanism. Through this, we will generate reports and updates as often as deemed necessary by HMRC. This will keep HMRC abreast of the progress made on resolving outstanding audit issues.

These reports will outline:

1. The nature of each outstanding audit issue
2. The steps we have taken to address the issue since it was identified
3. The current status of the issue resolution process
4. The expected timeline for full resolution
5. Any potential impact on service delivery or system security

We understand that the timing and content of these reports are critical for HMRC's oversight and management functions, and we commit to providing them promptly and without reservation. We also pledge to work closely with the client to expedite issue resolution and prevent any potential negative impacts on the services provided."

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- 3.3.18 E8 a) Please describe how you will mitigate risk and its impact on the Client and how you will document risk of non-compliance with current and future regulation and legislation including the General Data Protection Regulation UK General Data Protection Regulation, Freedom of Information Act 2000, Money Laundering Regulations 2007, Terrorism Act etc.

"Our proactive risk management strategy and compliance measures are designed to minimise the potential for non-compliance and to protect HMRC's interests. We will also adapt our systems and processes in response to changes in regulation and legislation to ensure continued compliance.

### Risk Mitigation:

Our approach to mitigating risks, especially those that could impact HMRC, encompasses proactive risk identification, evaluation, and treatment. We will utilise an effective risk management framework that integrates regular risk assessments, systematic monitoring, and prompt response mechanisms.

### Documentation of Regulatory Compliance Risks:

We will document all potential and actual risks of non-compliance in a comprehensive risk register. The risk register will be updated regularly, and will include:

1. Description of the risk
2. Regulatory or legislative provision involved, as applicable
3. Potential impact on the client
4. Mitigation measures and contingency plans in place
5. Responsibility assignment for managing the risk

### Compliance with Specific Legislations:

UK GDPR: We are committed to complying with UK GDPR requirements. Our measures include pseudonymisation and encryption of personal data, regular testing of security measures, and immediate notification in case of data breaches. We have a designated Data Protection Officer (DPO) to oversee this compliance.

Freedom of Information Act 2000: We understand the

implications of this Act for public authorities. Our team will collaborate with HMRC to facilitate any information access requests that fall within the scope of our services.

Money Laundering Regulations 2007 and Terrorism Act: To comply with these regulations, we implement robust Know Your Customer (KYC) and Anti-Money Laundering (AML) processes. These include customer identification, risk assessment, and continuous monitoring.  
"

## Schedule 4 (Tender)

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- 3.3.19 E9 a) Please describe how you will record, investigate, take remedial action for any breaches of the Client's requirements and report to the Client. Please also describe how you will monitor the occurrence of regular breaches to identify trends and how this will be reported to the Client.

"Our approach is designed to not only address breaches effectively but also to learn from them, helping us improve our systems and processes for better compliance in the future.

To ensure adherence to the Client's requirements, we will establish a systematic process for recording, investigating, taking remedial action, and reporting breaches:

1. Recording: Our team will utilise a dedicated incident management system (such as Jira, ServiceNow or Zendesk) to record any actual or suspected breaches. The information will include details of the breach, date and time, individuals involved, and the discovered impact.
2. Investigation: Upon detection of a breach, a designated team will conduct a comprehensive investigation. This investigation will identify the cause of the breach, its extent, and its potential consequences.
3. Remedial Action: Based on the investigation findings, appropriate remedial actions will be implemented. These could range from system adjustments and policy revisions to personnel training or disciplinary actions, depending on the nature of the breach.
4. Reporting: All breaches, their investigations, and remedial actions taken will be reported promptly to the Client, in line with the provisions of the contract. Our team will work closely with the Client to provide any necessary assistance or information related to the breach.
5. Monitoring and Trend Identification: We will continuously monitor breaches and their causes to identify patterns or trends that might suggest systemic issues. The incident management system will be equipped with analytics capabilities to facilitate

this process. Regular trend reports will be compiled and presented to the Client.

6. Whistleblower Protection: We firmly believe in maintaining an open and fair work environment. We will ensure that our staff feels safe to report any potential breaches in good faith without fear of retaliation, in line with Clause 37.2."



## Schedule 4 (Tender)

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3.3.20 E9 b) Please describe how you will ensure your personnel have adequate understanding to enable them to identify breaches within their area of responsibility and the wider business and report, investigate and address breaches as appropriate.

"To ensure that our personnel possess an adequate understanding to identify potential breaches within their areas of responsibility and the wider business, we'll implement the following steps:

1. Training and Education: We will ensure that all personnel receive comprehensive training related to their roles and responsibilities. This includes detailed education on recognising potential breaches and the procedures to follow should they identify one. We will also make sure that they fully understand the wider business context and how their role fits into it.
2. Clear Reporting Pathways: We will establish straightforward and accessible pathways for reporting potential breaches. We have an internal mechanism for reporting and escalation, allowing staff to safely and confidentially report any issues they identify.
3. Regular Updates and Refresher Courses: As regulations and legislation can change, we will make sure our personnel are kept up to date with any developments that may affect their areas of responsibility. We conduct regular refresher training courses and circulate relevant updates to ensure continued compliance.
4. Culture of Compliance: We will cultivate a culture that values compliance and recognises the importance of identifying and reporting breaches. Encouraging open communication and fostering an environment where all team members feel comfortable raising concerns will be central to this effort.
5. Audit and Review: Our internal audit team will regularly review our processes and procedures to ensure they are adequate and effectively understood by our staff. Any potential areas for improvement identified during these audits will be swiftly addressed.
6. Responsibility and Accountability: We will clearly define roles and responsibilities within our team.

Each member will understand their obligation towards compliance and the repercussions of non-compliance."

#### **Schedule 4 (Tender)**

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- 3.3.21 E9 c) Please describe how you will provide a summary report of all compliance, fraud, security and business continuity breaches to the Client where the breach is deemed to be significant in nature by the Client.

"We will maintain complete transparency with the Client by providing comprehensive summary reports on all instances of compliance, fraud, security, and business continuity breaches deemed significant by the Client.

Upon identification of a breach, we will immediately initiate a thorough investigation and document our findings in a detailed incident report. This report will outline the nature and extent of the breach, the initial response and remediation steps taken, as well as long-term preventive measures to avoid future occurrences.

Our dedicated compliance team will prepare a summary of this report for the Client, maintaining a clear and concise format for easy understanding. This report will include key details of the breach, impact assessment, remediation actions undertaken, and improvements proposed to prevent similar future instances.

Reports will be provided in a timely manner, to ensure the Client has immediate access to all relevant information. For significant breaches, we will initiate immediate verbal communication, followed by a formal report within 24 hours.

We understand the importance of trust and confidentiality in our relationship with the Client. Therefore, we are committed to maintaining open lines of communication, ensuring that the Client is fully informed about any significant breaches and our steps to mitigate them."

#### **Schedule 4 (Tender)**

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- 3.3.22 E10 a) Please describe the procedures you will put in place to ensure the Client protected from financial crime and/or cyber crime.

"Our strategy to protect the Client from financial crime and cybercrime is both comprehensive and proactive. It incorporates the following measures:

Secure Technology Infrastructure: We will employ advanced cybersecurity solutions and technologies, including encryption and secure communication channels, to protect sensitive financial data from unauthorized access and manipulation.

Regular Audits and Monitoring: We will regularly audit our systems and processes to identify and rectify any vulnerabilities. We will use real-time monitoring systems to detect any suspicious activity or potential threats, enabling us to act swiftly and decisively.

Staff Training: We will provide comprehensive training to our personnel on cybercrime awareness and prevention, including recognising phishing attempts, safe handling of sensitive data, and best practices for digital security.

Regulatory Compliance: We will ensure full compliance with all relevant legislation, including the General Data Protection Regulation (GDPR), the Computer Misuse Act, and the Fraud Act.

Incident Response Plan: In the event of a breach, we have an incident response plan in place. This includes the immediate isolation of affected systems, investigation into the cause and extent of the breach, remediation, and communication to all relevant parties, including the Client and regulatory bodies, as required.

Partnership with Cybersecurity Experts: We will work closely with cybersecurity experts to stay abreast of

the latest threats and best practices in data protection, ensuring that our security measures are always up to date."

#### Schedule 4 (Tender)

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3.3.24 F1 a) Please provide an indicative Development Plan in line with the requirements detailed in the specification, including the activities involved at each stage and the timescales required leading up to completion of each Milestone/Phase

Development topics will be broken across a series of EPICs representing larger blocks of system functionality and development themes in an agile backlog (we typically use JIRA) that aligns with the project phases and expected milestones

3.3.25 F1 b) Please describe how you will provide a Development Plan which (a) will include the Clients requirements as set out in the Specification (b) follows good industry practice and, where use is made of a software based tool, (c) is fully accessible to the Client.

The EPICs covering work to be done in the next quarter are broken down in to more specific items referred to as stories, these stories are given more focused point scores to aid with committing to development iterations.

3.3.26 F1 c) Please describe how you will report progress against the Development Plan to the Client

The engineering team typically hold sprint (iteration) reviews every 2 weeks where progress against committed work and the overall backlog is measured. A representative of the client can be present in the review meeting.

3.3.27 F2 a) Please describe how you will ensure work starts with the Client to agree appropriate revisions to the Development Plan within two weeks of the contract award.

Backlog will have been created as part of project planning in advance of the first development sprint, this backlog can be shared as required.

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3.3.28 F2 b) Please describe how you will perform all your obligations to ensure you are in a position to provide the services on and following the service commencement date and how you will ensure the Development Plan is maintained and updated on a regular basis to reflect the current state of the development of the PoC.

Items within the backlog can be individually prioritised allowing for agile re-evaluation of the next work to be undertaken with fine grained prioritisation to manage work remaining against project milestones.

3.3.29 F3 a) Please describe the processes and procedures you will put in place to ensure each Milestone/Phase is performed by the Due Date.

Priority of backlog items is typically evaluated before the start of each engineering sprint to make sure key work for delivering against project milestones is committed before "nice to have" features.

3.3.30 F3 b) Please describe the procedure you will undertake to monitor Milestones/Phases and inform the Client of any delay or likely delay in meeting the Due Date for a Milestone/Phase.

Delivery against project milestones can be evaluated as part of the sprint report every 2 weeks.

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3.3.31 F3 c) Please describe how you will support the Client in testing and reviewing whether a Development Milestone complies with the service requirement and if not, what remedy procedure you will put in place.

Sprint backlog and created resources can be shared with the client as required. A representative of the client can be present in the review meeting.



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3.3.33 G1 a) Please provide details of your exit management plan.

"Our exit management plan aligns strictly with the requirements laid out in Schedule 30 (Exit Management). Here are the core elements of our plan:

Creation and Maintenance of a Virtual Library: Within 30 days from the start date of the contract, we'll create and maintain a virtual library, consisting of a comprehensive register of all Supplier Assets, including their description, condition, location, ownership details, and Net Book Value. This library will also include a configuration database detailing the technical infrastructure, Intellectual Property Rights (IPRs), Continuity Plans, and operating procedures used to provide the Deliverables.

Assignment of Exit Managers: Within three months of the start date, we'll appoint an Exit Manager who will liaise with the Buyer's Exit Manager on all issues related to the expiry or termination of this contract.

Provision of Exit Information: We'll provide the Buyer and/or its potential Replacement Suppliers with necessary Exit Information to facilitate the preparation of any invitation to tender or undertake due diligence.

Creation of an Exit Plan: Three months after the start date, we'll deliver an Exit Plan to the Buyer. This plan will detail the process for obtaining Exit Information, the management structure during the Termination Assistance Period, and procedures for transferring Deliverables to the Replacement Supplier and/or the Buyer, among other necessary details.

Maintaining and Updating the Exit Plan: We'll ensure the Exit Plan and risk management plan are maintained and updated at least every six months

throughout the Contract Period or sooner upon request from the Buyer.

Provision of Termination Assistance: Should the Buyer require Termination Assistance at any time during the Contract Period, we are committed to providing the necessary support, as detailed in the Exit Plan. This support can continue for no longer than twelve months after we cease to provide the Deliverables.

We believe that this plan aligns with the spirit and letter of the regulations set out in Schedule 30, and we are committed to working with the Buyer to ensure a smooth transition at the end of the contract."

#### **Schedule 4 (Tender)**

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- 3.3.34 G1 b) Please describe the procedure you will use to review and update the Exit Plan in agreement with the Client within one (1) month of each anniversary of the commencement date.

"In accordance with the guidelines specified in Schedule 30 (Exit Management), we are committed to a diligent procedure for regularly reviewing and updating the Exit Plan. Here is the procedure we propose to follow:

**Regular Updates:** We will ensure that the Exit Plan is updated no less frequently than every six (6) months throughout the Contract Period and no later than twenty (20) working days after a request from the Client for an up-to-date copy of the Exit Plan. In line with this requirement, a thorough review and update of the Exit Plan will be conducted within one (1) month of each anniversary of the commencement date.

**Collaborative Review:** Each review will be carried out in conjunction with the Client. We will jointly examine the Exit Plan, verify its contents, and identify any areas where changes might be necessary. This collaborative approach ensures the plan remains in alignment with the Client's current needs and expectations.

**Agreeing on Updates:** If any changes are needed, we will propose updates accordingly. Once these updates are drafted, we will present them to the Client for review and agreement. If we are unable to agree on the contents of the updated Exit Plan within twenty (20) working days of its submission, the Dispute Resolution Procedure will be invoked.

**Responding to Changes:** Furthermore, we will ensure that the Exit Plan is updated promptly in response to any material change to the Deliverables, including all changes under the Variation Procedure. We will notify the Client within five (5) working days of any such change.

Approval and Implementation: Once agreed upon, the updated Exit Plan will be implemented, ensuring that our exit management strategy remains current, effective, and in full compliance with contractual obligations.

This approach emphasises regular communication and agreement with the Client, ensuring transparency and a shared understanding of our exit management process."

3.4	Social Value
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## Schedule 4 (Tender)

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- 3.4.1 Theme 2: Tackling economic inequality Using a maximum of 1000 words describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Award Criteria. Please include:
- i) your 'Method Statement', stating how you will achieve this and how your commitment meets the Award Criteria, and
  - ii) a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to: -timed action plan -use of metrics -tools/processes used to gather data -reporting -feedback and improvement -transparency
  - iii) how you will influence staff, suppliers, customers and communities through the delivery of the contract to support the Policy Outcome, e.g. engagement, co-design/creation, training and education, partnering/collaborating, volunteering.
- Please note: The question is asking you to provide firm social value commitments you would deliver as a direct result of being successfully awarded the contract resulting from this procurement exercise, which are over and above any existing social value policy/incentives you may already have in place within your organisation. As such, your response should not focus on existing social value policy/incentives you may already operate. Any social value deliverables the supplier commits to provide in response to this question will be incorporated as contractual commitments within the contract prior to signing. In addition, suitable Key Performance Indicators (KPIs) to monitor the supplier's performance against such commitments will be agreed between HMRC and the successful supplier prior to contract signature. These KPIs will be incorporated within the performance levels contract schedule.
- Within your response, please suggest suitable KPIs and

"Currently, as a small team of 8 employees, we will need to adopt a realistic and manageable strategic approach that focuses on clear objectives and key performance indicators on the commitments that Streeva will undertake to deliver new innovations that drive economic growth and create a positive impact. The project aims to create employment opportunities, prioritise diversity and inclusion, and encourage skills development.

### Approach and Collaborative Partnerships:

We will adopt a realistic and manageable strategic approach that focuses on clear objectives and key performance indicators as well as leveraging collaborative partnerships to enhance the effectiveness of our initiatives. We will share results and tap into others expertise, networks, and resources to extend our reach and achieve our goals. We will develop a process for collecting relevant data to track progress towards the defined objectives and KPIs, will we use surveys, interviews, observations and monitor data sources. Ensuring that data collection methods are reliable, consistent, and align with best practices.

A reporting schedule will be established to share updates on the performance of the new initiatives, providing an overview of progress, highlighting achievements, challenges, and areas for improvement. Report monitoring and findings will drive continuous improvements to areas of focus.

Employment Opportunities for Economic Growth: We will create employment opportunities that align with our drive for economic growth. By providing training and technical mentorship, we will empower individuals with the skills necessary for success in the evolving technological landscape.

## Schedule 4 (Tender)

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targets for each social value commitment made within your response that you would be satisfied to abide by should you be successfully awarded the contract. HMRC will review the suggested KPIs and targets and if satisfactory to HMRC, these will form the contractual social value KPI's to be incorporated into the contract should you be successful at tender award. HMRC reserves the right to suggest amendments to such KPIs or agree alternative KPIs with the successful bidder prior to contract award should the KPIs/targets be unsatisfactory to HMRC. Bidders must provide suggested KPI's and targets as part of their response, however these are for information only and will not form part of the tender evaluation.

Sub-Criteria for MAC 3.2: Innovation and disruptive technologies

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of opportunities to drive innovation and greater use of disruptive technologies, green technologies, efficiency and quality to deliver lower cost and/or higher quality goods and services
- Creation of a design and tendering environment that is conducive to tenders that offer innovation and disruptive technologies. Illustrative examples: outcomes-based specifications enabling alternative approaches to be offered; co-design with users and communities; approaches that invite innovative approaches to be proposed and developed; activities that promote collaboration to access new technologies/green technologies and/or approaches.
- Measures to ensure the development of scalable and future-proofed new methods to modernise delivery and increase productivity.

KPI's: Number of additional individuals placed in innovation-focused roles, job retention rates, and feedback through performance reviews will be used to evaluate our progress.  
Our HR software tracks employee roles, retention rates, performance.

Diversity and Inclusion:

Streeva is committed to ensuring equal representation and opportunities for underrepresented groups within our organisation. KPI's: Key performance indicators would include tracking the percentage of employees from diverse backgrounds and monitor employee satisfaction scores by demographic group.  
Our HR software gathers and tracks diversity information across all employees, tracks performance, compiles and consolidates reports.

Skills Development:

We will undertake skills development that directly aligns with the technologies utilised and the current operations of Streeva. This will enable continued high growth and innovation within our organisation. We will focus on equipping our workforce with cutting-edge technical skills and knowledge required to thrive in the era of disruptive technologies.  
We will utilise online training platforms for developing skills, these platforms track and document employees' engagement in courses and their successful completion. Previously, we have experienced the advantages of online platforms like Skill Share, which not only facilitate training but also offer reporting and analytics.  
KPI's: Key metrics will include the number of individuals completing training programs and feedback on the effectiveness of their new

developments.

**Thought Leadership and Collaborative Projects:**  
Leveraging our influential position, we will inspire and drive change among our staff, suppliers and customers. We will encourage them to actively address economic inequality through the sharing of ideas and results, in the hope to encourage others to also adopt internal processes that create dynamic employment opportunities. Through thought leadership and collaborative projects, we aim to positively impact the broader business ecosystem and society at large.

**KPI's:** Evaluate the engagement and encourage the sharing of results of employee percentages with diverse backgrounds. We will measure our influential impact through industry recognition with industry awards, media coverage, as well as striving for invitations to speak at relevant conferences or events.

We use Google Analytics and A/B testing to monitor effectiveness of our public relations.

**Public Relations and Measurement:**

Throughout the PoC tender period, we will explore public relations strategies to raise awareness and highlight the success of our initiatives while keeping costs at a minimum.

**KPI's:** We will track and evaluate the impact of our activities regularly, using data-driven insights to make informed decisions and demonstrate the value and effectiveness of our efforts.

We use Google Analytics and A/B testing to monitor effectiveness of our public relations.

**Commitment and Future Focus:**




Streeva remains dedicated to delivering opportunities that encourage employment, diversity and inclusion and the development of new skills that drive sustainable and high growth scalable innovations. By focusing on key objectives and results, leveraging partnerships, and utilising existing programs and platforms, we will maximise our resources and make a positive impact. We are committed to driving high economic growth, embracing technological advancements, and creating a diverse and inclusive environment that nurtures innovation and empowers individuals to thrive in the world of disruptive technologies.

"























**Schedule 4 (Tender)**  
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**Tender Attachments**

































Indicative Phase Timelines

ID	 Task Mode	Task Name	Duration	Start	Finish	3, 2023 Aug	Qtr 4, 2023 Sep	Qtr 1, 2024 Oct	Qtr 1, 2024 Nov	Qtr 1, 2024 Dec	Qtr 1, 2024 Jan	Qtr 1, 2024 Feb	Qtr 1, 2024 Mar	Qtr 1, 2024 Apr
62		<b>Phase 1</b>	<b>96 days</b>	<b>Mon 21/08/23</b>	<b>Tue 20/02/24</b>									
63		<b>WS1 - Requirements</b>	<b>45 days</b>	<b>Mon 21/08/23</b>	<b>Tue 07/11/23</b>									
64		Define Phase 1 requirements	20 days	Mon 21/08/23	Mon 25/09/23									
65		Payment system investigations	20 days	Tue 26/09/23	Mon 30/10/23									
66		Update requirements based on investigations	5 days	Tue 31/10/23	Tue 07/11/23									
67		WS2 - Engineering Setup	20 days	Mon 21/08/23	Mon 25/09/23									
68		<b>WS3 - HMRC services</b>	<b>66 days</b>	<b>Tue 26/09/23</b>	<b>Thu 01/02/24</b>									
69		Frontend design	20 days	Tue 26/09/23	Mon 30/10/23									
70		UI development	46 days	Tue 31/10/23	Thu 01/02/24									
71		WS4 - Splitting Services	66 days	Tue 26/09/23	Thu 01/02/24									
72		Initial Report drafting covering phase 1	15 days	Mon 04/12/23	Thu 11/01/24									
73		Update Report to include milestone 2 deliverables	10 days	Tue 23/01/24	Wed 07/02/24									
74		Phase 1 demonstration	1 day	Tue 13/02/24	Tue 13/02/24									
75		Finalise and deliver phase 1 report	4 days	Wed 14/02/24	Tue 20/02/24									

**Schedule 4 (Tender)**  
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ID		Task Mode	Task Name	Duration	Start	Finish	Feb	Mar	Qtr 2, 2024 Apr	May
76			<b>Phase 2</b>	<b>37 days</b>	<b>Mon 26/02/24</b>	<b>Tue 30/04/24</b>				
77			WS5 - Requirements	5 days	Mon 26/02/24	Mon 04/03/24				
78			WS6 - Compliance status	20 days	Mon 26/02/24	Thu 28/03/24				
79			Update Report with Phase 2 milestone 1 results	5 days	Mon 25/03/24	Tue 02/04/24				
80			WS7 - Split Actioning	21 days	Mon 11/03/24	Tue 16/04/24				
81			Update Report	5 days	Wed 10/04/24	Wed 17/04/24				
82			Phase 2 demonstration	1 day	Tue 23/04/24	Tue 23/04/24				
83			Finalise and deliver phase 2 report	4 days	Wed 24/04/24	Tue 30/04/24				

**Schedule 4 (Tender)**  
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ID		Task Mode	Task Name	Duration	Start	Finish	Qtr 2, 2024 Apr May Jun	Qtr 3, 2024 Jul Aug Sep	Qtr 4, Oct
84			<b>Phase 3</b>	<b>78 days</b>	<b>Tue 07/05/24</b>	<b>Mon 23/09/24</b>			
85			WS8 - Phase 3 Requirements	5 days	Tue 07/05/24	Tue 14/05/24			
86			WS9 - Enhanced Data API	40 days	Tue 07/05/24	Tue 16/07/24			
87			<b>WS10 - Enhanced Split Decisioning</b>	<b>75 days</b>	<b>Tue 07/05/24</b>	<b>Tue 17/09/24</b>			
88			Refactor HMRC and Splitting service for enhanced data	75 days	Tue 07/05/24	Tue 17/09/24			
89			Develop and demonstrate requirements 14-19	16 days	Tue 28/05/24	Mon 24/06/24			
90			Update Report to include Phase 3 milestone 1	15 days	Tue 25/06/24	Thu 18/07/24			
91			Develop and demonstrate requirements 14-19	16 days	Mon 15/07/24	Thu 08/08/24			
92			WS11 - Scaling Demonstration	20 days	Mon 29/07/24	Mon 02/09/24			
93			Update Report	16 days	Mon 12/08/24	Mon 09/09/24			
94			Phase 3 - Milestone 2 demonstration	1 day	Tue 17/09/24	Tue 17/09/24			
95			Finalise and deliver phase 3 report	3 days	Wed 18/09/24	Mon 23/09/24			

## Accessibility

# Accessibility evidence questionnaire

## Background

All digital services and products purchased or run by HMRC must meet [public sector accessibility regulations](#). The regulations state that the product or service being delivered through a web browser or mobile applications must be [WCAG 2.1 AA](#) compliant.

HMRC will be breaking the law if a product purchased, developed or is in control of is not accessible.

This questionnaire should be answered in relation to any product(s) or service(s) you intend to provide through a web browser, desktop application or mobile application, that will be used as part of any contract resulting from this procurement exercise.

It is a mandatory requirement that any such product or service remains fully compliant with the accessibility requirements outlined under question 2, for the entirety of any contract resulting from this procurement exercise. By submitting a response to this procurement exercise, bidders confirm they agree to this requirement.

The answers you provide will be reviewed by the HMRC accessibility team.

### **1. Name of bidding organisation**

Streeva

**2. The product(s)/service(s) must fully meet accessibility requirements under:**

- **The Equality Act 2010**
- **Public Sector Bodies Accessibility Regulations 2018 (if the product/service is a website or mobile application)**
- **European standard for digital accessibility EN301549 (if the product/service is a desktop application)**

**Does the product(s)/service(s) fully meet these requirements?**

No - it has yet to be developed. However the service will be developed to meet those requirements and we will abide by the Equality and Accessibility standards throughout delivery of the project.

If the answer is 'Yes', Provide evidence of how the product(s) or service(s) meet these requirements. Evidence could include accessibility audit reports, voluntary product accessibility templates (VPAT), and accessibility statements.

If the answer is 'No', provide details of where accessibility requirements are currently partially or not met. Please also include a roadmap of how the product or service will be fully compliant by the contract operational date.

The service will be developed in compliance with these requirements. During development tools will be set-up to continually audit compliance against WCAG 2.1 Level AA

**3. Has the product or service been tested with assistive technology?**

If the answer is 'Yes', please provide details of which [assistive technology](#) it has been tested with.

No

**4. Describe how the product(s) or service(s) will remain fully compliant with the accessibility requirements outlined under question 2 for the entire contract duration.**

During development tools will be set-up to continually audit compliance against WCAG 2.1 Level AA

- 5. Contract Agreement: Are you willing / able to enter into a contractual agreement which holds you accountable for delivering products which comply with the Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018 and the Equality Act 2010?"**

Yes

### **Additional comments**



















Use this space to tell us anything else that supports the evidence of the accessibility of your product or service.

<Replace this text with your comments>

### **Accessibility charter**

HMRC has signed up to the [Accessible Technology Charter](#), created by the [Technology Taskforce](#) of the [Business Disability Forum](#). Please consider joining HMRC and other partners by signing up.

**Supporting Technical Documentations**

								
3.2.1 HMRC Split payments tender - Te	3.2.10 HMRC Split payments tender - Te	3.2.11 HMRC Split payments tender - Te	3.2.12HMRC Split payments tender - Te	3.2.2HMRC Split payments tender - Te	3.2.3 HMRC Split payments tender - Te	3.2.4 HMRC Split payments tender - Te	3.2.5 HMRC Split payments tender - Te	3.2.6 HMRC Split payments tender - Te
								
3.2.7 HMRC Split payments tender - Te	3.2.8 HMRC Split payments tender - Te	3.2.9 HMRC Split payments tender - Te	Agile - Formal method example.pdf	CV's.pdf	Diversity and Inclusion at Streeva .p	EY Streeva letter of consent.pdf	UoP Letter of Consent.pdf	Streeva Letter of Consent - Public.pdf