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Tender

## **Business Change Delivery**

Scottish Water

F05: Contract notice – utilities

Notice identifier: 2023/S 000-004829

Procurement identifier (OCID): ocds-h6vhtk-03a657

Published 16 February 2023, 7:05pm

### **Section I: Contracting entity**

#### **I.1) Name and addresses**

Scottish Water

6 Buchanan Gate

Glasgow

G33 6FB

#### **Contact**

Andrew Neilson

#### **Email**

[andrew.neilson@scottishwater.co.uk](mailto:andrew.neilson@scottishwater.co.uk)

#### **Telephone**

+44 7875873072

#### **Country**

United Kingdom

**Region code**

UKM - Scotland

**Internet address(es)**

Main address

[www.scottishwater.co.uk/](http://www.scottishwater.co.uk/)

Buyer's address

<https://www.scottishwater.co.uk/>

**I.3) Communication**

The procurement documents are available for unrestricted and full direct access, free of charge, at

<https://www.delta-esourcing.com/tenders/UK-UK-Glasgow:-Business-development-consultancy-services./446F78X65X>

Additional information can be obtained from the above-mentioned address

Tenders or requests to participate must be submitted electronically via

<https://www.delta-esourcing.com/tenders/UK-title/446F78X65X>

Tenders or requests to participate must be submitted to the above-mentioned address

**I.6) Main activity**

Water

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## **Section II: Object**

### **II.1) Scope of the procurement**

#### **II.1.1) Title**

Business Change Delivery

Reference number

SW23/ACP/1432

#### **II.1.2) Main CPV code**

- 79411100 - Business development consultancy services

#### **II.1.3) Type of contract**

Services

#### **II.1.4) Short description**

Scottish Water is looking to award a multi supplier Business Change Delivery framework to support delivery and implementation of long-term business change •Work alongside Scottish Water to ensure change impacts are identified, understood and implemented •Be involved in evaluating the arrangements and overseeing the transition as necessary to ensure successful implementation and embedment of new ways of working e.g. assess readiness for change and develop a change management plan, train employees on how to effectively manage and adapt to change. •Provide expertise in change readiness implementation planning, change communications strategy to enable business change success e.g. develop strategies for managing change, create and implement communication strategies that increase understanding and buy-in •Provide expertise in benefits management and realisation of benefits •Bring water utility expertise, and work in partnership with our Digital & Transformation Strategic Partners

#### **II.1.5) Estimated total value**

Value excluding VAT: £35,000,000

#### **II.1.6) Information about lots**

This contract is divided into lots: No

### **II.2) Description**

### II.2.3) Place of performance

NUTS codes

- UKM - Scotland

Main site or place of performance

SCOTLAND

### II.2.4) Description of the procurement

Scottish Water is looking to award a multiple supplier Business Change Delivery framework to support the delivery and implementation of long-term business change as part of our Transformation Programme. Suppliers will:

- Work alongside Scottish Water to ensure change impacts are identified, understood and implemented across the business
- Be involved in evaluating the arrangements and overseeing the transition as necessary to ensure successful implementation and embedment of new and ways of working e.g. assess readiness for change and develop a change management plan, train employees on how to effectively manage and adapt to change.
- Provide expertise in change readiness implementation planning, change communications strategy to enable business change success e.g. develop strategies for managing change, create and implement communication strategies that increase understanding and buy-in
- Provide expertise in benefits management and realisation of benefits within Scottish Water.
- Bring water utility expertise, and work in partnership with our Digital & Transformation Strategic Partners

Essential to the success of this multi-supplier framework is suppliers' ability to improve internal capability in order to shape the management of business change and improve the method in which it is developed and delivered across the business. Key to the success of suppliers on this framework is the ability to transfer knowledge and capability to develop internal capacity. Scottish Water intends to gain knowledge of industry best practice whilst also improving its own internal capability; suppliers must demonstrate a willingness and ability to support these key objectives. Typical activities include, but are not limited to:

1. Business Change Management: This will focus on transitioning individuals, teams, and partners using appropriate methods and approaches intended to change how people, process and systems interact that transform how Scottish Water operates, also taking into consideration the Trades Unions and other industry stakeholders. This will include:
  - Designing and building cases for change, including:
    - oStakeholder management and communications at both strategic and operational level
    - oProvision of detailed program mobilisation planning
  - Providing Industry specialist advice to provide oversight to ensure that the end-to-end solution is fit for purpose from both a technical and business perspective
  - Designing and delivering of a Scottish Water led program structure that will successfully implement and embed Business Change and facilitate internal capability building with transition into business as usual
  - Provision of a detailed understanding of Business Change Impact, including Business Systems, Business processes, roles and data, and information management
  - Provision of ongoing support to the Transformation

Management Office (TMO), together with an effective governance structure to co-ordinate program/project management delivery

**2. Business Change Delivery Partner** The focus of this will be to partner with Scottish Water to:

- Provide best-practice business change expertise that will improve the success rate of change projects and programs
- Enable knowledge transfer to Scottish Water to support a greater business change internal capability
- In support of the above, the Business Change Delivery Partner may be responsible for assisting in the recruitment of permanent, seconded or fixed-term resources to fill the business change resources to meet the demands of the project
- Bring in innovation and industry skills to create specific change strategies and approaches

Act as lead Partner supporting Scottish Water led delivery of significant and technical Business Change Programs and projects across Scottish Water

**3. Project and Program Business Change Delivery**

- The Business Change Delivery Partner may be responsible for supporting Scottish Water on the creation and delivery of major change and transformation programs, as a result of technology-enabled change (typically delivered by our technology delivery partners)
- Provide supporting governance to mobilise and deliver change and transformation projects/programs
- Delivery of business change in accordance with Scottish Waters Governance and best practice
- Development, coaching, and advice to all levels within the business on improving program and project methodologies
- Responsible for overseeing business change projects and programs from start to finish, including planning, and setting timelines ensuring all stakeholders are engaged and informed.
- Where engaged specifically to do so, ensure delivery of project and program outputs and outcomes on time, on budget, and to agreed quality and aligned to strategic objectives

**4. Business Change Assurance** Suppliers will be required to support formal and informal reviews at the project, program, or portfolio level to provide a critical challenge to projects, programs, and/or the portfolio against agreed criteria. The purpose of these reviews will be to:

- Assure adherence to Scottish Waters governance framework and policies
- Establish best practice approaches to projects and programs in the articulation and realisation of benefits
- Evaluate Business Change adoption across the transformation portfolio e.g., how well new processes, behaviours, etc. have been embedded, the efficiency and effectiveness of the change, the people engagement as a result of the change, etc.
- Share best practice to further improve governance models across Scottish Water
- Highlight knowledge gaps, delivery, and implementation risks and issues

#### **II.2.5) Award criteria**

Price is not the only award criterion and all criteria are stated only in the procurement documents

#### **II.2.6) Estimated value**

Value excluding VAT: £35,000,000

#### **II.2.7) Duration of the contract, framework agreement or dynamic purchasing system**

Duration in months

60

This contract is subject to renewal

Yes

Description of renewals

Initial 2 year award with up to three annual extension options

#### **II.2.9) Information about the limits on the number of candidates to be invited**

Envisaged minimum number: 3

#### **II.2.10) Information about variants**

Variants will be accepted: No

#### **II.2.11) Information about options**

Options: No

#### **II.2.13) Information about European Union Funds**

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

#### **II.2.14) Additional information**

The PQQ documents can also be accessed by logging in through the Scottish Water Delta e-sourcing webpage <https://scottishwater.delta-esourcing.com/> and through the Response Manager section using the following Access Code: 446F78X65X

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## **Section III. Legal, economic, financial and technical information**

### **III.1) Conditions for participation**

#### **III.1.2) Economic and financial standing**

Minimum level(s) of standards possibly required

Applicants will be expected to be of sufficient financial and economic standing to support the anticipated contract value. All applicants must complete the financial questions within the pre-qualification questionnaire and tender documents. Financial standing relevant to the anticipated contract value will be determined by Scottish Water based on the response to the pre-qualification questionnaire and any further financial checks deemed necessary

#### **III.1.3) Technical and professional ability**

Selection criteria as stated in the procurement documents

#### **III.1.6) Deposits and guarantees required**

Scottish Water reserves the right to require deposits, guarantees, bonds or other forms of appropriate security

#### **III.1.7) Main financing conditions and payment arrangements and/or reference to the relevant provisions governing them**

All prices quoted shall be in Sterling (UK) and all payments shall be made in Sterling (UK). Payment shall be made on the basis of completed services in accordance with the agreed contract rates, schedules and conditions of contract

#### **III.1.8) Legal form to be taken by the group of economic operators to whom the contract is to be awarded**

In the event of a group of companies submitting an accepted offer it will be necessary for each member of the group to sign an undertaking that each company in the group will be jointly and severally liable for the satisfactory performance of the contract

### **III.2) Conditions related to the contract**

#### **III.2.2) Contract performance conditions**

Bidders must comply with modern slavery act and operate an ethical supply chain

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## **Section IV. Procedure**

### **IV.1) Description**

#### **IV.1.1) Type of procedure**

Negotiated procedure with prior call for competition

#### **IV.1.3) Information about a framework agreement or a dynamic purchasing system**

The procurement involves the establishment of a framework agreement

Framework agreement with several operators

#### **IV.1.8) Information about the Government Procurement Agreement (GPA)**

The procurement is covered by the Government Procurement Agreement: Yes

### **IV.2) Administrative information**

#### **IV.2.2) Time limit for receipt of tenders or requests to participate**

Date

20 March 2023

Local time

12:00pm

#### **IV.2.4) Languages in which tenders or requests to participate may be submitted**

English



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## **Section VI. Complementary information**

### **VI.1) Information about recurrence**

This is a recurrent procurement: No

### **VI.2) Information about electronic workflows**

Electronic ordering will be used

Electronic invoicing will be accepted

Electronic payment will be used

### **VI.3) Additional information**

Scottish Water will not accept the SPD. We will only accept a completed Scottish Water PQQ document. This Notice does not preclude Scottish Water from issuing other notices for specific requirements. Responses to the FTS Notice will be evaluated and only successful applicants following PQQ evaluation will be invited to submit a tender. Applicants who fail to supply all of the information requested in response to this Notice or any resulting tender exercise may risk elimination

For more information about this opportunity, please visit the Delta eSourcing portal at:

<https://scottishwater.delta-esourcing.com/tenders/UK-UK-Glasgow:-Business-development-consultancy-services./446F78X65X>

To respond to this opportunity, please click here:

<https://scottishwater.delta-esourcing.com/respond/446F78X65X>

GO Reference: GO-2023216-PRO-22140178

### **VI.4) Procedures for review**

#### **VI.4.1) Review body**

Glasgow Sheriff Court

Glasgow

Country

United Kingdom

**VI.4.2) Body responsible for mediation procedures**

Scottish Water

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Glasgow

G33 6FB

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