RM6335
Digital & Legacy Application Services

Market Engagement Event

6 September 2022

Power to your **procurement**

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Agenda

10:00   **Welcome**
tech UK

10:05   **Introduction – CCS**
Dr Philip Orumwense – CCS Commercial Director and Chief Procurement Officer Technology

10:10   **Introduction – HMRC**
Lee Pelling – HMRC Deputy IT Commercial Director

10:15   **DALAS Framework Level Commercial Overview**
Mike Hannon – CCS Head of Technology Service, Cyber and Transport Technology

10:20   **DALAS Framework – HMRC View**
Phil Disbury – HMRC Associate Director IT Commercial

10:25   **CDIO Journey & DALAS Alignment**
Tom Skalycz – HMRC Chief Digital Technology Officer, CDIO

10:35   **CDIO Strategy & Technologies Speakers**
HMRC

11:20   **DALAS Contract Features and Innovation – HMRC View**
Phil Disbury – HMRC Associate Director IT Commercial

11:35   **DALAS SQ, ITT and Next Steps**
Mike Hannon – CCS Head of Technology Service, Cyber and Transport Technology
Shannon Wood & Miriam Larocque – HMRC DALAS Workstream Leads

11:50   **Q&A**
Chaired by tech UK

12:20   **Thank you**
Lee Pelling – HMRC Deputy IT Commercial Director

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Welcome

The session will be approximately 2.5 hours

This session is also being presented online and will be made available post-event

There will be an opportunity for Q&A at the end of the session

We are very keen to hear your thoughts and comments on what you see and hear today

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Housekeeping

Fire Assembly Point

Fire Exit

Hybrid

Slide and Recording Availability

Power to your procurement

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Introduction

Dr Philip Orumwense

CCS Commercial Director and Chief Procurement
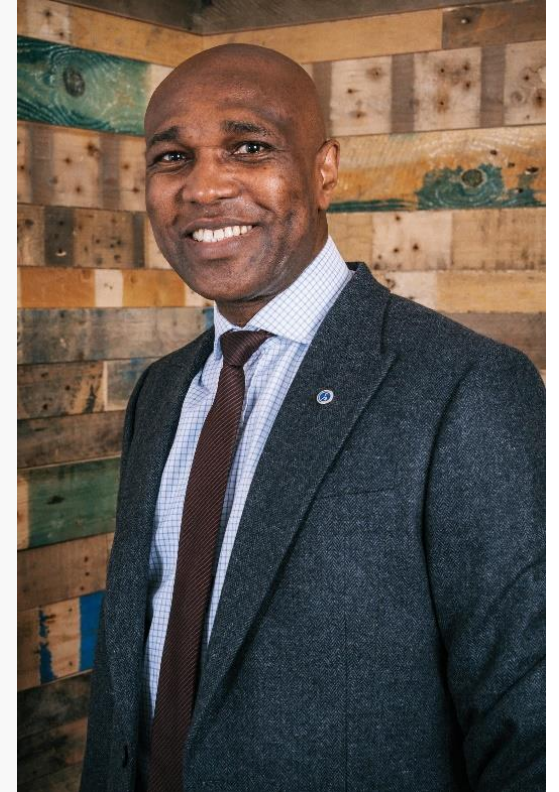
Officer Technology

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Dr Philip Orumwense

Commercial Director and Chief Procurement Officer Technology Crown Commercial Services (CCS)

- CCS, through the creation of our DALAS agreement, supports the public sectors strategic approach to migrate from legacy applications

- DALAS will offer an easy approach to assist in the provision of more cost effective and innovative solutions

- My team looks forward to hearing from you on our approach and how we ensure the success of another CCS agreement

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Introduction

Lee Pelling

HMRC Deputy IT Commercial Director

DALAS Strategic Drivers

- Flowing from Technology Sourcing Programme (TSP)

- Aligned with Chief Digital and Information Officer (CDIO) strategies and transformation roadmap

- Switch from resource-based to outcomes-based Digital Development Approach

- Greater competitive tension throughout the life-term

- Improved speed to market

- Incentivisation mechanisms to maximise innovation, value and supplier commitment

- Transformation of 'retained services' to improve future procurement competitions

- Access to innovation forums and 'technology challenger' capabilities to improve decision-support

- Contractually managed multi-supplier collaboration

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DALAS Framework Commercial Overview

Mike Hannon

CCS Head of Technology Service, Cyber and Transport

Technology

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DALAS Framework Lotting Structure

LOT	LOT 1 Value Realisation and Design Services Council	LOT 2a Large Scale Digital and Dev Services	LOT 2b Digital and Dev Services	LOT 3 Application and Integration Run Services	LOT 4a Multi Product Config Services	LOT 4b Specialist Config Services	LOT 5 Capability Pipeline Services
No. of Suppliers	5	5	8	5	4	5	5
SME Eco-system	Yes	Yes	Not required	Yes	Yes	Not required	Not required

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Lot 1: Value Realisation and Design Services Council

Anticipated Key Services

Capability analysis and support

Enterprise architecture advice, design and delivery support

Operating model assessment, design and delivery support

Strategy assessment, design and delivery

Service, Technical and Solution architecture advice, design, integration and delivery

Project-based design and delivery services

Intelligent client support/technology validation services

Service and product transformation assessment, design and delivery.

Legacy service decommissioning and disposal

Hackathons and Facilitated 'Citizen Coder' sessions

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Lot 2a: Larger Scale Digital, Integration and Development Services

Anticipated Key Services

- User-centred design

- Integration of software lifecycle from apps dev through release and IT Operations

- Process, workflow, forms and application development, deployment and live support using automated tooling to support rapid release of stable products and microservices, through discovery, alpha and beta phases, built on Dev/Sec/Ops principles by design.

- Dev-Ops engineering and platform development

- Rapid forms creation and deployment

- Application hyper and enduring care in Dev/Sec/Ops contexts

- Multi-supplier strat-hacks and hackathons

- Minimum costed supplier workshare commitment to encourage investment and innovation.

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Lot 2b: Digital, Integration and Development Services

Anticipated Key Services

- User-centred design

- Integration of software lifecycle from apps dev through release and IT Ops

- Process, workflow, forms and application development, deployment and live support using automated tooling to support rapid release of stable products and microservices, through discovery, alpha and beta phases, built on Dev/Sec/Ops principles by design.

- Dev-Ops engineering and platform development

- Rapid forms creation and deployment

- Application hyper and enduring care in Dev/Sec/Ops contexts

- Multi-supplier strat-hacks and hackathons

- Minimum costed supplier workshare commitment to encourage investment and innovation.

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Lot 3: Application and Integration Run Services

Anticipated Key Services

- Managing, augmenting and supporting:

  - new or existing applications or Business-Developed Apps
  - new or existing enterprise applications
  - packaged software applications
  - new or existing middleware, including APIs, API platforms and ESBs

- ESCROW services where required

- Network-delivered applications

- Data, database and middleware management and integration practices, techniques and tooling for achieving consistent access and smart use-case-based recovery to structured and unstructured data across federated technology stacks

- Maintenance of infrastructure as code, PaaS and SaaS run and integration via technology or service stacks

- Infrastructure as Code

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Lot 4a: Multi Product Configuration Services

Anticipated Key Services

- Specialist support across technology services that exist within the scope of the lot (e.g. Kong, NICE, Pega, SAP, Service Now MS Dynamics, Power Platform, Documentum, AI Services)

- Software Licensing validation and or preferential purchasing services

- Web Hosting Services where required, including PPE/sandpit environments

- Configurable platform and product maintenance, support, enhancement and release management services including AI and automation products

- Product support during contract lifecycle, product/service creation, development and transformation through configuration of pre-built process maps, work-flows, service designators, use-cases within configurable cloud-based, strategic PaaS/SaaS products to form technology stack components with a lower cost to serve profile

- Data extraction, translation, transfer, conversion and backup, recovery and disposal within target technologies or dependent products.

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Lot 4b: Specialist Product Configuration Services

Anticipated Key Services

- Specialist support across technology services that exist within the scope of the lot (e.g. Kong, NICE, Pega, SAP, ServiceNow MS Dynamics, Power Platform, Documentum, AI Services)

- Software Licensing validation and or preferential purchasing services

- Web Hosting Services where required, including PPE/sandpit environments

- Configurable platform and product maintenance, support, enhancement and release management services including AI and automation products

- Product support during contract lifecycle, product/service creation, development and transformation through configuration of pre-built process maps, work-flows, service designators, use-cases within configurable cloud-based, strategic PaaS/SaaS products to form technology stack components with a lower cost to serve profile

- Data extraction, translation, transfer, conversion and backup, recovery and disposal within target technologies or dependent products.

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Lot 5: Capability Pipeline Services

Anticipated Key Services

- Dev-Ops academy

- Scala academy

- Pega academy

- MS Dynamics and Power Platform academy

- SAP academy

- Service Now academy

- Kong academy

- TOGAF architecture academy

- NICE academy

- Rapid cross training of existing staff

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DALAS Framework – HMRC View

Phil Disbury

HMRC Associate Director IT Commercial

DALAS Framework Lotting Structure

LOT	LOT 1 Value Realisation and Design Services Council	LOT 2a Large Scale Digital and Dev Services	LOT 2b Digital and Dev Services	LOT 3 Application and Integration Run Services	LOT 4a Multi Product Config Services	LOT 4b Specialist Config Services	LOT 5 Capability Pipeline Services
No. of Suppliers	5	5	8	5	4	5	5
SME Eco-system	Yes	Yes	Not required	Yes	Yes	Not required	Not required
Annual Value	£70m	£100-150m		£95m	£60-120m		£25m
Total Value (5 years)	£350m	Up to £750m		Up to £475m	Up to £600m		£125m

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CDIO Strategy

Tom Skalycz

HMRC Chief Digital Technology Officer, CDIO

Please go to the recording to view Tom Skalycz's video message.

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Digital

Gillian Bates

HMRC Deputy Director of Digital Platforms
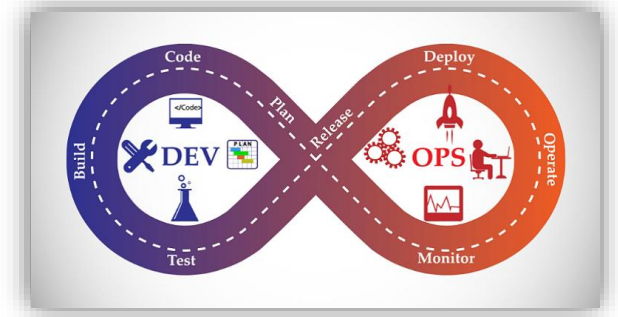
Digital Platforms 'HMRC Digital' Vision

- Digital Channels and Intelligent Automation/Robotics alignment to CDIO IT Strategies
- Portfolio of cohesive Agile Capabilities delivering digital channels/IA Robotics through Agile Ways of Working
- Services designed with the customer at the heart of everything we do
- Consistent design, build, test, deploy and run of all Digital Channels
- Standardisation of design and build Patterns for ensuring services adhere to GDS Standards
- Build it once ethos - identification of Common Components across digital channels
- Portfolio of digital service capabilities - Mobile App, G-Forms, Payment Service
- Ability to expand or contract as demand dictates
- Economies of scale through utilising the flexible resourcing model
- Digital Academy to "Grow our Own" – Apprenticeships

HMRC Digital Brand

HMRC Digital is a 'brand' that gives HMRC parity with other government digital services such as DWP Digital and NHS Digital. The digital brand enables prospective talent to quickly identify the synergies in roles across government departments and better understand the values and drivers of the organisation

HMRC Digital introduced an organisational construct enabling the delivery of the government's digital agenda.

HMRC Digital is a community, the embodiment of a culture of user, product and customer centricity, using agile ways of working on a foundation of DevOps principles, exploiting cutting edge, public cloud technologies to deliver maximum value to the end users through continuous delivery.

HMRC Digital, exploits new technologies, creates customer-centric, online capabilities to encourage HMRC customers to shift from traditional telephone and paper channels.

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What do we do?

Digital Platforms enable HMRC customers to self-serve their tax affairs through designing and building cloud hosted highly available HMRC customer facing digital applications, and Intelligent Automation through agile software delivery.

We design digital services for our customers that:

- Are easy-to-use, convenient and personalised for individuals, businesses and agents
- Promote digital take-up and voluntary compliance by designing for customer needs

We enhance the systems that provide and support our digital services by:

- Operating the multi-channel digital tax platform, upon which all new digital services operate
- Connecting with HMRC's existing systems, joining up services to deliver full end to end customer journeys
- Ensuring our services are safe, secure, trusted and fully accredited
- Managing customer authentication and agent authorisation in a straightforward way

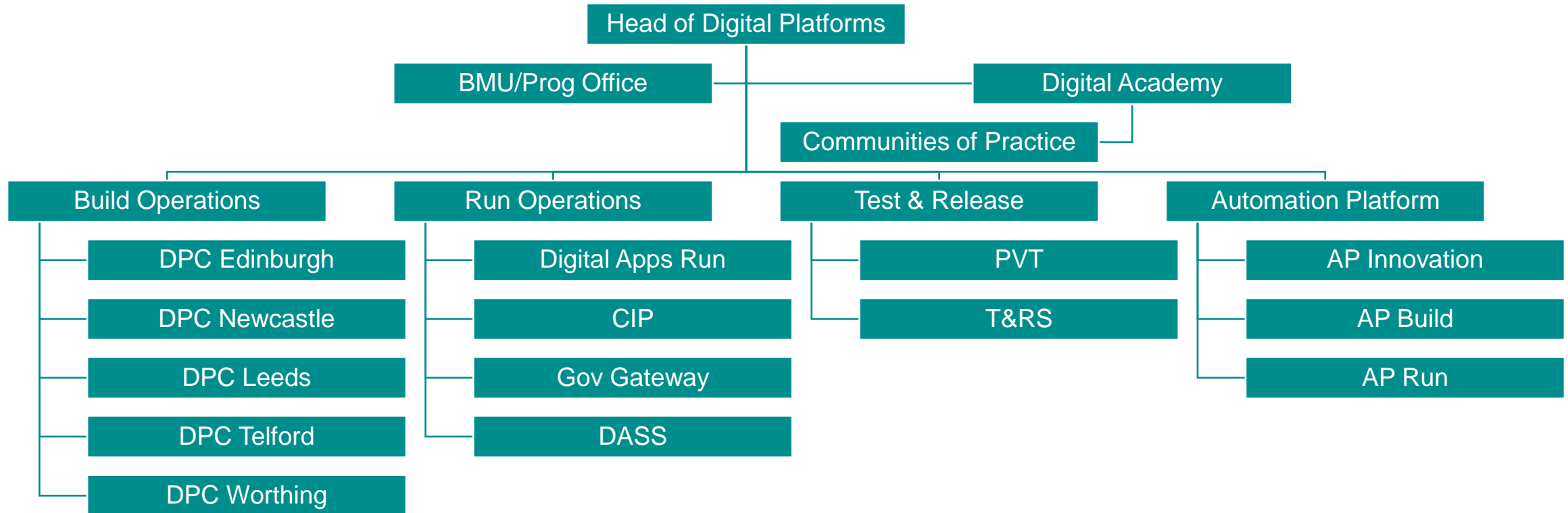**We give our people the skills to make the most of digital tools and services by:**

- Working together and supporting each other in multi-disciplinary teams
- Improving the quality of our data to make management, policy, operational and intervention decisions
- Embedding a culture of continuous improvement of services and processes

We are transforming internally through intelligent automation and robotics technologies by:

- Removing tedious and repetitive tasks to free up our people for the more customer-facing aspects of their roles
- Automating processes so our people handle the complex tasks
- Automating processes without having to make significant changes to the underlying IT architecture (unattended RPA)

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Digital Platforms Organisation

Head of Digital Platforms

BMU/Prog Office

Digital Academy

Communities of Practice

Build Operations
- DPC Edinburgh
- DPC Newcastle
- DPC Leeds
- DPC Telford
- DPC Worthing

Run Operations
- Digital Apps Run
- CIP
- Gov Gateway
- DASS

Test & Release
- PVT
- T&RS

Automation Platform
- AP Innovation
- AP Build
- AP Run

We have five Digital Platform Centres based in Edinburgh, Newcastle, Leeds, Telford and Worthing with approx. 250 permanent staff and 790 contractor/supplier staff. The centres currently have approx. 70 Scrum Teams delivering a substantial pipeline of HMRC projects including EU Exit plus 9 Live Service teams who run and optimise the services built.

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Digital Platforms Requirements

The future use of the DALAS Framework will allow HMRC to procure suitably skilled suppliers to support all aspects of our Digital Platforms:

Work will be defined based on **Statements of Work (Work Packages)** defining set outcomes and detailed delivery expectations.

As an example HMRC will expect the supplier to demonstrate significant experience of, or capability in the following (note this list is not exhaustive):

Technologies and Toolsets:

- Using Scala and the Play! Framework to develop cloud-based micro-service architecture services with both HTML web frontends and JSON APIs
- Using Splunk, MongoDB, Oracle, Grafana, Jenkins, GitHub
- Building and maintaining cloud-native applications
- Wider programming languages to deliver front-end and back-end development

Roles:

- Supplying team resources across the DDaT profession, including:
  - Lead Delivery Managers/Delivery Managers
  - Lead Developers/Software Developers (DevOps) Engineers
  - Test Lead/Automation Test Engineers
  - Front End Developers/Accessibility Leads
  - Lead User Researchers/User Researchers
  - Lead Product Managers/Product Managers/Associate Product Managers
  - Service Designers/User Experience Designers/Content Designers
  - Performance Analysts/Data Analysts Business Analysts/Junior Business Analysts

Practices and Competencies:

- Agile development, DevOps and Test Driven Development
- Using design and user research to develop services which adhere to the UK Government's Service Standards
- Completing user research working with seldom-heard groups, for example, people with access needs or low digital literacy
- Working in line with, and supporting Continuous Improvement of HMRC's defined policies and procedures, SLAs and technical standards
- Upskilling internal teams and collaborative working

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Commercial Approach

In bringing our requirement to the market we are looking to cover the following key elements;

- We're looking to create a diverse and innovative supply base

- We're looking for suppliers to really demonstrate how they will achieve social value in work pass through and local societal impact

- We're looking for supply chain transparency that enables Supply Chain Partners and SMEs in supply chains to see HMRC as an honest broker

- We want lead suppliers to give their eco-system suppliers the freedom to join multiple supply chains if they wish

- We want to encourage collaboration – we will issue an email asking for confirmation that contact details can be shared to facilitate connecting suppliers who may want to consider working together on this opportunity

- We want to see a contract management step change so that we all operate on the basis of openness and honesty, i.e., it's better to tell us you're having capacity/capability issues, allowing us to make alternative arrangements than muddle through and risk the delivery

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Integration

Richard Aldrich

HMRC Deputy Director CDIO Enterprise Integration Services
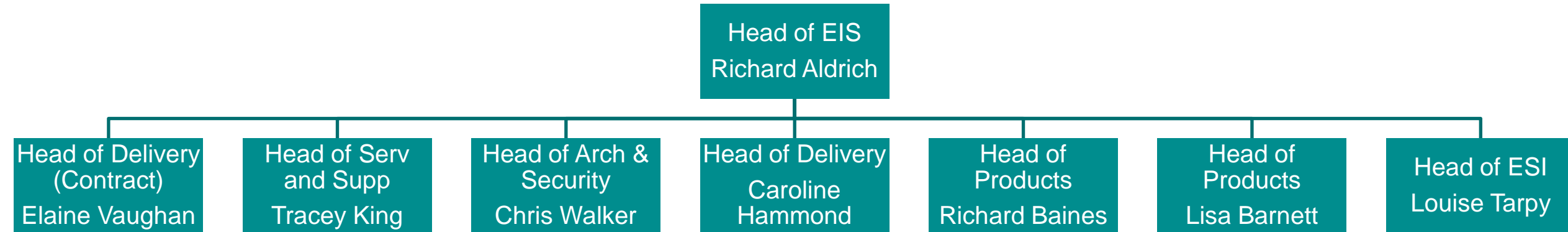
CDIO Enterprise Integration Services

Enterprise Integration Services (EIS) develop services that enable internal systems and external organisations to integrate with HMRC.

We manage:

- HMRC's core integration services and API management platforms, internal and external APIs and file transfers.
- On premise integration as well as cloud-based services.
- Large and complex integration services that ingest millions of tax submissions every year for regimes like Self-Assessment and Corporation Tax as well as core customs services.
- Platform development support and tooling.
- Operations management.
- Service support.
- External, third-party software integration, including commercial tax products and other government departments, seeking to exchange data with HMRC systems.
- HMRC's strategic relationship with the software industry, leveraging it to influence and effect policy and process design.
- EIS enables HMRC to deal with over a billion transactions every year and connects hundreds of HMRC services. EIS services are developed in a wide variety of technologies, utilising modern open-source products and using Agile methodologies, to develop a modern exciting workplace that delivers flexible cost-effective integration solutions.

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EIS Organisation

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                          │   Head of EIS    │
                          │  Richard Aldrich │
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Head of Delivery (Contract)	Head of Serv and Supp	Head of Arch & Security	Head of Delivery	Head of Products	Head of Products	Head of ESI
Elaine Vaughan	Tracey King	Chris Walker	Caroline Hammond	Richard Baines	Lisa Barnett	Louise Tarpy

EIS is currently based in 4 locations: Leeds, Telford, Bristol, Southend (moving to Stratford) with approx. 140 permanent staff and 360 contractor/supplier staff. This represents approx. 40 Product Teams developing our Integration Platforms and delivering a substantial pipeline of HMRC projects including EU Exit and Making Tax Digital.

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How will utilise the DALAS Framework

EIS require strategic partners to help us transform our services, platforms and to deliver our extensive pipeline of HMRC projects.

We are looking for a mixed economy of Fixed Price / Outcome based contracts with the supplier responsible for the whole delivery and suppliers providing specific skills / expertise for projects managed by EIS Client-side resources.

We are keen to harness a pool of suppliers who can bring various skills and experience to EIS as we don't necessarily want to be aligned to a single supplier for all services. The element of internal competition within the Framework will help us to leverage the best qualified and value for money supplier for each engagement..

The DALAS framework will reduce both the number and resource overheads of procurements for both EIS and suppliers.
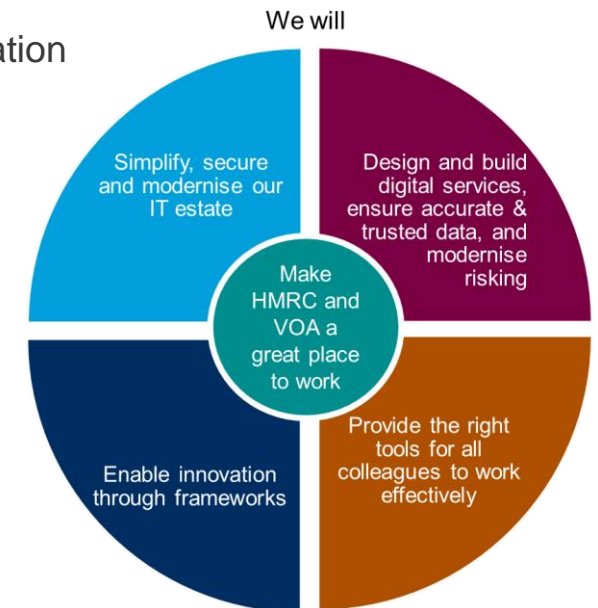
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Enterprise Integration Services Strategic Radar View

Strategic Imperatives

- Provide flexible integration services to support future business requirements and innovation
- Migrate off (and decommission) the legacy integration platforms that are inflexible, expensive to develop on and run, don't scale easily, carry significant technical debt and have limited failover capability
- Deliver integration faster, more efficiently and cheaper than today through API reuse and platform agnostic development patterns
- Move from a centralised delivery model to a hybrid model orientated around standardised products and loosely coupled integration tailored to individual business service lines
- Create a centralised, self-serve, searchable API developer hub for all internal and external integration
- Ensure that all integration meets minimum cyber security, GDPR and SCR standards
- Design APIs around data domains to support reuse and data analytics

Outcomes and Benefits

- Self-service for internal and external consumers
- Scalable, highly available, resilient and stable product set
- Simplified framework of integration products
- Automation principles built-in to increase efficiency
- Coherent set of integration patterns that are accessible to consumers

We will

Simplify, secure and modernise our IT estate

Design and build digital services, ensure accurate & trusted data, and modernise risking

Make HMRC and VOA a great place to work

Enable innovation through frameworks

Provide the right tools for all colleagues to work effectively

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Borders & Trade

Dean Statton

HMRC CDIO IT Delivery Deputy Director CDS

HMRC CDIO B&T

The "Change" lens

- The largest portfolio of IT change in HMRC now and ever.

The "Run" lens

- UK Borders and UK Trade are seriously impacted by our services within an hour of some system failures.
    - Kent road network is at particular risk.
- A "heritage" estate going back 30 years.
- At the same time as the first major HMRC system on Cloud.

The Operating environment lens

- CDIO B&T operates multiple systems of Critical National Infrastructure.
- CDIO B&T operates Intelligence systems for UK safety and security for ourselves and OGD's .
- Trade alone is worth over £800 Billion to the UK.
- Collects over £150 billion in total revenue.
- 3 million VAT traders in our mainframe DB.

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Examples of our Trade Borders: Not exhaustive!

Felixstowe: By Sea

Dover: By Ferry (RoRo)

Heathrow: By Air

Channel Tunnel: By Rail

Configurable Platforms

David Cooper

HMRC IT Delivery Deputy Director CCG

- David Cooper
- Case Management Delivery Group Lead
- Worked for HMRC since January 2016

Case Management Delivery Group

Who are we?

- Case Management Delivery Group are a team of IT professionals who use DevOps ways of working to deliver Low Code solutions based around PEGA, DOCUMENTUM & Microsoft 365 Power platforms.

- We reside within the CDIO Directorate within HMRC.

- We have mixed teams comprising permanent staff, supported by contingent labour and outcome based service personnel.

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What We Do

We are responsible for providing Case and Content Management solutions used by around 26k colleagues across various directorates within HMRC.

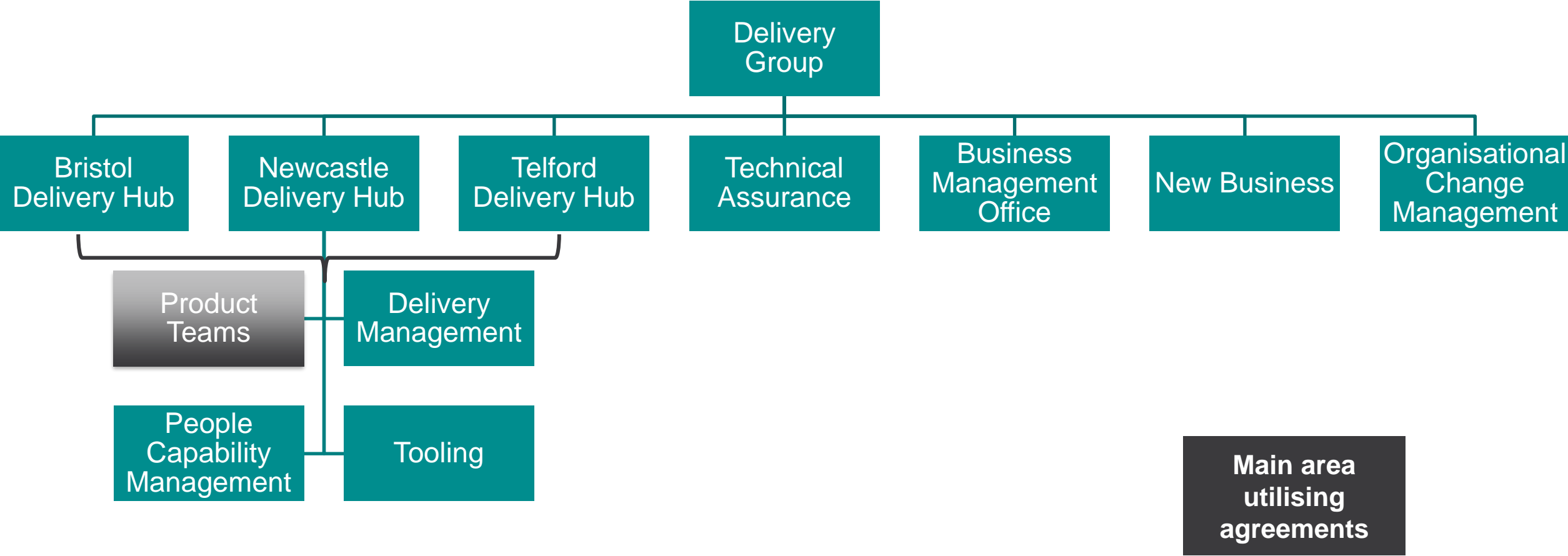Our goal is to deliver reliable, secure and supportable Products based on these solutions.

Our Products are delivered by Product Teams based in Telford, Newcastle and Bristol.

Our Products Teams are accountable for the whole lifecycle for the Product(s) they deliver (i.e. they build it, they run it).

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How We Are Organised


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                              Delivery
                               Group
   ┌──────────┬──────────┬─────────┼──────────┬──────────┬──────────┐
 Bristol    Newcastle   Telford  Technical  Business    New      Organisational
 Delivery   Delivery    Delivery Assurance  Management  Business  Change
 Hub        Hub         Hub                 Office                Management

        ┌────┴────┐
     Product    Delivery
     Teams      Management

     People     Tooling
     Capability
     Management
```

Main area utilising agreements

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Engagement Types

Start from
- 4 week engagement for a specialist PEGA Senior Robotics Architect worth £10k
- 4 week support engagement for specialist Developer resource worth £11k
- 4 week Discovery engagement utilising BA plus Architect and PM worth £17k

Up to
- 12 months Enhancement package of work for a whole SCRUM team worth £2m
- 10 months Enhancement/Support package for 22 FTE worth £3.6m
- 21 month Product migration to AWS for team of 21 FTE worth £4m

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Forward Look

We would be looking to utilise the following services:

For our Product Development:

LOT 4a - Multi Product Configuration Services

LOT 4b - Specialist Product Configuration Services

For our future capability (i.e. PEGA Academy):

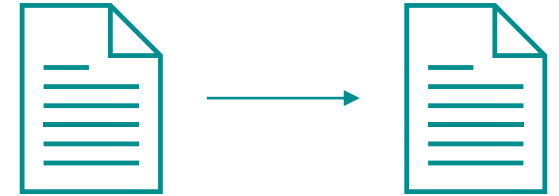LOT 5 - Capability Pipeline Services

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Expectations of Suppliers

To support us in a variety of outcome based engagements ranging from a single resource up to whole teams.

Align with the key technologies we utilise for example:
PEGA
DOCUMENTUM
O365.

To operate within the process of a project assignment or work package
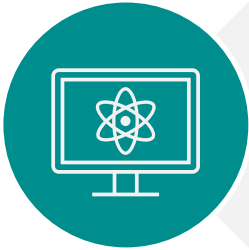
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Capability Pipeline Services

Sarah Keast

HMRC Head of Learning & Talent Development (CDIO University)

Capability Pipeline Services

Lot 5 of the DALAS framework provides a single, strategic approach to capability build alongside a HMRC strategic technology focus.

Academies will provide appropriate learning interventions that create strategic, targeted skills, which can be applied in a HMRC environment.

Capability build schemes will provide an intensive learning course, that puts HMRC staff through rapid, cross-training to up-skill them in new technologies as old technology is decommissioned.
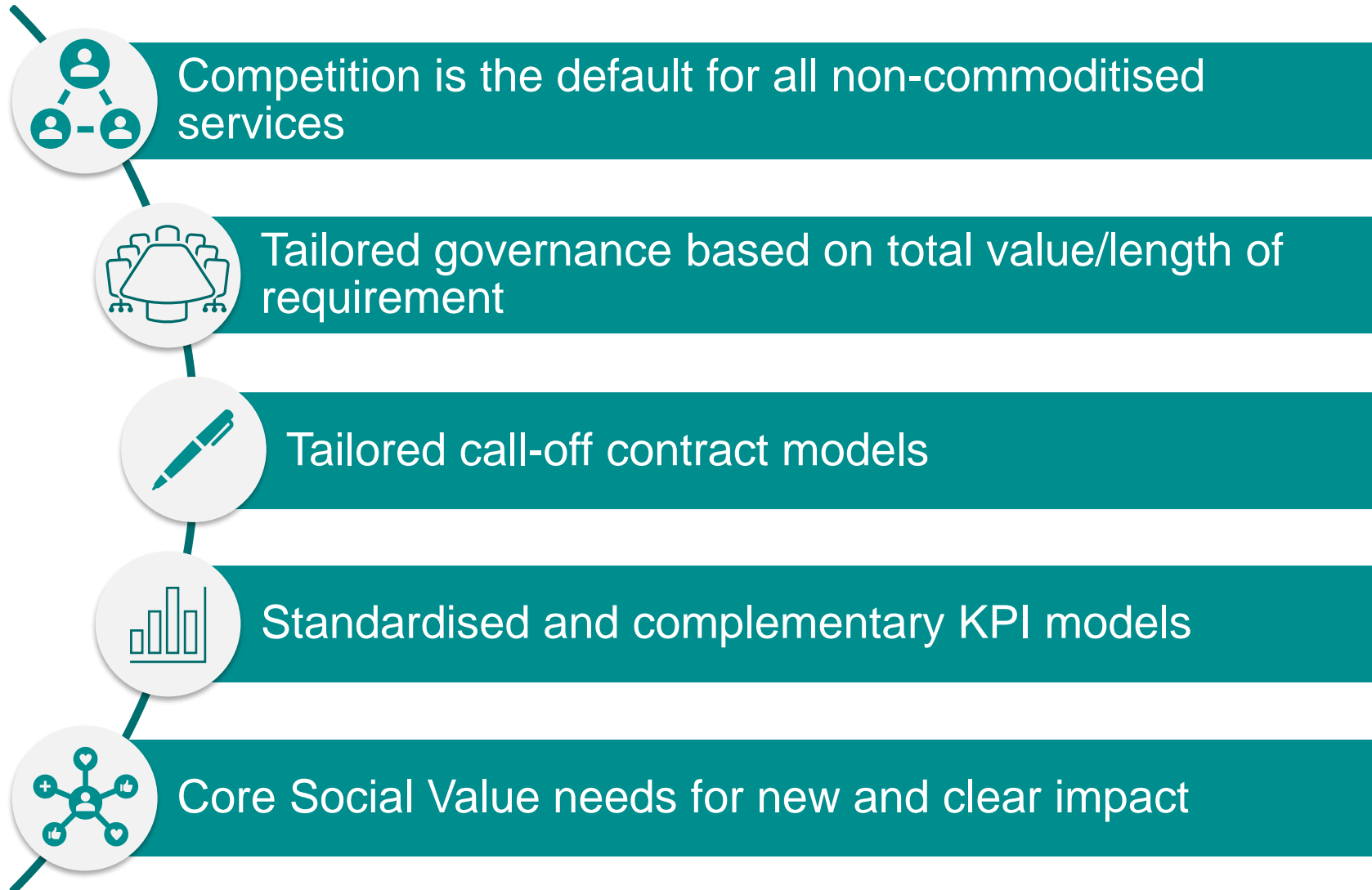
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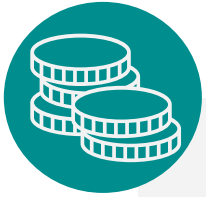# DALAS Contract Features and Innovation – HMRC View

Phil Disbury

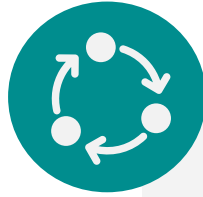HMRC Associate Director – IT Commercial

Potential Contract Features

Competition is the default for all non-commoditised services

Tailored governance based on total value/length of requirement

Tailored call-off contract models

Standardised and complementary KPI models

Core Social Value needs for new and clear impact

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Fund Allocation

Some lots to include minimum revenue commitments (HMRC call-offs only)

Mechanisms included for continued competition throughout the framework life-term

Mechanisms included for direct awards:

- Service catalogue
- Tiered taxi rank where suppliers rotate

Direct Award

- We plan to request that suppliers produce a standard service catalogue covering commodity services they can offer within the scope of the lot to which they are appointed. This may include standardised pricing for discoveries based on a T-shirt sizing model.

- It is intended that lots 2 and 4 will have a tiered taxi-rank system
  - Each lot will contain 3 value tiers where suppliers will rotate for delivery of each new work package within a certain value range
  - The initial ranking of suppliers will be based on ranking achieved during the procurement exercise

- HMRC can opt to compete opportunities normally eligible for direct award but cannot direct award opportunities that have been identified as subject to competition.

Mini Competition

- Due diligence and capacity checks will be completed at framework level

- When running call-off competitions for low complexity work packages, rapid sourcing techniques will be applied to enable contract commencement within 4-6 weeks of demand signal

- Framework mechanism will enable HMRC customer groups or platform teams to deploy rapid sourcing models using lighter touch commercial vehicles

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Potential Innovation Approaches

Rainbow teams collaboration approach to maximise success

Increased information sharing

Use of SME eco-systems

Financial Incentive Models

Rainbow Teams

- GDS/CDDO best practice

- No current method to enable risk transfer from HMRC to suppliers

- Aim to create the flexibility to enable the option for HMRC-led or Supplier-led rainbow teams

- Where these are supplier-led…

  - Suppliers will have opportunity to deliver outcome-based work packages using only their eco-system

  - If a supplier chooses to bring in other suppliers into their rainbow team, they might unlock performance and financial incentives, as a result of boosted scores in relevant KPIs

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Information Sharing

- Its intended that each lot will have an information and standards repository open to all suppliers appointed to it

- We propose that these will contain 3-year plans, 1 year project plans and 3-month work package plans to enable suppliers to visualise the pipeline

- All intellectual property produced will generally be for HMRC and under its control.

  - This might include discovery reports, architectural solution and/or configuration designs, standards, and operating information on deployed software and tooling

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SME Ecosystem

- Government requirement for £1 in every £3 to be spent with SMEs

- We have already made significant progress in achieving this aim through the introduction of an eco-system requirement

- Lots 2b and 4b are sized and will have contractual terms that reduce barriers to entry and will therefore create greater opportunities for HMRC to work directly with SMEs

- Ecosystems will be required for lots 2a, 3 and 4a

- Bidders will be tested on the extent to which they effectively integrate eco-system partners in activities from impacting through to delivery

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Financial Incentivisation Models

The DALAS framework may also incorporate:

- Return on investment (ROI) models
  - If suppliers can demonstrate a return on investment, they can with agreement of HMRC opt to deploy a payment model that will see a percentage payment upon delivery of the work package followed by a percentage of the ROI at the point(s) it is realised

- Gainshare
  - Whereby gross profit margins achieved through framework activity that exceed 25% might be subject to a percentage-based remittance to a framework innovation fund

- Minimum workshare commitment
  - In lots 2a, 2b, 4a, and 4b, HMRC intends to set aside an amount of forecast expenditure during the first 2 years of operation that will be ring fenced to fund a minimum workshare commitment to each of the suppliers appointed to the lot

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DALAS SQ, ITT and Next Steps

Mike Hannon

CCS Head of Technology Service, Cyber and Transport Technology

Shannon Wood & Miriam Larocque

HMRC DALAS Workstream Leads

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Expectations

This framework will be conducted via Find a Tender Service (FTS)

Lots 2b & 4b are structured to be more attractive to SMEs

Seeking multiple suppliers within each lot
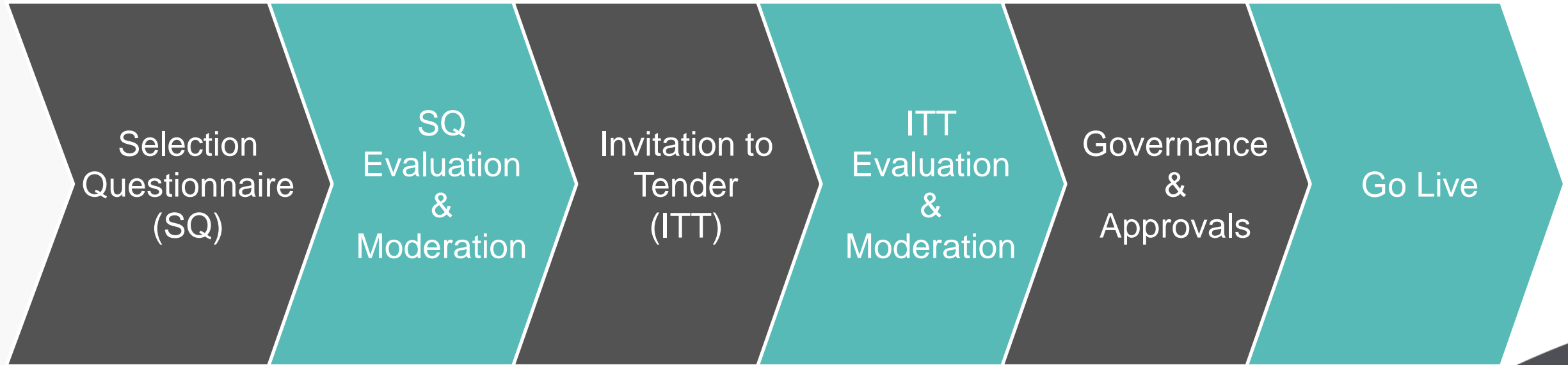
CCS's Bravo e-portal to be used

Framework term is 4 years

Carbon Reduction Plans to be required in line with PPN06/21

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Tender Process

Selection Questionnaire (SQ) → SQ Evaluation & Moderation → Invitation to Tender (ITT) → ITT Evaluation & Moderation → Governance & Approvals → Go Live

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SQ Reminder: Please DO

Read all of the guidance and tender documentation thoroughly, plus any published clarification questions

Ask questions to clarify your understanding of the response required, early.

Send all tender related contacts via the messaging function on the eSourcing suite, so your messages aren't missed

Keep up to date with any of our published clarification question responses

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Reminder - Please DON'T

Do things at the last minute, allow plenty of time to complete your tender response

Include attachments where they have not been specifically requested

Cross reference to other responses within your tender

State that named customer reference details are "confidential"

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Reminder - Please ANSWER

All mandatory questions, and questions relevant to your bid

All mandatory fields within in tables

The question within the character limit and pay attention to the response guidance for each question

The question being asked and steer clear of using marketing jargon or text copied from your marketing material

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Reminder - Please CHECK

Your organisation details are accurate and match e.g. your registered organisation, company number

Where we have said you can and cannot include attachments as part of your answer

Any T&C's that you are uncertain about with your own legal teams as early as possible

The character count limit. Be aware of command phrases: describe how, please detail etc

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Provisional Timeline

	Completion Date	
	Phase 1 (Lots 2a, 2b, 3 and 5)	Phase 2 (Lots 1, 4a and 4b)
Market Engagement 121s	September 2022	Summer 2023
SQ Issued	October 2022	Summer 2023
SQ Returned	November 2022	Autumn 2023
SQ Evaluation	December 2022	Autumn 2023
ITT Released	February 2023	Winter 2023
Bidder Submission	March 2023	Winter 2024
Evaluation and Moderation	May 2023	Spring 2024
Governance and Approval	July 2023	Spring 2024
Contract Signature	September 2023	Summer 2024
Go-Live	September 2023	Summer 2024

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Market Engagement 2

Face to face 121 sessions on a 'first-come, first-served' basis

All questions and answers will be collated, anonymised and published following the conclusion of all the Wave 1 sessions

All sessions will be held in Birmingham

Wave 1: Lots 2a, 2b, 3 and 5 – w/c 26 September 2022
Wave 2: Lots 1, 4a and 4b – Winter 2023

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Clarification Question Process

**Selection Questionnaire
Release**

Before

Questions through
DALAS email address
Market Engagement (ME) 2 form
ME2 sessions

After

All questions directed through CCS
Bravo e-portal

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Market Engagement 2

To register for a Wave 1 face to face 121 session and ask any questions, please complete this form by scanning the QR code or via:

https://forms.office.com/r/8ix11EyQ1u

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Any Questions?

Chaired by tech UK

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Thank you

Lee Pelling

HMRC Deputy IT Commercial Director

Close

tech UK

Crown Commercial Service

Here for you

✉ dalasmailbox@crowncommercial.gov.uk

✉ dalasframework@hmrc.gov.uk

📄 https://forms.office.com/r/8ix11EyQ1u

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