



HM Revenue
& Customs

His Majesty's Revenue & Customs (HMRC)

Procurement for the provision of Contact Centre as a Service (CCaaS)

**Tender Instructions, Conditions of Participation, Procurement Specific Questionnaire
and Evaluation Criteria**

(Procurement Act 2023)

May 2025

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1. ABOUT HMRC

- 1.1 HM Revenue & Customs (“HMRC” or, in this document, “we”) is the UK’s tax, payments and customs authority. We have a vital purpose: to collect the money that pays for the UK’s public services and help families and individuals with targeted financial support.
- 1.2 We do this by being impartial and increasingly effective and efficient in our administration. We help the honest majority to get their tax right and make it hard for the dishonest minority to cheat the system.
- 1.3 Key responsibilities of HMRC include:
 - safeguarding the flow of money to the Exchequer through our collection, compliance and enforcement activities
 - ensuring money is available to fund the UK’s public services
 - facilitating legitimate international trade, protecting the UK’s fiscal, economic, social and physical security before and at the border, and collecting UK trade statistics
 - administering Statutory Payments such as statutory sick pay and statutory maternity pay
 - administering Child Benefit
 - administering the [Government Banking Service](#).
- 1.4 To aid with the delivery of HMRC services, we engage with suppliers to deliver contracts covering a wide range of requirements. This procurement exercise is for the provision of such a contract.
- 1.5 Any contract resulting from this procurement process will be for the use of HMRC, which includes the Valuation Office Agency (“VOA”) and the Adjudicator’s Office as executive agencies of HMRC. No guarantee is given that the services will be used by the VOA or the Adjudicator’s Office.
- 1.6 HMRC is carrying out the procurement on behalf of itself and any third-party beneficiary referred to in the tender notice. Any such beneficiaries will not have a direct contractual relationship with the supplier in respect of the services. They will be permitted to access the contract through HMRC, but HMRC gives no guarantee that they will do so.
- 1.7 Through this procurement, HMRC is seeking a strategic long-term partner to support it in delivering service continuity and the strategic ambitions to transform and innovate the future of Contact Centre as a Service. Throughout the lifetime of this contract, HMRC anticipates having support from the successful tenderer to continue the delivery of these 5 strategic business outcomes.
- 1.8 Strategic Business Outcomes:
 - (a) Improved customer service: Improved customer outcomes through the delivery and continuous improvement of a secure, accurate, responsive service to a meet customer need and improve the customer experience.
 - (b) Modernised services: Enable and contribute to our digital 1st ambition through the delivery of smarter automation and seamless secure customer interactions.
 - (c) Simplified technology: Enable the simplification of our technology landscape through consolidating our customer contact solutions and delivering a service

that is easy to integrate to existing HMRC IT infrastructure and with eCRM solution being procured at about the same time.

- (d) Enhanced adaptability, scalability, and flexibility: Improve our ability to deliver future business requirements safely, at minimal cost and at pace. A service in which most change can be delivered through low code solutions.
- (e) Future-Proof Innovation: Support our continuous improvement and innovation ambitions to enable more adaptability to evolving technological trends and external factors e.g., regulatory changes, in alignment with wider HMRC strategies e.g., IDV&A, for long term success.

2. TENDER OVERVIEW

- 2.1 HMRC is conducting this procurement process via a Competitive Flexible Procedure (CFP) in accordance with the requirements of the Procurement Act 2023 (PA 2023).
- 2.2 This tender is specific to the procurement of a Contact Centre as a Service (CCaaS) solution. HMRC may make reference to future programmes and teams, such as eCRM (Enterprise Customer Relationship Management) and the Intelligent Client Function (ICF), and will expect the successful tenderer to work collaboratively with any future suppliers within HMRC's wider supplier ecosystem when relevant initiatives are live.
- 2.3 This competitive flexible procedure will be conducted in five (5) stages. The five (5) stages are described in more detail below.

Stage 1: Conditions of Participation & PSQ Stage

1. Stage 1 commences with the issuing of a Tender Notice and the publication of this document.
2. This document includes a Procurement Specific Questionnaire (PSQ), the requirement for the tenderer to submit a supporting letter (as a separate document) from their CCaaS software vendor referenced as part of the Conditions of Participation within Schedule 1, as well as HMRC's must have Non Functional Requirements (NFRs) within Appendix 2; which all tenderers are required to complete and return in accordance with the Tender Timetable and instructions within this document.
3. HMRC will use this stage to confirm that neither the tenderer, nor any related persons within its corporate group, associated persons relied on to meet the Conditions of Participation, or proposed sub-contractors are listed on the Cabinet Office department list. To the extent that any such entities are listed on the department list, HMRC will consider whether to exclude the tenderer from participating in the Procurement in accordance with its obligations under the PA 2023.
4. In addition, HMRC will consider whether any tenderer or related persons within its corporate group, associated persons relied on to meet the Conditions of Participation, or proposed sub-contractors are excluded or excludable tenderers, and before HMRC determines that a tenderer is an excluded or excludable tenderer, it will provide the tenderer reasonable opportunity to make representations and provide evidence as is proportionate in the circumstances. If the tenderer is an excluded or excludable tenderer only by virtue of an associated person or proposed sub-contractor, HMRC will notify the tenderer of its intention to exclude the tenderer and provide the tenderer with reasonable opportunity to replace the associated person or sub-contractor. If as a consequence of this process HMRC excludes the tenderer from participating in the Procurement, or is aware of an associated person or sub-contract having been replaced, it will give notice of this fact within 30 days of its decision to the Procurement Review Unit (PRU).
5. HMRC will also undertake a review of the completed PSQ with reference to any information held on the Central Digital Platform. Responses to any Conditions of Participation will be assessed in accordance with the selection process and any selection criteria as set out in the PSQ and described in this document. The assessment of these responses will identify the top six (6) tenderers to be invited to participate in Stage 2: Invitation to Submit Initial Tender.
6. Stage 1 will complete with tenderers being notified in writing as to whether or not they have been successfully shortlisted to participate in Stage 2: Invitation to Submit Initial

Tender. Tenderers not invited to Stage 2 will be provided with a written explanation of the reasons why they have not been shortlisted to participate in Stage 2.

7. Tenderers should note that HMRC reserves the right to re-assess any response to the PSQ, in light of any new relevant information that comes to HMRC's attention.

Stage 2: Invitation to Submit Initial Tender (ISIT)

1. Stage 2 will commence with the issuing of a written invitation to those tenderers which have successfully been shortlisted at Stage 1: Conditions of Participation & PSQ Stage of the Procurement, to submit initial tenders.
2. The written invitation will also provide details of any new information made available to tenderers at this stage of the Procurement.
3. Initial tenders must be submitted in accordance with the Tender Timetable and instructions set out in this document and any additional information provided.
4. Following the deadline for submission of initial tenders, HMRC will assess initial tenders in accordance with the assessment process and evaluation methodology described in this document. The assessment process will identify which tenderers are to be selected to participate in Stage 3: Product Validation.
5. Once the assessment of initial tenders has concluded, tenderers will be notified in writing whether they have successfully been invited to Stage 3: Product Validation. HMRC intends to shortlist a maximum of three (3) tenderers to participate in the product validation stage. In the event, that the top three (3) highest scoring tenderers are partnered with the same CCaaS software vendor, HMRC reserves the right to invite the fourth highest scoring that is partnered with an alternate CCaaS software vendor to the next stage. Any tenderers not invited to participate in Stage 3: Product Validation will be provided with reasons in writing to explain why they have not been successful.

Stage 3: Product Validation

1. This stage will commence with the issuing of a written invitation to those tenderers who have been shortlisted following the conclusion of Stage 2: ISIT to enter the product validation stage. This stage will enable the tenderers to demonstrate to HMRC that their solution is capable of meeting HMRC's requirements.
2. The written invitation will also provide details of any new information made available to the tenderers and how this validation stage will be conducted.
3. HMRC intends to shortlist a maximum of two (2) tenderers to participate on the next stage. The two (2) tenderers will be selected based on the combined score from the ISIT and the Product Validation, where the ISIT will represent 85% of the total score and the Product Validation 15%.

Stage 4: Negotiation

1. Stage 4 will commence with the issuing of a written invitation to tenderers that have been shortlisted to participate in at least one negotiation round.
2. The written invitation will provide details of any new information made available to tenderers at this stage in the Procurement.

3. It will also describe how the negotiations will be conducted, including the location and dates for the relevant meetings, as well as the attendee arrangements.
4. Stage 4 will conclude with the issuing of letters to all participating tenderers confirming the closure of the negotiations.

Stage 5: Invitation to Submit Final Tender (ISFT)

1. Following the conclusion of negotiations, tenderers will be invited to submit final tenders. Final tenders must be submitted in accordance with the timetable and instructions set out in this document and any additional information provided.
2. After the deadline for submission of final tenders, HMRC will consider, in respect of each tenderer that submitted a tender, whether the tenderer or any related persons within its corporate group, associated persons relied on to meet the Conditions of Participation, or proposed sub-contractors, are excluded or excludable suppliers and will consider whether to disregard the tender submitted in accordance with its obligations under the PA 2023. If the tenderer is an excluded or excludable supplier only by virtue of an associated person or proposed sub-contractor, HMRC will notify the tenderer of its intention to disregard its tender and provide the tenderer with reasonable opportunity to replace the associated person or sub-contractor. If as a consequence of this process HMRC disregards a tender from an excluded or excludable supplier, or is aware of an associated person or sub-contractor having been replaced, it will give notice of this fact within 30 days of its decision to the Procurement Review Unit (PRU).
3. HMRC will conduct an assessment of all final tenders in order to identify the tenderer which has submitted the Most Advantageous Tender (MAT) in accordance with the assessment methodology and award criteria set out in this document. In carrying out this assessment, HMRC will disregard any tender from a tenderer that does not satisfy the Conditions of Participation. HMRC may also disregard a tender:
 - a. from a tenderer that is not a United Kingdom supplier or a treaty state supplier or that intends to sub-contract the performance of all or part of the Contract to a supplier that is not a United Kingdom supplier or a treaty state supplier; or
 - b. if the tender breaches a procedural requirement set out in the Tender Notice or associated tender documents; or
 - c. if the tender offers a price that HMRC considers to be abnormally low for the performance of the Contract. Where HMRC considers that a price offered by a tenderer in its tender is abnormally low, HMRC will notify the tenderer and give the tenderer reasonable opportunity to demonstrate that it will be able to perform the contract for the price offered. If the tenderer cannot demonstrate to the contracting authority's satisfaction that it will be able to perform the contract for the price offered, HMRC may disregard the tender.
4. Once the assessment has concluded, HMRC will provide an assessment summary to all tenderers that submitted final tenders to:
 - a. inform them whether they have been successful in being awarded the Contract
 - b. provide an explanation of the assessment of the tenderer's tender against the relevant award criteria, in accordance with the requirements of the PA 2023

- c. where different to the tenderer concerned, provide information in respect of the most advantageous tender submitted, including details of the assessment of this tender against the relevant award criteria and the tenderer's name.
- 5. Once the assessment summaries have been provided to the tenderers that submitted final tenders, HMRC will also publish a contract award notice on the Central Digital Platform to commence the mandatory standstill period.
- 6. Subject to completion of the mandatory standstill period, Stage 5: IFST will end with HMRC entering into the Contract with the preferred tenderer and publication of a Contract Details Notice on the Central Digital Platform (within 30 days of the date on which the Contract is entered into). Where appropriate, a copy of the Contract may also be published on the Central Digital Platform.

- 2.4 The contract to be awarded as a result of this procurement exercise is for the provision of a consolidated Contact Centre as a Service (CCaaS) solution to simplify the technology landscape and support key customer contact commitments. HMRC are seeking an Implementation Partner (System Integrator (SI)) to lead and support a range of activities, including a seamless transition to the new platform, followed by ongoing support for day-to-day running and optimisation of the service. The CCaaS software vendor's role is to deliver the core technology that underpins the CCaaS solution and work collaboratively with the SI and with HMRC to continuously improve and optimise the service throughout the whole of the contract, supporting effective collaboration across all parties to ensure a successful outcome.
- 2.5 During the term of the contract HMRC may require changes to the scale or volume of the delivery of the services, for example extensions to the duration of the contract or changes to the volumes.
- 2.6 The successful tenderer will be required to deliver the services in full compliance with the requirements outlined by HMRC within the entire suite of documents included as part of this tender process, as will be reflected in the contract.
- 2.7 The duration of the contract will be eight (8) years with two (2) one (1) year extension periods. In line with the standard Model Services Contract terms and conditions, HMRC expect to utilise standard exit provisions, including a requirement for an Exit Plan detailing the approach for the transfer of documentation and knowledge transfer, continued performance and support of HMRC's contact centre, with a period of up to 24 months for termination assistance etc.
- 2.8 The estimated total contract value (inclusive of any extension options) is six hundred million (£600 million) including VAT. This is an estimate only and includes implementation, run and change, licencing costs, telecommunications, and contract change including professional services to be used at the discretion of HMRC for future solution enhancements. HMRC provides no guarantee as to the quantity or value of work that will be placed with any successful tenderer. Any contract values, details of current expenditure or indications of potential future uptake provided in this document or otherwise as part of this procurement exercise are indicative only.
- 2.8 The resulting contract will be awarded to a single tenderer.
- 2.9 HMRC provides no guarantee it will enter into any contract resulting from this procurement exercise. HMRC reserves the right to cancel and/or amend the requirements of this procurement process at any point and will not be liable to any third party should any such cancellation/amendment occur. Please see section 8.2 under Warnings and Disclaimers for additional information.

3. TENDER TIMETABLE

3.1 The anticipated timetable for this procurement is outlined below. This is intended as a guide only and HMRC reserve the right to adjust this timetable, the structure and/or the content of the procurement process at our discretion. We will notify all tenderers of any changes to the timetable via the Ariba messaging function. Where we refer to any deadlines or dates in the tender timetable in this document, (e.g. the Clarification Deadline or Tender Submission Deadline), we are referring to the deadline or date as per this timetable as these dates or deadlines may have been changed.

3.2 Any reference to a time of day refers to the time in London, England.

Procurement Stage	Date/Period <i>(Indicative)</i>
Planned Procurement Notice published	21 st May 2025
CoP & PSQ published	27 th May 2025
Clarification Deadline for CoP	18 th June 2025
CoP & PSQ response to be submitted	23 rd June 2025
Invitation to Submit Initial Tender published (ISIT)	14 th July 2025
Tender Submission Deadline	22 nd August 2025
Product Validation	24 th September to 8 th October 2025
Negotiation period	20 th October to 7 th November 2025
Invitation to Submit Final Tenders published	12 th November 2025
Final Tender response deadline	5 th December 2025
Contract Award	February 2026

4. TENDER SUBMISSIONS, CONTACT DETAILS AND QUERIES

4.1 SAP Ariba eSourcing/eTrading Portal

- (a) All tender documents are available through the SAP Ariba eSourcing Portal (“Ariba”) only. Tenderers should ensure they review all tender documents in their entirety prior to completing their tender response.
- (b) Once logged onto the system, technical guidance relating to the use of the eSourcing Portal can be found in the Help Centre that can be accessed via the help tab at the top of the screen. Any technical issues identified with the Ariba system should be raised via the instructions outlined in the Help Centre. HMRC accepts no liability for any technical issues experienced with the Ariba system.
- (c) HMRC has a “Purchase Order Mandatory Policy” and will process all purchase orders and all invoices using its eTrading system, provided by SAP Ariba. This will enable tenderers to transact (Cataloguing, Purchase Orders, Invoicing etc) with HMRC through the eTrading Portal.
- (d) Successful tenderers are required to register on the SAP Ariba Network in order to transact with HMRC via the e-Trading system and to ensure that they will continue to be able to receive purchase orders from and issue invoices to HMRC
- (e) Registration for HMRC’s eTrading portal is undertaken by the successful tenderer following the notification of award. Instruction will be provided by HMRC. SAP Ariba will not charge tenderers to HMRC or VOA to register on the SAP Ariba Network and tenderers will not incur any fees when transacting with HMRC or VOA across HMRC’s eTrading system. However fees may apply when transacting with tenderers’ other customers over the SAP Ariba Network.
- (f) Tenderers to HMRC or VOA are not required to invest in any additional products or services from SAP Ariba or from any other supplier in order to transact with HMRC or VOA using HMRC’s eTrading system.
- (g) Payment will be made by BACS within 30 days of receipt of a valid invoice.

4.2 Communications and clarifications

- (a) HMRC will ordinarily send communications or notifications to tenderers in connection with this procurement exercise via the messaging facility in Ariba.
- (b) Communications or notifications sent via the messaging system may relate to and represent material changes to information previously provided. Accordingly, until the procurement exercise has been fully concluded, tenderers are advised to log into the eSourcing event on Ariba at regular intervals to check for messages from HMRC.
- (c) Vague, ambiguous or incomplete answers are likely to score poorly or render the tender non-compliant. HMRC reserves the right (but is not obliged) to seek clarification of all or any part of a tenderer’s tender at any time during the procurement exercise. Tenderers must respond to such requests promptly and within any timescales set for responses.

- (d) Tenderers must submit any queries or clarification questions via the messaging system in Ariba prior to the Clarification Deadline. Unless there are exceptional circumstances determined by HMRC, HMRC will not accept or respond to any queries or clarification questions received via any other method and/or received after the Clarification Deadline. It is the tenderer's responsibility to ensure that they have all of the information they need to prepare their tender.
- (e) HMRC will publish any clarification questions received and HMRC's response to them on Ariba. As a tenderer, if you wish HMRC to treat a clarification as confidential and not publish the response, you must state this when submitting the clarification. If, in the opinion of HMRC, the clarification is not confidential, HMRC will inform the tenderer who will have an opportunity to withdraw it. If the clarification is not withdrawn, the response will be issued to all tenderers.
- (f) If you consider that there is a fundamental difference between the outline requirement in the tender notice or this document; you must bring this to HMRC's attention as soon as possible and no later than the Clarification Deadline.

4.3 Contract terms

- (a) The Draft Contract that HMRC proposes to use will be included as part of the supporting document pack provided at ISIT. At this stage of the procurement process, tenderers must familiarise themselves with the content of the Draft Contract and assure themselves that they are prepared to agree to the various terms, conditions and requirements within it.
- (b) If the terms of the Draft Contract render the proposals in a tenderers' tender unworkable, they should submit a clarification question in accordance with paragraph 4.2. If HMRC decides an amendment to the Draft Contract terms is required, HMRC will publish the amendment via Ariba and it will apply to all tenderers. Any amendments which are proposed, but not approved by HMRC through this process, will not be acceptable and may be construed as a rejection of the terms leading to the disqualification of the tender. HMRC may incorporate any of the successful tenderer's responses and submissions provided during this procurement exercise into the final contract with HMRC, for example as part of the Supplier Solution (as defined in the contract).

4.4 Tender Submission

- (a) Tenders (including any supporting documents) must be submitted via Ariba by the Tender Submission Deadline (for the separate ISIT and ISFT stages). Unless there are exceptional circumstances determined by HMRC, any tender received after this deadline will not be opened or considered and will be excluded from the procurement process. Any tender submissions not received through Ariba will be excluded from the procurement process.
- (b) It is the tenderer's responsibility to contact the Ariba helpdesk to resolve any problems with the electronic submission of the tender.
- (c) Each tenderer may only submit one tender or, if applicable, one tender in respect of each Lot for which it wishes to bid, unless the tender explicitly states variant bids are allowed. The tenderer may modify its tender after it is submitted

provided this is prior to the Tender Submission Deadline and that the tenderer gives written notice to HMRC that a new tender has been submitted.

- (d) As a tenderer, it is your responsibility to ensure that your tender documents are complete and accurate prior to submission. Incomplete, inaccurate and/or misleading information or answers are likely to score poorly or render the tender non-compliant and may result in HMRC rejecting the tender.
- (e) If any information that you supply to HMRC becomes inaccurate or significantly changes at any time during the procurement exercise, you must notify HMRC immediately together with a full explanation of, and reasons for, the changes. This could result in HMRC rejecting the tender, for example if the tender no longer meets the minimum standards.
- (f) When submitting a tender, you must:
 - (i) not provide an answer to a particular question by way of cross reference to the response for another question. HMRC will not attempt to find information within other parts of the tender submission. If no answer is provided to a question, an auto-generated zero score will be applied
 - (ii) submit your tender responses and documents in English. Tenders submitted in other languages will not be accepted. Proposed costs or prices must be in GB Pounds/Sterling and currency fluctuations will be at the tenderer's risk; and
 - (iii) keep to the word limits stated. Any information provided in excess of any page or word limit, or any files provided in excess of any specified file size limit, will not be considered by the evaluators. Unless stated otherwise, any images or embedded files will be considered as part of word or page limits. Attachments must only be submitted where a question specifically requests or permits their use and only where the tenderer has indicated in the question text field that an attachment has been submitted.
- (g) Tender submissions (including but not limited to the costs submitted) must remain open for acceptance without change for a minimum of 180 days from the Tender Submission Deadline.

By submitting a tender, the tenderer ("you") agrees to be bound by the terms of the ISFT submission and the published Draft Contract terms without further negotiation or amendment.

4.5 Data Protection Compliance

- (a) HMRC reserves the right to reject a tenderer's entire tender submission that proposes the transfer of personal data outside of the UK should this be necessary for information security and/or UK GDPR compliance purposes, to be determined by HMRC at its discretion.
- (b) HMRC also reserve the right to request additional information in order to complete the relevant data transfer risk assessments and associated International Data Transfer Agreement (IDTA).

4.6 Contract award

- (a) HMRC may award the contract(s) to the successful tenderer(s) that it identifies pursuant to the section titled "Tender Evaluation Methodology" below.
- (b) Once HMRC has reached a decision in respect of a contract award, it will notify all tenderers of the outcome of their submission and provide for a standstill period in accordance with PA 2023 before entering into any contract(s).
- (c) Contract award will also be subject to HMRC's formal approval process and the successful completion of any relevant due diligence checks. If the relevant documentary evidence is not provided by the successful tenderer upon request and without delay, HMRC reserves the right to amend the contract award decision and award to the next compliant tenderer.
- (d) In addition, where HMRC considers it appropriate on the basis of a financial assessment, award of contract will be conditional on the successful tenderer securing a deed of guarantee in favour of HMRC from the ultimate holding company of the tenderer (or appropriate alternative guarantor in exceptional circumstances e.g. where the proposed guarantor is a charity whose constitution prevents them from performing this role).
- (e) If the tenderer is a partnership, HMRC may require the partnership to assume a specific legal form if awarded the contract, to the extent that a specific legal form is deemed by HMRC as being necessary for the satisfactory performance of the contract.

5. CONFIDENTIALITY

- 5.1 Tenderers must keep their invitation to bid, intention to submit, and the content of, any tender confidential from any third party (other than professional advisers who need to be consulted), in order to maintain the competitive element of this procurement process.
- 5.2 All information supplied by HMRC to tenderers, whether in writing or orally, is supplied on condition that it be kept confidential by the tenderer. Unless the information is already in the public domain, it must not be copied, reproduced, distributed or passed to any other person at any time (except to professional advisors, partnership members or sub-contractors, on a confidential basis, for the sole purpose of enabling the tenderer to submit or clarify a tender or attain sureties or quotations relating to the tender).
- 5.3 Although it is unlikely that official secrets will be disclosed pursuant to this document, please also be aware of the terms of the Official Secrets Act 1989.
- 5.4 All information provided by a tenderer as part of this procurement exercise will be treated as “OFFICIAL” by HMRC and (except where required by law, for example under the FOIA or EIR (see paragraph 6) or public sector transparency policies (see paragraph 5.6)) will not be disclosed to a third party outside of government, other than consultants/advisers approved by HMRC, without the written permission of the tenderer.
- 5.5 Tenderers may be required to enter into a separate confidentiality agreement with HMRC in order to participate in this procurement exercise. If there is any difference between the provisions of that signed agreement and the terms in this paragraph 0, the provisions of that signed agreement will take precedence.
- 5.6 HMRC is also subject to various public sector transparency policies and legal requirements, including, but not limited to:
 - (a) The publishing of KPI/contract performance data in line with PA 2023 Section 71.
 - (b) The publishing of contract award notices and contract details notices on “Find a Tender” (<https://www.gov.uk/find-tender>) which identify the contract value and successful tenderer, and the publishing of the awarded contract documents (subject to any redactions made by HMRC).

By submitting a bid, tenderers are confirming their agreement to HMRC publishing any information required to meet HMRC’s public sector transparency obligations and legal requirements, including but not limited to, those outlined within PA 2023

- 5.7 Tenderers must read the [Government Security Classifications Policy](#) (GSCP) and follow the minimum baseline security requirements for OFFICIAL, OFFICIAL information marked OFFICIAL-SENSITIVE, SECRET or TOP SECRET outlined in the GSCP and within the security requirements set out by HMRC. Tenderers will handle and protect HMRC classified information entrusted to them, or produced by them under contract, in accordance with the GSCP. Unless HMRC stipulates more stringent requirements, the provisions of the GSCP are considered the baseline that all tenderers must meet.

6. FREEDOM OF INFORMATION ACT AND ENVIRONMENTAL INFORMATION REGULATIONS

- 6.1 As a public body, HMRC must meet its responsibilities under the Freedom of Information Act 2000 ("FOIA") and the Environmental Information Regulations 2004 ("EIR") in respect of information that we hold (including third party information).
- 6.2 Consequently, information submitted to HMRC in connection with this procurement may be disclosed to a third party in response to a request for information under the FOIA or EIR.
- 6.3 By participating in this procurement exercise, tenderers are deemed to understand and accept that the decision to disclose information, and the application of any exemptions under the FOIA or EIR, will be at HMRC's sole discretion. HMRC will, however, act reasonably and proportionately in exercising this discretion.
- 6.4 As a tenderer, if you consider any of the information you have submitted to be commercially sensitive or confidential, then an explanation (in broad terms) of what harm may result from disclosure if a request is received, and the time period applicable to that sensitivity, should be included in the response to the relevant question in the tender questionnaire. HMRC will consider this as part of any disclosure decision but the final decision as to whether information should be disclosed will be HMRC's.
- 6.5 Further information about the FOIA and EIR is available on the Information Commissioner's Office website www.ico.org.uk

7. TENDERER CONDUCT AND CONFLICTS OF INTEREST

- 7.1 Any attempt by tenderers or their advisors to inappropriately influence the contract award process in any way (including any of the below) or any other improper conduct by tenderers or their advisors may result in the tenderer being disqualified.
- 7.2 Tenderers must not canvass any members of the Board of HMRC, any employee of HMRC or anyone acting on HMRC's behalf with a view to obtaining more favourable consideration. Tenderers must also not attempt to obtain information from any of the employees, staff, advisers or agents of HMRC concerning another tenderer or tender.
- 7.3 Offering an inducement in relation to a public contract may constitute a criminal offence. Any tenderer found offering an inducement, fee or reward of any kind in relation to obtaining a contract with HMRC or doing anything else in breach of the Bribery Act 2010, will be disqualified from the procurement process and any tender already submitted by the tenderer will be rejected.
- 7.4 Tenderers must not directly or indirectly at any time:
- (a) devise or amend the content of their tender in accordance with any agreement or arrangement with any other person, other than in good faith with a person who is a proposed partner, supplier, partnership member or provider of finance;
 - (b) enter into any agreement or arrangement with any other person that has the effect of prohibiting or excluding that person from submitting a tender;
 - (c) fix or adjust the amount of their tender by or in accordance with any agreement or arrangement with any other tenderer or partnership member of a tenderer (other than a member of its own partnership or supply chain);
 - (d) enter into any agreement or arrangement with any other person as to the form or content of any other tender or as to the amount of any tender to be submitted, or offer to pay any sum of money or valuable consideration to any person to effect changes to the form or content or amount of any other tender;
 - (e) cause or induce any person to enter such agreement as is mentioned in any of paragraph (a) to (d) above or to inform the tenderer of the amount or approximate amount of any rival tender; or
 - (f) communicate to any person other than HMRC the amount or approximate amount of its proposed tender (except where such disclosure is made in confidence in order to obtain quotations necessary for the preparation of a tender).
- 7.5 Such conduct by a tenderer, sub-contractor or partnership member may also constitute a criminal offence and HMRC may have other civil remedies available, in addition to the right to disqualify under this paragraph 7.
- 7.6 HMRC requires that all actual or potential conflicts of interest are resolved to HMRC's satisfaction prior to the award of contract. Tenderers should inform HMRC of any actual or potential conflicts of interest (and how these will be dealt with) within the tender. In the event that any actual or potential conflict of interest comes to a tenderer's attention following the submission of its tender, the tenderer must notify HMRC immediately.
- 7.7 Tenderers must notify HMRC if they have or have had access to information which creates or may create a conflict of interest. HMRC may request tenderers to complete

an Ethical Wall Agreement (EWA) where necessary to help address potential conflicts of interest.

- 7.8 Where an Ethical Wall Agreement is likely to be required, the tenderer must – as part of their Conditions of Participation submission – inform HMRC via the email address (it-customer-engagement@hmrc.gov.uk) of its headline ethical wall position . This will comprise of:
- (a) an indication of the tenderer's intention to ensure a demarcation between bid teams and delivery personnel to HMRC
 - (b) evidence of the above via submitted documentation to the email address, which shall include named individuals and their allocation across the bid team and existing delivery personnel.
- 7.9 Where a tenderer is deemed to be an incumbent¹ supplier to HMRC, an Ethical Wall Agreement is required to be signed and sent to HMRC in order for that tenderer to access the Invitation to Submit Initial Tender (ISIT) documentation. An Ethical Wall Agreement will only be required once tenderers have received confirmation that they have been down-selected and will proceed to the Invitation to Submit Initial Tender (ISIT) stage (Stage 2).
- 7.10 ¹A tenderer will be considered an incumbent supplier if they:
- (a) currently provide or deliver customer contact-related platforms or services for HMRC
 - (b) currently provide or deliver integrations that form part of HMRC's IT customer contact estate or integrate with other areas within HMRC's IT estate
- 7.11 If HMRC identifies a conflict of interest that could place the tenderer at an unfair advantage or disadvantage, HMRC may require the tenderer to take reasonable steps to mitigate this. Should the tenderer fail to take the necessary mitigating steps, or if the unfair advantage cannot be avoided, HMRC reserves the right to exclude the tenderer from the process.

8. WARNINGS AND DISCLAIMERS

- 8.1 HMRC provides no commitment or guarantee that it will award or enter into a contract as a result of this procurement exercise. HMRC reserves the right to cancel, suspend, and/or amend the requirements of this procurement process at any point. Nothing in this document or in any other communication made between HMRC and a tenderer constitutes a representation or agreement that a contract will be offered.
- 8.2 HMRC will not be liable for any costs, expenditure, expenses, work or effort incurred by any tenderer in preparing for, proceeding with or participating in this procurement exercise, including if the procurement exercise is terminated, suspended or amended by HMRC. This applies regardless of whether the tenderer's tender is successful and regardless of whether HMRC makes any modifications or amendments to the Schedule 2 - Services Description (to be released at Stage 2: ISIT) or other requirements in the course of the procurement exercise.
- 8.3 If a tenderer proposes to enter into a contract with HMRC, it must rely on its own enquiries and on the terms and conditions set out in the contract (as and when finally executed). HMRC has prepared the information in this document in good faith, however, HMRC and its advisors do not accept any liability for (and do not give any express or implied warranty as to) the accuracy, adequacy or completeness of that information or any subsequent communication and they shall not be liable for any loss or damage (other than in respect of fraudulent misrepresentation) arising as a result of reliance on such information or communication.

9. TUPE REQUIREMENTS

- 9.1 HMRC anticipates that the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE") will not apply to this contract. However, HMRC does not give any warranty in respect of TUPE and tenderers should rely on their own assessment of the likelihood that TUPE might apply.

10. SOCIAL VALUE

- 10.1 HMRC is committed to supporting key social outcomes as part of its commercial activity. To help achieve this goal, procurement exercises conducted by HMRC incorporate the requirements outlined under the Government's Social Value Model (SVM), where in scope of Procurement Policy Note (PPN) 02.
- 10.2 This competitive procurement exercise incorporates the requirements of PPN 02.

11. KEY PERFORMANCE INDICATORS (“KPIs”)

- 11.1 PA 2023 Section 52 requires a minimum of three (3) KPIs to be set for contracts with an estimated value greater than £5 million. These KPIs and contract performance information must be published by HMRC in line with PA 2023 Section 71. HMRC also reserves the right to set contractual KPIs and publish contract performance information for contracts that fall outside the requirements of Sections 52 and 71.

The initial KPIs that will apply to the contract will be agreed between HMRC and the provisionally successful tenderer, prior to contract signature. HMRC reserve the right to agree additional/replacement KPIs with the successful tenderer over the duration of the contract, in accordance with the contract terms.

12. TENDER EVALUATION METHODOLOGY - QUALITY

- 12.1 This paragraph 12 outlines how HMRC will assess whether the tenderer meets the minimum selection criteria (the questions covered in the PSQ) and how tenders will be scored and evaluated. Any contract(s) awarded as a result of this procurement will be awarded on the basis of the offer that is the most advantageous tender (MAT) to HMRC, based on a Price per Quality Point (PQP) ratio as described below under the Award Questionnaire Section.
- 12.2 The tender questions are split across the Procurement Specific Questionnaire (“PSQ”) and Award Questionnaire. Schedules 1 and 2 of this document provide detailed evaluation criteria for the questions included in these questionnaires. Tenderers are advised to review all evaluation criteria, questions and supporting documents carefully.
- 12.3 Tenders will be checked for compliance with the submission requirements set out in this document and the supporting documents provided by HMRC as part of this procurement exercise. If HMRC considers a tender is non-compliant, HMRC may reject the tender.
- 12.4 Unless stated otherwise within the individual questions, tenderers must provide a response to every question included within the PSQ and Award questionnaires. HMRC reserve the right to reject the tenderer’s tender if it contains any of the following:
- (a) Unanswered questions and/or incomplete question responses; or
 - (b) Erroneous and/or inaccurate information.
- 12.5 HMRC reserves the right to conduct further due diligence checks to determine the accuracy of the information provided by tenderers as part of their tender response. This may include, but is not limited to, checks of wider data sources (e.g. tax compliance checks) and requesting further evidence from tenderers. HMRC reserves the right to fail a tenderer’s submission should a tenderer fail to provide further evidence in any timescales stipulated and/or further due diligence checks identify non-compliance with the requirements outlined in the tender documents.
- 12.6 **Procurement Specific Questionnaire (“PSQ”)**
- (a) The Procurement Regulations 2024 require certain sections of the PSQ (Core Supplier Information) to be completed on the Governments Central Digital Platform (CDP), with the remainder of the questions completed directly on the Ariba eProcurement system.
- Core Supplier Information comprises basic information about the tenderer (as listed in Regulation 9 of the Procurement Regulations 2024), economic and financial standing information about the tenderer (as listed in Regulation 10), information about the tenderer’s connected persons (as listed in Regulation 11) and exclusions information about the tenderer and its connected persons (as listed in Regulation 12).
- Tenderers are required to register an account with the CDP (<https://www.gov.uk/find-tender>) and complete responses to the Core Supplier Information questions directly on the CDP. Once complete, tenderers must share their responses to the questions with HMRC as part of this procurement process by providing their share code allocated by the CDP. This will allow HMRC to obtain the tenderers Core Supplier Information from the CDP.

- (b) The PSQ contains a set of questions on the must have non functional requirements (as part of the Conditions of Participation) assessing whether the tenderer meets HMRC's minimum requirements in order to be considered capable of delivering the contract. This will be evaluated on a pass/fail basis. Not meeting them will result in the tender submission being rejected (please see Schedule 2, PART 1: Procurement Specific Questions Relating to Conditions of Participation ,– Technical ability question 2.2.1). In addition to these, there will be a set of five (5) qualitative questions where the tenderer will be required to provide evidence on past experiences to ensure that the solution meets the criteria, and this will be scored based on whether it fully / partially / does not meet the requirement or standard.
- (c) HMRC will review the answers to the PSQ and if a tenderer attains a 'fail' on any pass/fail question, the tender will be rejected and excluded from the award question evaluation process (so their response to the award questionnaire will not be evaluated).
- (d) The top six (6) scoring tenders will be taken through to the next stage of the process.
- (e) Detailed evaluation criteria for the PSQ is included in Schedule 1 of this document.

12.7 Award Questionnaire

- (a) HMRC will evaluate the tenderers' response to the Award Questionnaire in order to identify the Most Advantageous Tender (MAT), based on a Price per Quality Point (PQP) ratio applying the evaluation criteria, scoring matrix (Table 1), weightings and methodology detailed in this document.
- (b) The Award Questionnaire will be scored out of 100, with the weighting split across the qualitative questions to be detailed in the ISIT.
- (c) Each question must be answered in its own right. You must not answer any of the questions by cross referencing other questions or other materials, for example reports or information located on your website.
- (d) The Cost (Pricing Submission) will be used to create a Price per Quality Point as per the methodology detailed in Section 14 Tender Evaluation Methodology - Price.
- (e) **Quality Assessment**
 - (i) The top six (6) highest scoring tenderers at the PSQ stage, will proceed to Stage 2: ISIT.
 - (ii) Responses to individual quality questions (other than pass/fail questions) will be scored in the range of 0-100 using the scoring matrix detailed in Table 1 below. This matrix will be used by the evaluation panel to score individual questions, based on how well the response covers the evaluation criteria provided in the individual question and/or evaluation criteria table in Schedule 2.
- (f) **Security Plan Questionnaire**

- (i) Tenderers will be required to complete a security plan questionnaire as part of their ISIT response. In the event that HMRC deems that the security plan questionnaire responses are insufficient for the purposes of delivering this contract, HMRC reserves the right to exclude tenderers from this procurement process. The security plan questionnaire responses shall be incorporated into the contracts.

Table 1: Scoring Matrix For the Quality Criteria at Stage 2 (ISIT) and Stage 5 (ISFT)

Assessment	Score	Question Criteria
Excellent	100	<p>The response addresses all elements of the question including any evaluation criteria in detail with no issues, weaknesses or omissions (including in the detail or relevant evidence required or necessary to support the response).</p> <p>The response demonstrates a robust and coherent understanding of the question and any evaluation criteria.</p> <p>Any added value and additional elements of the solution requested by the question and any evaluation criteria are provided in the response and offer clear and significant benefits to the services.</p>
Very Good	75	<p>The response addresses all elements of the question including any evaluation criteria in detail with only minor issues, weaknesses or omissions (including in the detail or relevant evidence required or necessary to support the response).</p> <p>The response demonstrates a good understanding of the question and any evaluation criteria.</p>
Satisfactory	50	<p>The response addresses all or most elements of the question including any evaluation criteria in detail with some moderate issues, weaknesses or omissions (including in the detail or relevant evidence required or necessary to support the response).</p> <p>The response demonstrates an adequate understanding of the question and any evaluation criteria.</p>
Poor	25	<p>The response addresses all or part of the question including any evaluation criteria with some relevant detail, but the response fails to address any significant part of the question including any evaluation criteria satisfactorily and/ or there are major issues, weaknesses or omissions.</p> <p>The response demonstrates some, but only limited, understanding of the question and any evaluation criteria.</p>
Unacceptable	0	<p>No response at all, or there is insufficient information provided in the response such that the response is incomprehensible and/or the response is wholly inconsistent with the requirements of the question including any evaluation criteria.</p>

- (i) To help ensure the integrity of the evaluation process, HMRC will use a panel of evaluators who will score the same question independently. Where a

difference in scores between evaluators is identified, a moderation exercise will take place to discuss the basis on which the scores have been awarded. The evaluators' scores will be moderated to produce a single consensus score agreed on by all evaluators for each question.

- (ii) Where the discussion between relevant panel members and the moderator is unable to yield a consensus score, the evaluators and moderator will re-convene at least 24 hours' later to undertake the process again in a re-moderation session.
- (iii) Only in the event that the re-moderation session discussion between relevant panel members and the moderator is unable to yield a consensus score, the moderator may take an average of the evaluators' individual scores.
- (iv) The relevant question weighting will then be applied to the moderated score to produce a final score for that question. For example, if the question had a weighed score of 10% and the response scored 50/100, the Tenderer would receive a weighted score of 5.
- (v) The evaluators are not permitted to assign partial scores against any of the questions (for example giving a score of 60). However, any partial scores resulting from the weighting or moderation process will be rounded to two decimal places.
- (vi) The Award Questionnaire may include pass/fail questions. If a tenderer attains a 'fail' (in line with the detailed evaluation criteria in Schedule 2) in response to any of the award questionnaire questions, the tender will be rejected.
- (vii) Some questions may have a minimum score that must be achieved for a tender to be compliant. This will be expressly stated in the evaluation criteria and any tender that does not achieve the minimum score for any question will be rejected.
- (viii) The weighted scores achieved for each quality question will be added together, to give a total quality score out of 100.

12.8 Award Criteria

- (a) The Procurement process will involve multiple stages of evaluation that will enable HMRC to identify a single winning bid.
- (b) During Stage 1: Conditions of Participation and PSQ, all interested tenderers will be assessed as described in section 12.6, and HMRC will invite the top six (6) highest scoring tenderers to progress to the next stage.
- (c) During Stage 2: ISIT the tenderers will be evaluated against a set of award criteria via the award questionnaire covering quality, price and social value, through the utilisation of the price per quality point (PQP) methodology. The calculation for PQP is the bid price submitted divided by the quality score (including social value score). This score will represent the pound value of each quality point scored. The bid with the lowest PQP score will be ranked first, whilst the bid with the second lowest PQP will be ranked second and so on.

- (d) The quality assessment will be split between requirements (25%), qualitative questions (65%) and social value question (10%).
- (e) Within the Requirements section in the Quantitative Question of Schedule 2, the functional requirements will be scored on a scale from zero to one hundred (0-100), per Table 2 below.
- (f) Tenderers will be required to meet a minimum threshold of 95% for the must have functional requirements for their tender to be considered compliant. If the tenderer does not meet the minimum compliance rate (i.e. meeting the minimum threshold of 95% of the must have functional requirements), their tender submission will be rejected.
- (g) For those tenderers that meet the threshold, but do not meet all the must have functional requirements, HMRC will still require tenderers to meet the underlying outcome of the remaining percentage of the must have requirements that they cannot meet for Day 1 Commencement (i.e.: to show they can meet the requirement outcome but not necessarily in the way HMRC have prescribed it in the Statement of Requirements). As part of their response, they will have to specify the mechanism by which these will be achieved. There will be a word count limit of 100 words per response. Please refer to the example below and the flowchart in Appendix 4.
- (h) Tenderers will be scored using the same scoring mechanism described above in Table 2 but weighted at 50% (i.e.: if they can meet it natively it will be scored $100 \times 50\% = 50$, if it can be met through third party integration it will be scored $60 \times 50\% = 30$, or if it can be met through customisation it will be scored $20 \times 50\% = 10$, etc.).
- (i) Per the CCaaS Tender Notice HMRC will not accept variant bids. For the avoidance of doubt HMRC will only allow tenderers to achieve a requirement outcome through alternative routes for the percentage that cannot be met in the way HMRC have prescribed it between 95% and 100% (i.e.: the percentage that can be met using alternative routes, must be over and above the 95%).
- (j) For the avoidance of doubt, the percentage of requirements that cannot be met explicitly as stated by HMRC but can be met via an alternative route will not contribute to meeting the 95% threshold of the must have requirements. Therefore, the tenderer will always need to meet at least 95% of the must have requirements exactly as prescribed by HMRC in the Statement of Requirements.
- (k) In addition to this, HMRC reserve the right to discuss the mechanism on how they will be achieved by Day 1 Commencement at Stage 4: Negotiation.

NB - Day 1 Commencement definition: The Day 1 Commencement milestone put forward by tenderers as part of their ISIT response will become the date by which they are obliged to meet the following: The complete solution that meets all must have requirements, enabling HMRC to run a compliant service across all contact types with the relevant reporting and analytics. It will be scalable and enable HMRC to deliver future optimisation roadmaps. No customers will be migrated at the point of Day 1 Commencement; it will be the start of a phased period of customer migration with extensive hypercare in place.

Please note: Day 1 Commencement will be referred to as Interim Service Commencement Date (ISCD) within the Model Services Contract.

Example

HMRC requirement: “Ability for the service to include customisation of detection rules and thresholds, to tailor the system to specific security and availability needs.”

Supplier response: Requirement cannot be met as prescribed. HMRC will be able to share detection rules and thresholds to ensure their minimum standard can be met. We will manage these on behalf of HMRC rather than allowing direct customisation to ensure the effectiveness of the security and availability information is not compromised. This is our approach with all clients using our solution.

Based on the above example the tenderer would score 50, as the requirement cannot be met as prescribed, however the solution can meet the underlying outcome i.e. the ability to inform detection rules and thresholds but does not allow HMRC to do this themselves.

- (l) The non-functional requirements, will be scored as follows:
 - one hundred (100) if they can meet the requirement with no dependencies on HMRC; or
 - sixty (60) if they can meet the requirement with dependencies on HMRC; or
 - zero (0) if they cannot meet the requirement.
- (m) The integration requirements, will be scored as follows:
 - one hundred (100) if the requirement can be met natively with configuration; or
 - sixty (60) if the requirement can be met with customisation; or
 - zero (0) if the requirement cannot be met at all.
- (n) The System Integrator (SI) requirements will be assessed on a pass/fail basis, and where tenderers fail to meet any SI requirements, their tender will be rejected.
- (o) In addition to the requirement-based assessment against functional, non-functional, SI and integration requirements, there will be qualitative questions where tenderers will be required to provide written answers. The themes will cover:
 - Business Outcomes
 - Implementation
 - Run and Change
 - Architecture
 - Ways of Working
 - Team Profile
- (p) Qualitative questions will be used to assess in more detail the quality of the solution across key service delivery areas. They will be scored using a zero to one hundred (0-

100) scoring system based on Table 1: Scoring Matrix for the Quality Criteria at Stage 2 (ISIT) and Stage 5 (ISFT).

- (q) Tenderers will be required to meet a minimum overall quality scoring threshold (60 out of 100) in order to progress to the next stage of the procurement process. This will also be detailed alongside the sub-criteria and individual weightings within the ISIT documents.
- (r) HMRC intends to shortlist the top three (3) scoring tenderers to participate in Stage 3: Product Validation. In the event that the top three (3) tenderers have partnered with the same CCaaS software vendor, HMRC reserves the right to allow for a fourth highest scoring that is partnered with an alternate CCaaS software vendor as an additional tenderer to participate in the next stage (Stage 3: Product Validation).
- (s) In the event of a tie in scores at ISIT or ISFT HMRC will use the 'Business Outcomes' questions as the tie breaker question. If two or more tenderers remain tied, then HMRC will apply the 'Run and Change' questions as the tie breaker.
- (t) The product validation exercise will concentrate on five (5) key themes within various use cases, allowing HMRC to verify that the product meets the requirements outlined in the ISIT responses. These key themes are:
 - 1) Customer & Advisor journey;
 - 2) An administrator experience (i.e. configuration of journeys and users);
 - 3) Performance management;
 - 4) Blending asynchronous and synchronous contact; and
 - 5) Workforce management
- (u) The Product Validation will be evaluated and scored based on the use cases as set out above and the Product Validation evaluation criteria (please see Table 3). This score will be weighted at 15% and combined with the ISIT score, which will be weighted at 85%, to determine which tenderers will proceed on to the negotiation stage (based on the combined score of the ISIT evaluation and the product validation). The top two (2) tenderers will progress to the negotiation stage. The negotiation stage is a strategic discussion aimed at improving the tenderer's offer and creating an agreeable set of terms.
- (v) It is anticipated that HMRC will hold at least one round of negotiations with shortlisted tenderers, where HMRC can set priority areas for negotiation, for example, review of the alternative mechanisms to meet the percentage (i.e. between 95% and 100%) of must have requirements that cannot be met as prescribed by HMRC, commercial terms, price, contractual flexibility, alignment of responsibilities and incentivise tenderers to bring the best and final offer to HMRC.
- (w) Tenderers that participate at Stage 4: Negotiation will be invited to submit a final tender reflecting any agreed changes from the negotiation. This Stage 5: Invitation to Submit Final Tender (ISFT) will be evaluated following the same principles from the ISIT. The tenderer with the highest score based on their best and final offer (BAFO) will be the winning tenderer.

Table 2: Scoring Table for the Functional Requirements

Score	Definition
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100	The requirement can be met natively with minimal configuration via the current release.
80	The requirement cannot be met natively with minimal configuration via current release, but it can be met via global planned release prior to ISFT (subject to the tender timetable) to enable HMRC to have certainty on functionality being available prior to contract award.
60	The requirement cannot be met natively but a third-party integration ¹ proven at comparative scale can meet the requirement.
20	The requirement cannot be met natively or through a third party integration but can be met through customisation ² .
0	The requirement cannot be met.

1 Requirement met through the use of external applications or services which are non-native to the vendor's solution, often accessed through a marketplace or app store to extend the platform's functionality. Where the CCaaS provider cannot meet / does not offer native capability, the third-party integrations allow this functionality to be supported either via plug in specialist solutions or integrations which allow for seamless functionality i.e. they cannot be detected by end users. Any proposed third-party solution should have previously been used at clients with a similar scale and / or complexity to HMRC.

2 Requirement met by custom development, coding and / or advanced integration (i.e. a bespoke development, real-time data exchange, and tailored workflows that go beyond standard API or plug-and-play integrations) to customise the Platform to specific business requirements.

Table 3: Scoring Matrix For the Use Case evaluation at Stage 3: Product Validation

Assessment	Score	Per Use Case
Excellent	100	All specified requirements for a given use case are demonstrated and the demonstration shows a solution that meets HMRC's needs meeting all evaluation sub criteria in detail giving HMRC full confidence in demonstrating the solution with no issues, weaknesses, or omissions.
Very Good	75	All specified requirements for a given use case are demonstrated and the demonstration shows a solution that meets HMRC's needs meeting all evaluation sub criteria in detail giving HMRC good confidence in demonstrating the solution with only minor issues, weaknesses, or omissions.
Satisfactory	50	All specified requirements for a given use case are demonstrated and the demonstration shows a solution that meets HMRC's needs meeting all or most elements of the question including any evaluation sub criteria in detail giving HMRC some confidence in demonstrating the solution with some moderate issues, weaknesses, or omissions.
Poor	25	All specified requirements for a given use case are demonstrated and the demonstration shows a solution that meets HMRC's needs meeting all or most elements of the question including any evaluation sub criteria in detail giving HMRC minimal confidence in demonstrating the solution with some significant issues, weaknesses, or omissions.
Unacceptable	0	A specified requirement is not demonstrated.

13. TENDER EVALUATION METHODOLOGY – SOCIAL VALUE

13.1 Tenderers' response to the social value question within the award criteria shall be assessed using the following scoring matrix:

Table 4: Scoring Matrix for Social Value Questions

Score	Description
100%	<p>Excellent: (exceeds all of the Model Award Criteria) The response exceeds what is expected for the criteria. Leaves no doubt as to the capability and commitment to deliver what is required. The response therefore shows:</p> <ul style="list-style-type: none"> - Very good understanding of the requirements. - Excellent proposals demonstrated through relevant evidence. - Considerable insight into the relevant issues. - The response is also likely to propose additional value in several respects above that expected. - The response addresses the social value policy outcome and also shows in-depth market experience.
75%	<p>Very good: (exceeds some of the Award Criteria) The response meets the required standard in all material respects. There are no significant areas of concern, although there may be limited minor issues that need further exploration or attention later in the procurement process. The response therefore shows:</p> <ul style="list-style-type: none"> - Good understanding of the requirements. - Sufficient competence demonstrated through relevant evidence. - Some insight demonstrated into the relevant issues. - The response addresses the social value policy outcome and also shows good market experience.
50%	<p>Good: (meets all of the Award Criteria) The response broadly meets what is expected for the criteria. There are no significant areas of concern, although there may be limited minor issues that need further exploration or attention later in the procurement process. The response therefore shows:</p> <ul style="list-style-type: none"> - Good understanding of the requirements. - Sufficient competence demonstrated through relevant evidence.
25%	<p>Poor: (meets some of the Award Criteria) The response meets elements of the requirement but gives concern in a number of significant areas. There are reservations because of one or all of the following:</p> <ul style="list-style-type: none"> - There is at least one significant issue needing considerable attention. - Proposals do not demonstrate competence or understanding. - The response is light on detail and unconvincing. - The response makes no reference to the applicable sector but shows some general market experience. - The response makes limited reference (naming only) to the social value policy outcome set out within the invitation.
0%	<p>Fail: the response completely fails to meet the required standard or does not provide a proposal.</p>

14. TENDER EVALUATION METHODOLOGY – PRICE

- 14.1 Tenderers' pricing submission shall be assessed through the Pricing Model Template.
- 14.2 Only one Pricing Model Template shall be provided by the Implementation Partner (System Integrator).
- 14.3 Instructions regarding the completion of the Pricing Model Template and the overarching Commercial Principles are contained within the document itself. These are designed to read in conjunction with the overview of HMRC's commercial approach as set out in this section.
- 14.4 Tenderers must complete the Pricing Model Template in full. HMRC reserve the right to reject a tenderer's entire tender submission where the Pricing Model Template is not fully completed or contains erroneous information.
- 14.5 In recognition of the range of services being captured the Pricing Model Template has been divided into a series of categories according to the range of services being delivered.
- 14.6 Instructions regarding the completion of the Pricing Model Template have been included with the template itself.
- 14.7 Where requested, tenderers are to provide open book data as part of their pricing submission.
- 14.8 HMRC may disregard a tender if the tender offers a price that HMRC considers to be abnormally low for the performance of the Contract. Where HMRC considers that a price offered by a tenderer in its tender is abnormally low, HMRC will notify the tenderer and give the tenderer reasonable opportunity to demonstrate that it will be able to perform the contract for the price offered. If the tenderer cannot demonstrate to the contracting authority's satisfaction that it will be able to perform the contract for the price offered, HMRC may disregard the tender.

15. TENDER EVALUATION METHODOLOGY – SCORING

- 15.1 HMRC will evaluate tenders at ISIT stage using the Price per Quality Point (“PQP”) methodology to identify the successful tenderer.
- 15.2 The tender offering the **lowest** amount of price per quality point score will be determined as the most advantageous tender.
- 15.3 The PQP score is calculated as follows:

$$\text{PQP} = \frac{\text{Price (Total cost submission price)}}{\text{Quality (Total quality score)}}$$

- 15.4 A generic illustration of this approach is as follows:

Tenderer	Total Weighted Quality Score (out of 100)	Price	PQP Score	Ranking
A	60	£40,000	666.67	1
B	63	£65,000	1,031.74	4
C	30	£25,000	833.33	2
D	60	£60,000	1,000.00	3
E	36	£44,000	1,222.22	5

- 15.5 In this example, although tenderer C is cheaper than tenderer A, it is tenderer A which is determined as the most advantageous tender as its PQP Score is lower (and represents the lowest PQP score of all tenderers). I.e. HMRC is paying the least amount for each relative point of quality in the solution.
- 15.6 PQP Scores shall be calculated to four (4) decimal places in order to identify their relative ranking.
- 15.7 An overall minimum quality threshold will also apply to the overall quality score of the tender response against the quality criteria which shall be 60 (out of 100). This means if a tenderer scores less than 60, HMRC reserves the right to disqualify the tenderer as it does not meet the overall quality threshold at this stage unless the tenderer's total quality score is the highest or second highest total quality score out of all tenders.
- 15.8 In the event of a tie in scores at ISIT or ISFT HMRC will use the 'Business Outcomes' questions as the tie breaker question. If two or more tenderers remain tied, then HMRC will apply the 'Run and Change' questions as the tie breaker.
- 15.9 The contract shall be awarded to the Most Advantageous Tender as identified by the lowest PQP Score (subject to the tenderer meeting all minimum requirements, not being eliminated for any other reason and passing any due diligence checks).
- 15.10 For the purposes of PQP, your Total Cost Submission price will be the sum total of the following elements (which will all be evaluated):
- (A) Total submitted contract value
 - (B) Example resource profile based on submitted rate card

Schedule 1: Procurement Specific Questionnaire (PSQ) Guidance and Evaluation Criteria

1 Procurement Specific Questionnaire (“PSQ”)

- 1.1 The table at the end of this Schedule sets out guidance and evaluation criteria for the PSQ. The rest of this Schedule sets out additional guidance.
- 1.2 The PSQ has been designed to help HMRC ensure that tenderers share the right information when participating in a procurement. The PSQ consists of three main parts:
- 1.3 **Part 1 - Conditions of Participation:** HMRC may set Conditions of Participation which a tenderer must satisfy in order to be awarded a public contract. They can relate to the tenderer’s legal and financial capacity or their technical ability.
- 1.4 **Part 2 - Core Supplier Information:** tenderers participating in procurements are required to register on the Government’s central digital platform (CDP). Tenderers can submit their core Supplier information and, where a procurement opportunity arises, share this information with HMRC via the CDP. It is free to use and will mean tenderers should no longer have to re-enter this information for each public procurement but simply ensure it is up to date and subsequently shared. The CDP is available at <https://www.gov.uk/find-tender>.
- 1.5 **Part 3 - Additional Exclusions Information:** procurement legislation provides for an ‘exclusion regime’ and a published ‘debarment’ list to safeguard procurement from tenderers who may pose a risk (for example, due to misconduct or poor performance). Tenderers must submit their own (and their connected persons*) exclusions information via the CDP. This includes self-declarations as to whether any exclusion grounds apply to them and, if so, details about the event or conviction and what steps have been taken to prevent such circumstances from occurring again.

**Connected persons are persons who exercise (or have a right to exercise) significant influence or control over the tenderer and those over which the tenderer exercises (or has the right to exercise) significant influence or control. This includes majority shareholders, directors and shadow directors, parent and subsidiary companies and predecessor companies. The majority of the exclusion grounds state that they apply to the tenderer or a connected person of the tenderer.*
- 1.6 As part of a procurement, a tenderer will need to also share additional exclusions information for any suppliers that they are relying on to meet the procurement’s Conditions of participation. These could either be partnership members or key sub-contractors (but excludes any guarantors). These suppliers are ‘associated persons’ and their exclusions information must be shared with HMRC by ensuring that associated persons register, submit and share their information via the CDP (like the prime/main tenderer).
- 1.7 In addition to the sub-contractors who are being relied on to meet the Conditions of Participation (who are associated persons), tenderers will need to share an exhaustive list of all their intended sub-contractors, which will be checked against the debarment list.
- 1.8 If a sub-contractor is unknown at the start of the procurement (or brought in during it), this should be made clear by the tenderer and relevant details of the sub-contractor should be provided once their identity and role is confirmed. This information should be shared with HMRC as soon as possible and at least by final tenders.

- 1.9 Some of the information requested in the PSQ will be for information purposes only. Other information will be assessed by HMRC. This might include a pass or fail mechanism, or a threshold which the tenderer must meet. Under certain procurement processes, HMRC might use the information shared via the PSQ as part of a selection process to limit the number of participating tenderers. For example, inviting the six (6) tenderers that submitted the highest scoring responses. Where this is the case, HMRC will outline the maximum number of tenderers, and the criteria used to select the limited number of tenderers, in the procurement documents.
- 1.10 Tenderers should note that HMRC have legislative duties to publish certain information which relate to the tenderer in their contract award notices. This information includes, but is not limited to:
- details of the winning tenderer's associated persons
 - details of the winning tenderer's connected person information
 - for certain procurements over £5 million, details of unsuccessful tenderers
- 1.11 Where a tenderer is unsure or requires any clarification, they should check with HMRC via the Ariba eProcurement system.
- 1.12 Please ensure that all questions are completed in full, and in the format requested. If the question does not apply to you, please state 'N/A'.
- 1.13 The Core Supplier Information must be completed on the CDP, with the remaining PSQ questions submitted via the Ariba eProcurement system.
- 1.14 If a tenderer, including their connected persons or associated persons do meet any of the grounds for exclusion, there is an opportunity for the tenderer to explain the background and any measures taken to rectify the situation (we call this self cleaning). HMRC reserves the right to request any evidence HMRC deems appropriate to confirm the accuracy of the self-declarations made by tenderers, at any point during the procurement process. HMRC may reject any tender where the tenderer fails to provide such evidence in accordance with any timescales stipulated by HMRC and/or the evidence shows, in the opinion of HMRC, that there is a ground for exclusion.
- 1.15 HMRC will require that the tenderer replaces an entity (e.g. associated persons or sub-contractors) who do not meet a relevant Condition of Participation, or in respect of which there are compulsory grounds for exclusion, and may require that the tenderer substitutes an entity in respect of which there are discretionary grounds for exclusion.
- 1.16 HMRC may decline to consider bids (or otherwise exclude from participating in the procurement) from tenderers who are constituted or organised under the law of Russia or Belarus, or whose 'Persons of Significant Control' information states Russia or Belarus as the place of residency, unless the tenderer (or any member of their supply chain they rely on to deliver the contract):
- is registered in the UK or in a country the UK has a relevant international agreement with reciprocal rights of access to public procurement; and/or
 - has significant business operations in the UK or in a country the UK has a relevant international agreement with reciprocal rights of access to public procurement.
- 1.17 HMRC reserves the right to request any evidence that HMRC deems appropriate, proportionate and relevant to the procurement to confirm the accuracy of the tenderers'

responses, at any point during the procurement process if necessary to ensure the proper conduct of the procedure. Failure to provide such evidence in any timescales stipulated by HMRC may result in the rejection of the tenderer's tender.

- 1.18 If a tenderer seriously misrepresents any factual information in filling in the PSQ, and so induce HMRC to enter into a contract, there may be significant consequences. The tenderer may be excluded from the procurement procedure, and from bidding for other contracts for three years. If a contract has been entered into the tenderer may be sued for damages and the contract may be rescinded. If fraud, or fraudulent intent, can be proved, the tenderer or its responsible officers may be prosecuted and convicted of the offence of fraud by false representation, and the tenderer must be excluded from further procurements for five years.

2 Procurement Specific Questionnaire Evaluation Criteria

This table sets out the guidance and evaluation criteria for the PSQ.

Ariba Question Number(s)	Evaluation Criteria	Evaluation Method
Preliminary Questions		
2.1.1 to 2.1.4	<p>Question 2.1.1 (Tenderer name): This question is for information only and will not be evaluated. Tenderers are however required to complete the question accurately and in full.</p> <p>Question 2.1.2 (CDP registration): This question is evaluated pass/fail. Tenderers must be registered on the CDP and provide their CDP unique identifier in order to pass. Tenderers failing to do this will have their tender submission rejected</p> <p>Question 2.1.3 (Bidding as group/partnership): This question is for information only and will not be evaluated. Tenderers are however required to complete the question accurately and in full.</p> <p>Question 2.1.4 (Debarment list): This question is evaluated pass/fail. Tenderers must confirm whether they are on the debarment list. If the tenderer answers "no", the tenderer will pass (subject to verification by HMRC as detailed below).</p> <p>If the tenderer answers "yes", the tenderer will fail if they are listed for a mandatory exclusion ground (as detailed under PA 2023 Schedule 6). The tenderer will also fail if they are listed for a discretionary exclusion ground (as detailed under PA 2023 Schedule 7) and HMRC decides to exercise its discretion to exclude the tenderer in accordance with the PA 2023.</p> <p>HMRC will verify the tenderer's response against the debarment list. If HMRC identifies the tenderer is listed under a mandatory exclusion ground, the tender will be</p>	Pass/Fail

	rejected. Additionally, HMRC may reject the tender if the tenderer is listed under a discretionary exclusion ground.	
2.1.5	<p>Tenderers must submit up-to-date core supplier information on the Central Digital Platform (CDP) and share this with HMRC. This is done by providing a PDF download of your responses to the questions contained on the CDP.</p> <p>The information that must be completed via the CDP includes:</p> <ul style="list-style-type: none"> • Basic information • Economic and financial standing information • Connected person information (these are persons with the right to exercise, or who actually exercise, significant influence or control over the tenderer, or over whom the tenderer has the right to exercise, or actually exercises, significant influence or control over, for example: directors, majority shareholders and parent and subsidiary companies). • Exclusion grounds information <p>Please provide a PDF download of your responses completed on the CDP in response to this question. By providing your PDF download, you are confirming you have submitted up to date core supplier information on the CDP.</p>	Pass/Fail
PART 1: Procurement Specific Questions Relating to Conditions of Participation		
Technical ability		
2.2.1	<p>Non-Functional Requirements</p> <p>HMRC requires you to confirm that your organisation meets all the must have Non-Functional Requirements. You will be required to complete all the columns within the NFRs but will only be assessed against the must have requirements at Stage 1: Conditions of Participation and PSQ.</p> <p>Your responses to the other elements in this file will be evaluated at ISIT should you progress to this stage. These are in a separate document Appendix 2.</p>	Pass/Fail
2.2.2	<p>Security and Compliance</p> <p>HMRC requires you to confirm that the Prime of the Sub-contractor holds the following Standards (must be</p>	Pass/Fail

	<p>held at the time of CoP submission):</p> <ul style="list-style-type: none"> • ISO140001 (EMS) or equivalent required across the bid (only one of the Partners requires this standard) 	
2.2.3	<p>Performance and Scalability</p> <p>HMRC requires a CCaaS solution with proven scalability and reliability. The proposed solution must demonstrate that it can currently handle for an individual Customer concurrently across different channels:</p> <ul style="list-style-type: none"> • Peak concurrent call volumes of up to 25,000 active calls (inbound and outbound) concurrently without performance degradation or failure, with a trailing 12 month uptime record of 99.99% • Peak active concurrent webchats of at least 3,000 	Pass/Fail
2.2.4	<p>Data Hosting</p> <p>Please confirm that your organisation's solution demonstrates that it is hosted in the UK and all data is hosted in the UK. Please include a relevant example of maximum 500 words</p>	Pass/Fail
2.2.5	<p>Scale</p> <p>Please confirm that the proposed solution currently supports a minimum of 200,000 Contact Centre agents globally using the full suite of CCaaS capabilities.</p>	Pass/Fail
2.2.6	<p>Capabilities</p> <p>At the time of submission, your solution must demonstrate the ability to provide all of the following Capabilities:</p> <ul style="list-style-type: none"> • Interaction channels • Channel Management • Advisor Desktop • Operational management • Data & AI delivery • Self-service & AI • Infrastructure (Network, Compute, Storage) 	Pass/Fail

2.2.7	Service Management Support HMRC will require a solution with in-house expertise to deliver ongoing service management and technical support from the UK. Please provide details of your in-house expertise (not contractors, contingent labour, or partner) based in the UK with the relevant accreditation/certification to deliver specialist services to the following areas: <ul style="list-style-type: none"> • Certified Professional Support personnel • Certified IVR Specialists for the specific solution • Certified CCaaS AI (Conversational AI, Gen AI) specialists • Certified Workforce Management Planner for the specific solution • Certified Quality Management Expert(s) for the specific solution • ITILv4 certification to ensure adherence to best practices in service management and support at an organisational level 	Pass/Fail Pass = At least one (1) relevant certification with appropriate CV from the supply chain for each specialised service Fail = Not being able to provide relevant certification alongside CV for any of the prescribed areas
2.2.8	Service Management Support Where you would be likely to propose some offshore delivery of the contract, please provide a summary, no longer than 500 words, of the services that may be offshore, including location	Pass/Fail Pass = brief summary, of offshore services Pass = where no delivery of offshore services, written confirmation Fail = No summary or statement confirming delivery of offshore services
2.2.9	Service Management Support Please also confirm that you understand that no personal data or live environments may be accessed outside of the UK.	Pass/Fail
2.2.10	Letter from CCaaS Software Vendor	Pass/Fail

	<p>Tenderers must submit a supporting letter from the CCaaS software vendor which is required to be a separate document that confirms the agreed partnership with the primary tenderer (Implementation Partner (System Integrator))</p> <p>Submissions without the supporting letter from the vendor will automatically “fail” and the tenderer’s submission will be rejected.</p> <p>Tenderers failing to demonstrate, to the satisfaction of HMRC, sufficient evidence of their CCaaS software vendor partnership will have their entire tender submission rejected.</p> <p>HMRC reserve the right to confirm directly with the CCaaS software vendor the authenticity of the separate supporting letter.</p> <p>Please refer to Appendix 1 for an example of the required supporting document</p>	
Financial Capacity		
2.2.11	<p>Financial Viability Risk Assessment (FVRA)</p> <p>HMRC requires the primary Tenderer (Implementation Partner (System Integrator)) and the CCaaS software vendor to return a completed FVRA based on their most up to date published statutory accounts for FY 2023/24. A copy of these accounts should also be provided alongside the FVRA. Please note HMRC will require an updated FVRA with later accounts where available ahead of contract award.</p> <p>Where your organisation does not publish statutory accounts, HMRC shall require visibility of your organisation's latest approved and audited accounts in order to conduct due diligence exercises.</p> <p>Where you have clarifications regarding the FVRA, please ensure that these are submitted to HMRC (via Ariba) at your earliest convenience to allow sufficient time for HMRC to feedback.</p> <p>Where one or more ratios returned are AMBER, HMRC requires that tenderers provide further information as clarification from the tenderer to allow HMRC to complete further due diligence to understand the tenderer's economic and financial standing. This may include additional clarification, comfort letters and guidance from the tenderer.</p> <p>Where one or more ratios returned are RED, HMRC requires substantive mitigations and significant clarification statements and proposed mitigations from</p>	<p>All ratios returned are GREEN = Pass</p> <p>One or more ratios returned are AMBER = clarification and guidance</p> <p>One or more ratios returned are RED = substantive mitigations and significant clarification statements</p>

	<p>the tenderer as part of further due diligence to understand the tenderer's economic and financial standing. Mitigations may include but are not limited to: Parent Company Guarantees (PCG), Debt Servicing and Management Plans, additional Insurances, Financial Bonds and Guarantees. HMRC reserves the right to reject a tender if the information provided by the tenderer is deemed unsatisfactory.</p> <p>Instructions for Implementation Partners (System Integrator):</p> <p>Implementation Partner (System Integrator) Prime to complete (Not to use or complete any other tab)</p> <ul style="list-style-type: none"> a) 1.1a for themselves and parents b) 1.2a for any specialist implementation partners (information only) c) 2.1 for themselves and parents d) 2.2 for specialist implementation partners (information only) e) 4.1a,b,c & 4.2a,b,c (where applicable) <p>Instructions for CCaaS software vendor:</p> <p>CCaaS software vendor to complete (Not to use or complete any other tab)</p> <ul style="list-style-type: none"> a) 1.1a for themselves and parents b) 2.1 for themselves and parents c) 4.1a,b,c (where applicable) 	
2.2.12	<p>Insurance: Tenderers answering "Yes" will pass. Tenderers answering "No" will have their tender rejected</p>	Pass/Fail
Legal capacity		
2.2.13	<p>GDPR: In order to pass, tenderers must demonstrate, to the satisfaction of HMRC, that they have (or will have by contract award) sufficient technical facilities and measures to ensure compliance with the UK General Data Protection Regulation (UK GDPR) and to ensure the protection of the rights of data subjects.</p> <p>The tenderer's tender will be rejected where HMRC deem the response does not demonstrate sufficient technical facilities and/or measures to ensure compliance with the UK GDPR.</p>	Pass/Fail
PART 2: Core Supplier Information		

The Core Supplier Information questions must be completed on the Government Central Digital Platform (CDP).

Core Supplier Information comprises basic information about the tenderer (as listed in Regulation 9 of the Procurement Regulations 2024), economic and financial standing information about the tenderer (as listed in Regulation 10), information about the tenderer's connected persons (as listed in Regulation 11) and exclusions information about the tenderer and its connected persons (as listed in Regulation 12).

Tenderers are required to register an account with the CDP and complete responses to the Core Supplier Information questions directly on the CDP. Once complete, tenderers should share their responses to the questions with HMRC as part of this procurement process by providing their share code allocated by the CDP. This will allow HMRC to obtain the tenderer's Core Supplier Information from the CDP.

HMRC reserve the right to reject the tenderer's tender submission where the tenderer fails to provide their share code and/or fails to complete up to date responses to all Core Supplier Information questions via the CDP.

HMRC will assess the tenderers responses to the Core Supplier Information questions based on the following evaluation criteria:

Confirmation of Core Supplier Information

2.3.1	In order to pass, tenderers must confirm they have submitted up to date Core Supplier Information on the CDP by providing their CDP share code in response to this question. Tenderers failing to do this will have their tender submission rejected.	Pass/Fail
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Supplier Information - Basic Information (RESPONSES SUBMITTED VIA THE CENTRAL DIGITAL PLATFORM)

Submitted Via CDP	<p>These questions are for information only and will not be evaluated. Tenderers are however required to complete these questions accurately and in full. HMRC may conduct further checks on the information provided to confirm the accuracy of information provided.</p> <p>Whilst the responses provided are for information only, HMRC may use the information provided to conduct due diligence checks associated with other sections of this questionnaire (e.g. the tenderer's VAT registration number provided may be used to conduct tax compliance checks)</p>	Information Only
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Supplier Information - Financial Information (RESPONSES SUBMITTED VIA THE CENTRAL DIGITAL PLATFORM)

Submitted Via CDP	<p>Tenderers must provide at least one of the following as part of their tender submission:</p> <ul style="list-style-type: none"> • A copy of your detailed accounts (audited if required by law) for the last two years (or most recent financial year if trading for less than 2 years) • A statement of your annual turnover, Profit and 	Pass/Fail
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	<p>Loss Account/Income Statement, Balance Sheet/Statement of Financial Position and Statement of Cash Flow for the most recent year of trading and a bank letter outlining the current cash and credit facility position</p> <ul style="list-style-type: none"> Alternative information to evidence economic and financial standing (e.g. forecast financial statements and a statement of funding provided by the owners and/or the bank, charity accruals accounts or an alternative means of demonstrating financial status). <p>Tenderers who do not provide at least one of the above documents will have their tender rejected.</p> <p>HMRC reserves the right to conduct further financial due diligence checks on tenderers at any point during the procurement process, in order to assess the financial standing of a tenderer. This due diligence may include analysis of the documents identified above, analysis of any other financial information deemed relevant by HMRC and/or credit checks. Tenderers must provide any documentation requested in order to assist with the due diligence process.</p> <p>It will be at HMRC's discretion to determine whether the tenderer demonstrates suitable financial standing to deliver the contract based on the due diligence checks undertaken. The tenderer's tender will be rejected where:</p> <ul style="list-style-type: none"> HMRC deems the due diligence checks fails to demonstrate a suitable level of financial standing to deliver the contract; and/or the tenderer fails to provide any of the information requested to undertake such checks, without a reasonable explanation as to why the information is unavailable. 	
Supplier Information - Connected Persons (RESPONSES SUBMITTED VIA THE CENTRAL DIGITAL PLATFORM)		
Submitted Via CDP	<p>HMRC reserves the right to use the information provided to identify whether any connected person is on the Government's debarment list. HMRC will verify whether any connected person is on the debarment list and will reject the tender where any connected person is listed for a mandatory exclusion ground and may reject the tender where any connected person is listed for a discretionary exclusion ground.</p>	Pass/Fail
Supplier Information - Exclusion Grounds Information (RESPONSES SUBMITTED VIA THE CENTRAL DIGITAL PLATFORM)		

<p>Submitted Via CDP</p>	<p>This section is a self-declaration, made by the tenderer, as to whether any of the specified grounds for exclusion apply (listed as 'mandatory exclusion grounds' and 'discretionary exclusion grounds' in Schedules 6 and 7 of the Procurement Act 2023) to the tenderer or a connected person. If any of the grounds for exclusion do apply, there is an opportunity to provide evidence that the circumstances giving rise to the application of the exclusion ground are not continuing or likely to occur again (we call this self-cleaning).</p> <p>This section of the questionnaire is evaluated on a pass/fail basis.</p> <p>Tenderers will pass this section if they confirm that none of the grounds for exclusion apply to the tenderer or a connected person, unless HMRC determines through its own investigations that the tenderer is an excluded or excludable tenderer as defined below.</p> <p>Tenderers will also pass this section if they confirm that one or more grounds for exclusion apply, but HMRC is satisfied that the event was taken seriously and the circumstances giving rise to the application of the exclusion ground are neither continuing nor likely to occur again. In considering this, HMRC will have regard to any suitable evidence submitted by the tenderer on the CDP or otherwise to HMRC, in addition to any other evidence that HMRC considers appropriate.</p> <p>If HMRC considers that an exclusion ground applies and that the circumstances giving rise to the application of the exclusion ground were not taken seriously and/or are continuing or likely to occur again, the tenderer will be considered an “excluded supplier” for a mandatory exclusion ground or an “excludable supplier” for a discretionary exclusion ground. The tenderer will fail this section if HMRC considers the tenderer is an excluded supplier and HMRC may determine that the tenderer has failed this section if the tenderer is an excludable supplier in accordance with the PA 2023.</p> <p>HMRC may request evidence prior to contract award (and may use other appropriate means such as tax compliance checks and assessment of connected persons information) to help determine the responses provided are accurate.</p>	<p>Pass/Fail</p>
<p>PART 3: Additional Exclusions Information</p>		
<p>Associated Persons</p>		
<p>2.4.1 to 2.4.4</p>	<p>Questions 2.4.1 and 2.4.2: These questions are for information only and will not be evaluated. Tenderers are however required to complete the questions accurately and in full.</p>	<p>Pass/Fail</p>

	<p>Question 2.4.3: Any associated persons the tenderer is relying on to satisfy the Conditions of Participation must complete the following sections of the Core Supplier Information on the CDP:</p> <ul style="list-style-type: none"> • Basic information • Economic and financial standing information (if they are being relied upon to meet financial Conditions of Participation) • Connected person information • Exclusion grounds information <p>The associated person's responses submitted through the CDP must be shared with HMRC to allow us to review the associated persons responses to the Core Supplier Information. The evaluation criteria outlined under PART 2: Core Supplier Information section of this document will be applied to the associated persons responses (in this context, reference to "tenderers" in PART 2 should be read to relate to the associated persons).</p> <p>Where an associated persons response fails to meet the evaluation criteria outlined for a pass, at the request of HMRC the tenderer must replace the associated person with another supplier who does pass the evaluation criteria. Refusal to replace such an associated person will result in the rejection of the tenderer's tender submission.</p> <p>Question 2.4.4: Tenderers must identify whether any associated persons are on the debarment list (HMRC will also check the debarment list to identify if any associated persons are listed).</p> <p>Where an associated person is listed, the tenderer must replace the associated person with another supplier who is not on the debarment list where requested by HMRC. Refusal to replace such an associated person will result in the rejection of the tenderer's tender submission.</p>	
List of all Intended Sub-Contractors		
2.4.5	<p>Where a tenderer intends to sub-contract the performance of all or part of the contract, the tenderer must provide the following information:</p> <ul style="list-style-type: none"> a. a list of all suppliers who you intend to sub-contract the performance of all or part of the 	Pass/Fail

	<p>contract to (either directly or in your wider supply chain);</p> <p>b. their unique identifier (if they are registered on the Central Digital Platform), or otherwise, a Companies House number charity number, VAT registration number, or equivalent; and,</p> <p>c. a brief description of their intended role in the performance of the contract.</p> <p>HMRC reserve the right to reject the tenderer's tender submission where this information is not provided. Where a sub-contractor is on the debarment list (HMRC will check the debarment list to verify whether any sub-contractor is listed), at the request of HMRC the tenderer must replace the sub-contractor with another supplier who is not on the debarment list. Refusal to replace such a sub-contractor will result in the rejection of the tenderer's tender submission.</p>	
PART 4: Procurement Specific Questions		
<p>Previous experience</p> <p>Please note: Case studies will be provided as part of the tenderer's CoP submission. Any case studies provided must be representative of the part of the supply chain that will be responsible for 50% or more of implementation delivery.</p>		
2.5.1	<p>Partnership evidence (1,000 word limit)</p> <p>Please provide two case studies of where you, as the Implementation Partner (System Integrator) is the Prime with/or a Specialist combination, have successfully worked in partnership with a CCaaS software vendor to deliver an integrated solution at a scale, with one case study of at least 5,000 end users, and one case study of at least 10,000 end users. Describe how roles and responsibilities were shared, how you ensured alignment across delivery teams, and how the partnership supported a successful implementation and long-term service outcomes for the client. A contactable reference source is requested alongside your case study.</p>	<p>Please see Schedule 5 for PSQ evaluation criteria</p>
2.5.2	<p>Third party SaaS integrations (500 word limit)</p> <p>Please describe your experience integrating CCaaS platforms with a range of Enterprise Customer Relationship Management (eCRM) solutions in large-scale environments. Highlight how you approached system architecture, interoperability, and governance and provide measurable outcomes demonstrating successful operation across digital and telephony channels with high contact volumes and advisor numbers.</p>	
2.5.3	<p>Complex Architecture (500 word limit)</p> <p>Please provide an example of delivering a CCaaS solution in a highly complex integration environment</p>	

	involving multiple legacy and modern systems, data sources or regulatory constraints. Describe the integration challenges faced, how they were overcome and how system performance, resilience and maintainability were achieved at scale.	
2.5.4	Proposed Platform - High Volume/Complexity (1,000 word limit) <i>(Please provide case studies based on your proposed core CCaaS platform)</i> Please describe your experience delivering CCaaS implementations at significant scale, comparable to the size and complexity of HMRC. In your response use two case studies to outline the scope of implementation (both case studies to indicate scale of over 10,000 users. With at least one case study that reflects more than 5,000 concurrent Advisers across all channels), including number of users, contact volumes, channels supported. Include metrics such as peak concurrent calls and chats, system uptime, and steps taken to ensure scalability, availability, and customer evidence during periods of peak demand.	
2.5.5	Transformation and Innovation (500 word limit) Please provide a detailed example of a previous project where your team successfully delivered transformation and innovation through implementation of a technology solution. Specifically, please address the following points: Project Overview: Briefly describe the project, including the industry (including pertinent macro trends), scope, technology being implemented and objectives. Value: What value was the transformation and/or innovation looking to unlock and for who Challenges: What were the key challenges faced during the project, and how did your team address them? Innovative Solutions: What innovative solutions or approaches (including methods and tools) did your team implement to achieve the project goals? Transformation Impact: How did the transformation impact the client's business operations, processes, or outcomes? Please provide specific metrics or results if available. How was your contract or fees aligned with these goals? Lessons Learned: What were the key lessons learned from this project, and how have they influenced your approach to subsequent projects?	Please see Schedule 5 for PSQ evaluation criteria
Additional Questions		
2.6.1 to 2.6.3	Payment in Contracts Above £5m per annum (Central Government Contracts) Question 2.6.1 is for information only. Question 2.6.2: Tenderers who answered "Yes" to	Pass/Fail

	<p>question 2.6.1 must answer “Yes” to pass. Tenderers answering “No” will have their tender rejected</p> <p>Question 2.6.3: Tenderers who answered “Yes” to question 2.6.1 must answer “Yes” to pass. Tenderers answering “No” will have their tender rejected</p>	
2.6.4	<p>PUBLIC SECTOR CONTRACTS ONLY – Requirement under the Procurement Act 2023 (Sections 68 and 73)</p> <p>Tenderers who answered “Yes” to question 2.6.2 must respond “Yes” in order to pass. Tenderers answering “No” will have their tender rejected</p>	Pass/Fail
2.6.5	<p>PUBLIC AND PRIVATE SECTOR CONTRACTS</p> <p>In order to pass these questions, tenderers must demonstrate they pay their supply chain within the requisite time scales. The Pass/Fail criteria is outlined below. Tenderers who receive a Fail will have their tender rejected. Please see Procurement Policy Note (PPN) 015 for further information.</p> <p>Pass:</p> <ul style="list-style-type: none"> • Tenderer pays $\geq 95\%$ of all supply chain invoices in 60 days and the tenderers average payment days are also ≤ 55. Both metrics are hit concurrently in at least one of the previous two six month reporting periods (Both metrics may be calculated either with or without intercompany payments removed). • Tenderer pays $\geq 90\% < 95\%$ of all supply chain invoices in 60 days and the tenderer’s average payment days are also ≤ 55. Both metrics are hit concurrently in at least one of the previous two six month reporting periods after removing intercompany payments (if relevant) and demonstrates an action plan that includes (as a minimum) the following: <ul style="list-style-type: none"> • Identification of the primary causes of failure to pay: <ol style="list-style-type: none"> a) 95% of all supply chain invoices within 60 days; b) and (if relevant) all supply chain invoices within agreed terms. • Actions to address each of these causes. • Regular reporting on progress to the 	Pass/Fail

	<p>tenderer's audit committee (or equivalent).</p> <p>Plan signed off by a director.</p> <ul style="list-style-type: none"> Plan published on its website. (This can be a shorter, summary plan) <p>Fail</p> <ul style="list-style-type: none"> Tenderer pays $\geq 90\% < 95\%$ of all supply chain invoices in 60 days and the tenderer's average payment days are also ≥ 55. Both metrics are hit concurrently in at least one of the previous two six month reporting periods after removing intercompany payments (if relevant) but does not provide an action plan or the action plan does not include (as a minimum) all of the below features: <ul style="list-style-type: none"> Identification of the primary causes of failure to pay: <ol style="list-style-type: none"> 95% of all supply chain invoices within 60 days; And (if relevant) all supply chain invoices within agreed terms. Actions to address each of these causes. Regular reporting on progress to the tenderer's audit committee (or equivalent). Plan signed off by a director. Plan published on its website. (This can be a shorter, summary plan) Tenderer pays less than 90% of all supply chain invoices in 60 days in at least one of the two previous six month reporting periods after removing intercompany payments (if relevant). Tenderer's average payment days are > 55 in both of the previous six month reporting periods after removing intercompany payments (if relevant). 	
2.6.6 to 2.6.9	Carbon Reduction In Contracts Above £5m per annum (Central Government Contracts)	Pass/Fail

	<p>Question 2.6.6: Tenderers must respond “Yes” in order to pass. Tenderers responding “No” will fail and have their tender submission rejected.</p> <p>Question 2.6.7: In order to pass this question, tenderers must meet all of the following (HMRC reserves the right to reject the tenderer’s entire tender submission should the tenderer fail to meet any of these points):</p> <ul style="list-style-type: none"> • Complete a CRP and publish the completed CRP on their company website • The CRP must be completed using the template titled “Carbon Reduction Plan Template”, available from the PPN 006 webpage. The CRP must be completed in line with the PPN 006 supporting document Technical standard for completion of Carbon Reduction Plans • Provide a direct link to the CRP published on the tenderer’s company website • HMRC will review the CRP to ensure all sections of the CRP have been completed and reserve the right to reject the tenderer’s entire tender submission should the CRP be incomplete. The assessment criteria for the CRP published on the tenderer’s website is shown in “Table 1” of the document available here: PPN 006: Taking account of Carbon Reduction Plans (HTML) - GOV.UK <p>You are declaring your CRP meets the criteria required for a pass (as outlined in Table 1) by:</p> <ol style="list-style-type: none"> a) publishing a fully completed and signed CRP on your website b) and responding “Yes” to question 2.6.6 <p>Whilst meeting points A and B will constitute a pass, HMRC reserves the right to reject a tenderer’s entire tender submission where it becomes apparent that the information contained in the CRP does not meet the criteria required for a pass as outlined in Table 1.</p> <p>Tenderers will not be disadvantaged where they are a new entrant to the market (trading for less than 12 months). In order to pass, tenderers in these</p>	
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	<p>circumstances should complete all of the following in their published CRP:</p> <ul style="list-style-type: none"> • confirm their commitment to achieving Net Zero by 2050 • complete as much of the CRP as possible with the data available and provide an acceptable explanation as to why missing information isn't available in line with Table 1 • confirm within their partly completed CRP that they commit to publish a full CRP as soon as possible <p>HMRC reserves the right to reject the tenderer's tender submission should the tenderer fail to meet any of the evaluation criteria for question 2.6.7 as detailed above.</p> <p>Question 2.6.8: Tenderers must respond "Yes" in order to pass. Tenderers responding "No" will fail and have their tender submission rejected from the procurement process.</p> <p>Question 2.6.9: The information provided by the tenderer in response to this question is for information only. HMRC do however reserve the right to fail the tenderer's tender submission should the tenderer submit incomplete or inaccurate information in response to this question</p>	
2.6.10	<p>Modern Slavery Statement</p> <p>Tenderers with a turnover above £36 million must respond "Yes, we have a turnover above £36 million and comply with these requirements" in order to pass. Tenderers with a turnover above £36 million who respond "No, we have a turnover above £36 million but do not comply with these requirements" will have their tender submission rejected.</p>	Pass/Fail
2.6.11	<p>Accessibility Questionnaire</p> <p>The accessibility questionnaire only requires completion where your proposed service offering includes the use of any product(s) or service(s) that will be provided through a web browser, desktop application or mobile application and will be used by HMRC service users (e.g., HMRC staff or customers).</p> <p>Please respond to each question in the supporting document titled "Accessibility Evidence Questionnaire" and attach your completed copy, along with any</p>	Pass/Fail

	<p>supporting documents requested, as part of your tender submission.</p> <ul style="list-style-type: none"> The accessibility questionnaire will be evaluated on a Pass/Fail basis. <p>In order to pass, the responses provided by tenderers must demonstrate to the satisfaction of HMRC, that any digital services/products used in the delivery of the contract envisaged by this tender exercise comply with all the following criteria:</p> <p>Any digital services/products delivered through a web browser or mobile application must be fully compliant with the accessibility requirements outlined under the Public Sector Bodies Accessibility Regulations 2018 and the Equality Act 2010 by the contract commencement date, and remain so throughout the entire contract duration</p> <ul style="list-style-type: none"> Any digital services/products delivered through a desktop application must be fully compliant with the accessibility requirements outlined under EN301549 (European standard for digital accessibility) and the Equality Act 2010, by the contract commencement date, and remain so throughout the entire contract duration <p>HMRC reserves the right to reject a tenderer's tender submission where insufficient evidence is provided to demonstrate compliance with the above criteria. It will be at HMRC's sole discretion to decide whether the evidence provided is sufficient or not.</p>	
2.6.12	<p>Conflicts of Interest</p> <p>Tenderers responding "no" will pass. Where a tenderer identifies a potential conflict of interest (COI), HMRC will look to remedy any COI without excluding the tenderer from the procurement process wherever possible. HMRC does however reserve the right to exclude the tenderer from this procurement process where such a COI cannot be remedied by other means, to the satisfaction of HMRC.</p> <p>Withholding knowledge of a COI may result in disqualification from the tender exercise. Once a contract is awarded, the tenderer still has a continuing obligation to make HMRC aware of any new conflicts and to maintain where necessary any mitigating actions.</p>	Pass/Fail

2.6.13	Declaration Tenderers must confirm they agree to all parts of the declaration and provide the contact details requested for the person making the declaration in order to pass. Failure to do this will result in the rejection of your tender submission.	Pass/Fail

SCHEDULE 2: QUALITY EVALUATION CRITERIA

- 2.1 The quality evaluation will be made up of Quantitative Questions weighted at 25%, Qualitative Questions weighted at 65% and Social Value Questions weighted at 10%.
- 2.2 To note, questions A1 through to F1 (excluding D1) will be weighted between 1-5% totalling 50%, and D1 will be weighted at 15%.

Evaluation section	Ariba Question Number(s)	Evaluation Criteria	Evaluation Method
Quantitative Questions (requirements): 25% of the total			
Requirements	H1	<p>Please confirm, via completion of the templates within the Statement of Requirements, whether your solution can meet the functional, non-functional, SI and integration requirements</p> <p>Please note: all must have requirements as set out in the Statement of Requirements are required to be met by Day 1 Commencement. Please see section 12.8 Award Criteria regarding the must have threshold requirement.</p>	Template provided
Qualitative Questions: 65% of the total			
Business Outcomes	A1	<p>Please describe how your proposed solution will support HMRC with a comprehensive set of raw and derived data into HMRC's strategic data storage solution, which will underpin HMRC's customer analytics.</p> <p>In your response please describe:</p> <ol style="list-style-type: none"> 1. How you will support data-led decision making, ensuring the platform enables HMRC's scalable data ingestion and export needs, real-time data processing, and analytics and reporting. 2. How you will integrate with HMRC's data storage, information on the format and frequency of data deliveries and the processes for administering change. <p>This also includes the provision of dashboard and visualisation capabilities, tracking of customer data, omnichannel interaction analytics, and speech analytics to deliver usable insights and identify customer experience pain points and opportunities. (Max 2 pages – HMRC reserve the right to amend the page limit at ISIT)</p>	Please refer to Table 1: Scoring Matrix

	A2	<p>Please describe how your proposed solution can improve HMRC's customer service and experience outcomes.</p> <p>In your response, please describe how your capabilities support:</p> <ol style="list-style-type: none"> 1. Prioritisation of interactions across channels, factoring in SLAs. 2. Advisor effectiveness 3. Customer satisfaction across varied user types and needs 4. Personalisation at scale, using AI, automation and data 5. Our needs to improve both customer experience and operational efficiency by supporting HMRC in planning for its business. 6. How Workforce Management gets from a plan to implementation by integrating with and influencing other capabilities <p><i>(Max 2 pages – HMRC reserve the right to amend the page limit at ISIT)</i></p>	
	A3	<p>Please describe how your solution enables HMRC's digital-first ambition through modernised services, smarter automation and seamless, secure omni-channel interactions.</p> <p>In your response please include:</p> <ol style="list-style-type: none"> 1. Interaction channel capabilities 2. Capabilities for self-service and AI (including relevant Gen AI guard rails), to drive innovation and future roadmap 3. Real-time journey orchestration (i.e. interactions passed across channels) 4. Support for proactive customer engagement e.g. targeted campaign creation, management and tracking across all channels 5. Use of NLP / NLU / LLMs for intent classification, recognising a diverse customer base and varied accents, and enriched journeys, specific to tax knowledge. <p><i>(Max 2 pages – HMRC reserve the right to amend the page limit at ISIT)</i></p>	

	A4	<p>Please describe how your solution contributes to simplifying HMRC's technology landscape through consolidation, modular design, ease of integration with other platforms - particularly a future CRM solution.</p> <p>In your response please include:</p> <ol style="list-style-type: none"> 1. Your native integration capabilities with leading CRM systems 2. API tooling and maturity of connectors <p><i>(Max 2 pages – HMRC reserve the right to amend the page limit at ISIT)</i></p>	
	A5	<p>Please describe how your solution supports HMRC's ambitions for adaptability, scalability and low-code configurability.</p> <p>In your response please include:</p> <ol style="list-style-type: none"> 1. Tools for configuring organisational structures, SLAs, business rules, advisor skills and proficiency levels. 2. Ability to manage 28,500+ users, 600+ contact numbers 3. Approach to rapid, in-life configuration with minimal disruption or supplier dependency <p><i>(Max 2 pages – HMRC reserve the right to amend the page limit at ISIT)</i></p>	
	A6	<p>Please describe how your solution supports the delivery of a scalable and robust contact platform capable of handling HMRC's channel volumes.</p> <p>In your response please include:</p> <ol style="list-style-type: none"> 1. Elastic infrastructure capable of 25,000 concurrent webchat and voice sessions and large customer volumes (43 million voice, 23 million webchat) 2. Resilience (uptime of 99.99%), auto-scaling 3. Disaster Recovery / Business Recovery processes 4. Ongoing platform optimisation, proactive monitoring and performance reporting. <p><i>(Max 2 pages – HMRC reserve the right to amend the page limit at ISIT)</i></p>	

	A7	<p>Please describe how your proposed solution supports accurate and actionable data capture, transcription and analytics to enable data-led decision making and service improvements?</p> <p>In your response please include:</p> <ol style="list-style-type: none"> 1. Data capture from interaction recordings and transcripts 2. Real-time data processing and virtualisation 3. Speech to text analytics to uncover sentiment, journey friction and intent. 4. Support for dashboards, interaction tagging and integration with HMRC reporting and tooling. <p><i>(Max 2 pages – HMRC reserve the right to amend the page limit at ISIT)</i></p>	
	A8	<p>Please describe how your Advisor Desktop capabilities will improve the advisor and customer experience.</p> <p>In your response please include:</p> <ol style="list-style-type: none"> 1. Advisor desktop capabilities (e.g. softphone, state controls, interaction context, configurable/customisable views). 2. Access to personal schedules, performance metrics and quality management tools. 3. Tools for coaching, training (including gamification) and skills development 4. If applicable, how 3rd party components are exposed. 5. Please describe how all of the above are applied across multiple HMRC areas with varying requirements. <p><i>(Max 2 pages – HMRC reserve the right to amend the page limit at ISIT)</i></p>	

Implementation	B1	<p>Please provide a detailed implementation plan and approach for the Implementation phase, covering mobilisation, discovery, design, build, test, deploy, hyper-care and transition to BAU (Business As Usual).</p> <p>In the implementation plan, please include:</p> <ol style="list-style-type: none"> 1. All Programme milestones (including contingency) 2. Key governance stage gates 3. Risks, Dependencies, Assumptions and Mitigations 4. Proposed cut over / go live dates 5. Migration activities 6. Provision of HMRC's SME training in line with the SI requirements outlined in the statement of requirements. 7. Sequencing and timeframe of activities across discovery, design, build, test, deploy included in the SI requirements outlined in the statement of requirements. 8. Proposed delivery methodology 9. Consideration for clearance timelines for supporting staff <p><i>(Max 2 pages – HMRC reserve the right to amend the page limit at ISIT)</i></p>	Please refer to Table 1: Scoring Matrix
	B2	<p>Please describe your service transition and migration approach, including rollback mechanisms.</p> <p>Please include how you will handle complex live operations such as journey migration, Workforce Management data and biometric enrolments. Across this migration activity, please explain how BAU change will be managed using examples and proven methods for migrating large, complex operations.</p> <p><i>(Max 1 page and 1 diagram – HMRC reserve the right to amend the page and diagram limit at ISIT)</i></p>	
	B3	<p>Please describe how your implementation approach will support effective delivery, continuous feedback and alignment with HMRC's ways of working.</p> <p>In your response please include:</p> <ol style="list-style-type: none"> 1. Tooling 2. Design governance 3. Working practices 4. Documentation including release notes <p><i>(Max 1 page and 1 diagram max – HMRC reserve the right to amend the page and diagram limit at ISIT)</i></p>	

Run and change	C1	<p>Please describe your approach to ongoing service management, including service desk operations, incident management, change management, escalation and reporting. Please explain how this supports HMRC's processes and SLAs.</p> <p>In your response please include:</p> <ol style="list-style-type: none"> 1. Provision of HMRC's SME training in line with the SI requirements outlined in the Statement of Requirements. 2. Transition between Implementation and Run teams (where these differ) 3. Service desk operations 4. Incident and change management approach 5. Escalation and reporting 6. Suggested service catalogue 7. Ongoing monitoring of services to advisors to detect and resolve issues prior to advisors flagging them. 8. Proposed key performance indicators and measurement mechanism for end user satisfaction and system responsiveness (Max 2 pages and 3 diagrams – HMRC reserve the right to amend the page and diagram limit at ISIT) 	Please refer to Table 1: Scoring Matrix
	C2	<p>Please describe your approach to ongoing licensing and cost optimisation over the life of the service.</p> <p>Please explain how you will support HMRC with proactive insights, tooling and right-sizing to avoid unnecessary costs. (Max 1 page and 1 diagram– HMRC reserve the right to amend the page and diagram limit at ISIT)</p>	
	C3	<p>How will your proposed CCaaS solution, delivery approach and partner ecosystem support HMRC to achieve transformation of its customer service operation over the full 10-year contract term. In your response please include:</p> <ul style="list-style-type: none"> • Continuous improvement¹: how you will iterate and update your continuous improvement tools, processes and methods to drive ongoing optimisations to the approach. • Innovation²: how you will horizon scan for the latest innovations applicable to HMRC and how you will 	

Architecture		<p>then identify, select and introduce innovation to HMRC.</p> <ul style="list-style-type: none"> • Change³: how you will engage with the business and change activity to drive transformational outcomes, including management of this change. Please include at least 2 examples of governance models and co-design with clients. • Transformation⁴: How you typically measure and track transformation and how you will ensure that transformation aligns to HMRC's objectives and outcomes. <p><i>(Max 1 page and 1 diagram – HMRC reserve the right to amend the page and diagram limit at ISIT)</i></p>	
	C4	<p>Please provide examples of the types of upgrades that have been made to your platform over the last 10 years. What would constitute an upgrade included in the SaaS Licence, vs. one which would require separate agreement.</p> <p><i>(Max 2 pages – HMRC reserve the right to amend the page limit at ISIT)</i></p>	
	D1	<p>Please provide your proposed high-level design for the CCaaS solution. Your response can include up to 5 diagrams and supporting tables representing the design of the solution.</p> <p>In your response please include:</p> <ol style="list-style-type: none"> 1. Hosting, resiliency, components, instances, networking, integrations. 2. Clear demarcation across vendor / third party components (if they are being included). 3. Brief descriptions of connectivity and integrations for labelled elements of the diagrams. 4. In your response, please describe how this solution and architecture delivers against HMRC's service outcomes. <p><i>(Max 3 pages and 2 diagrams – HMRC reserve the right to amend the page and diagram limit at ISIT)</i></p>	<p>Please refer to Table 1: Scoring Matrix</p> <p>15%</p>
Ways of working	E1	<p>Please set out your proposed ways of working and collaboration between your partnership as set out in the Statement of Requirements (including the Systems Integrator, CCaaS software vendor, and any additional supply chain partners) with HMRC.</p> <p>In your response please include:</p>	<p>Please refer to Table 1: Scoring Matrix</p>

		<p>1. how you will collaborate with HMRC to build a transparent and outcomes-driven partnership:</p> <ol style="list-style-type: none"> Governance Reporting Roles Shared responsibility Communication practices Learning and upskilling of HMRC's teams <p><i>(Page limit is 2 pages per bullet point, half a page for the introduction and conclusion. Diagrams may be included x 1 per bullet point – HMRC reserve the right to amend the page and diagram limit at ISIT)</i></p>	
Team profile	F1	<p>Please provide an overall team structure (including subcontractor partners) for the delivery of this contract.</p> <p>In your response please include:</p> <ol style="list-style-type: none"> A CV for all individuals who will be occupying key roles outlining their relevant qualifications, experience and rationale for their selection. The hierarchy and proposed reporting lines of your team structure. Details of how your staffing model will be managed over the contract term to ensure high-quality resources can be available over the duration of the contract. With a view of permanent staff vs subcontracted roles How you will ensure no Single Points of Failure. <p><i>(Narrative limited to 1 page max, no more than half a page limit per individual/role and 1 diagram describing the team structure – HMRC reserve the right to amend the page and diagram limit at ISIT)</i></p>	Please refer to Table 1: Scoring Matrix
Social Value Questions: 10% of the total			
Social Value	G1	<p><i>Please provide in a method statement and project plan, the specific, measurable and time bound commitment(s) your organisation will make to deliver outcome 1 across Model Award Criteria 1a, 1b and 2c and the following Award Criteria below. Further detail on the social value model award criteria and sub-criteria can be found in the <u>Procurement Policy Note 002</u>.</i></p> <p>Your response will be evaluated using the Social Value Model Award Criteria and the following additional award criteria:</p>	Please refer to Paragraph 13 - Table 4: Scoring Matrix for Social Value Questions

		<ul style="list-style-type: none"> • The response includes a specific, measurable and time-bound commitment (minimum requirement to score points) • The response includes a description of how the commitment meets the award criteria. • The response includes a description of how you will influence staff, suppliers, customers and communities (as appropriate) through the delivery of the contract to deliver the Social Value Outcome, for example: engagement, co-design/creation, training and education, partnering/collaborating, volunteering. • Transparency - any plans for publishing your commitments and performance. • The response includes a timed project plan setting out how you will implement your commitment and by when, including: <ul style="list-style-type: none"> ○ Timed action plan ○ Proposed metrics you will use to monitor the contract (if your offer relates to a metric listed in the Social Value Model, you should use the appropriate Standard Reporting Metric). ○ Tools/processes used to gather and monitor performance ○ Governance, including nominated escalation points ○ Feedback and improvement procedures in place <p><i>(Max 2 pages – HMRC reserve the right to amend the page limit at ISIT)</i></p>	
Stage 3: Product Validation 15% Weighting			
	N/A	<p>Tenderers will be evaluated on a number of use cases covering five key themes:</p> <ol style="list-style-type: none"> 1) Customer & Advisor Journey, 2) An administrator experience (i.e. configuration of journeys and users), 3) Performance management 4) Blending asynchronous and synchronous contact and 5) Workforce management <p>This stage will be used to confirm that the proposed solution can meet the requirements.</p>	<p>Please refer to Paragraph 12.8 Table 3: Scoring Matrix For the Use Case evaluation at Stage 3: Product Validation</p>

2.3 Tenderers must provide a written response for each question.

2.4 For any question where there is no response, the tenderer will receive a score of zero for that question.

- 2.5 For questions A1 to A8, there is a 2 page limit.
- 2.6 For questions B1 your response must include 1 visual provided as a PDF, and on the accompanying narrative there is a 2 page limit.
- 2.7 For questions B2, B3, C2, C3 there is a 1 page limit and 1 diagram limit.
- 2.8 For question C1 there is a 2 page limit, and 3 diagram limit.
- 2.9 For question C4 there is a 2 page limit.
- 2.10 For question D1 there is a 3 page limit and 2 diagram limit.
- 2.11 For question E1 there is a 1 page limit and 1 diagram limit per bullet max and half page limit for the introduction and conclusion max.
- 2.12 For question F1 there is a one page limit, where there is a half page limit per individual/role and 1 diagram max.
- 2.13 For question G1 there is a 2 page limit.
- 2.14 Your response must be in font size 12, font style Arial, with margins no smaller than 1.27cm (across top, bottom, left and right) in Microsoft Word.
- 2.15 HMRC reserve the right to amend the page limit and diagram limit where relevant at ISIT.

¹Continuous improvement – a structured, data-driven process and methods to incrementally enhance the solution over time, using performance insights, user feedback and operational learnings to drive ongoing optimisation.

²Innovation: Planned inflection points across the contract term which advance, differentiate or create value for HMRC through the introduction of new technology, capabilities or service models.

³Change: Incremental or significant change to drive efficiencies which may impact processes, operating model structures or team behaviours and requires adaptation to improve efficiencies or solve problems. This will require working with HMRC change teams to successfully embed across the organisation.

⁴Transformation – the end-to-end alignment of technology, operations and outcomes to deliver meaningful step-change improvements against HMRC's strategic objectives.

SCHEDULE 3: Procurement Specific Questionnaire response guidance

- 3.1 Tenderers must provide a written response for each question.
- 3.2 For any question where there is no response, the tenderer will receive a score of 0 for that question.
- 3.3 For questions 2.5.1, and 2.5.4, there is a 500-word limit for each case study (a total of 1,000 words).
- 3.4 For questions 2.5.2, 2.5.3, and 2.5.5 there is a word limit of 500 words.
- 3.5 Case studies will be provided as part of the tenderer's CoP submission. Any case studies provided must be representative of the part of the supply chain that will be responsible for 50% or more of the relevant delivery component e.g. implementation, run and change, or software and this must be stated as part of the response.
- 3.6 Your response must be in font size 12, font style Arial, with margins no smaller than 1.27cm (across top, bottom, left and right) in Microsoft Word.
- 3.7 You may include up to 2 diagrams to support your response for each question. A maximum of 100 words for each diagram (in addition to the word limit set out in points 3.3 and 3.4) will be accepted.

SCHEDULE 4: Procurement Specific Questionnaire evaluation guidance

- 4.1 Each response will be given a score out of five (5). The total tenderer response will be the sum total of the five (5) questions. The total tenderer response will be ranked with the top six (6) being taken through to Stage 2: ISIT.
- 4.2 In the event of a tie, the total score for a tenderer response will be ordered in priority of the following:
 - 4.2.1 highest number of UK based case studies and examples, as long as the score for that question is higher than 0.
 - 4.2.2 highest number of case studies or examples supporting 10,000 agents, as long as the score for that question is higher than 0.
 - 4.2.3 highest number of individual case studies used across all 5 questions.
- 4.3 Each individual case study can be used no more than 3 times across all 5 questions.

SCHEDULE 5: Procurement Specific Questionnaire evaluation criteria

Category	Criteria out of 5		
	Fully Meets (5 out of 5)	Partially Meets (3 out of 5)	Does Not Meet (0 out of 5)
1. Partnership evidence	<p>The response provides what is expected for the criteria. Leaves no doubt as to the capability and experience providing clear, detailed evidence of previous collaboration between the Systems Integrator and CCaaS software vendor. Demonstrates aligned delivery roles, integrated planning, shared governance and measurable service outcomes. Delivery examples evidence partnership in similar large-scale, multi-channel settings (10,000 advisors). Case studies presented demonstrate track-record partnership between Systems Integrator and chosen CCaaS software vendor</p>	<p>The response broadly meets what is expected for the criteria. It provides an overview of joint delivery efforts but lacks clarity on how responsibilities were shared, how alignment was achieved and measurable service outcomes. It does not demonstrate large scale collaboration (over 5,000 users). Case studies presented demonstrates track-record of partnership but not with proposed CCaaS software vendor for this procurement</p> <p>This is the maximum score awarded where the case studies provided do not demonstrate the proposed solution partnership.</p>	<p>The response fails to meet the required standard and does not provide relevant examples of Systems Integrator and CCaaS software vendor collaboration, lacks previous examples demonstrating credibility, clarity or scale.</p>
2. Third party SaaS integrations	<p>The response provides what is expected for the criteria. Demonstrates a track record of large-scale CCaaS implementations integrating with CRM solutions. The examples indicate clarity on roles, architecture and a minimum of 3 measurable success criteria across digital/</p>	<p>The response broadly meets what is expected for the criteria. It references relevant integrations but does not fully address enterprise scale, channel coverage or provides only 1-2 measurable success</p>	<p>The response fails to meet the required standard and does not provide clear evidence of integrations with any eCRM solutions at the required scale</p>

3. Complex architecture	telephony channels and high contact volumes.	outcomes with limited architectural detail.	or no quantifiable impact presented.
	The response provides what is expected for the criteria. Leaves no doubt as to the capability of the tenderer, demonstrating clear evidence of delivering within complex integration environments involving multiple systems and dependencies, with strong detail on architecture, risk mitigation, stability and performance. References at least 2 real-world implementations with >5,000 advisers.	The response broadly meets what is expected for the criteria. It describes an approach to complex integrations but lacks evidence of successful delivery at scale and / or omits detail on complexity (for example, does not provide sufficient detail on systems involved, interdependencies, performance).	The response fails to meet the required standard and does not provide evidence of working in complex integration environments or vague / incomplete examples without clarity on delivery or performance. It provided no measurable indicators that support the examples given.
4. Proposed platform - High-volume/complexity	The response provides what is expected for the criteria. It provides at least two case studies at a scale where at least one case study is over 10,000 advisers, and one is over 5,000 concurrent advisers across all channels, covering digital and telephony, where a peak concurrent call volume of 25,000 active calls (inbound and outbound) without performance degradation or failure, with an uptime record of 99.9%, and a peak active concurrent webchats of at least 3,000. Includes at least 3 concrete performance metrics (e.g., concurrency, customer satisfaction).	The response broadly meets what is expected for the criteria. It shows some large-scale experience but lacks certain data (e.g., concurrency, channel coverage) or does not fully meet the scale where at least one case study is over 10,000 advisers, and one is over 5,000 concurrent advisers across all channels, threshold in each example.	The response fails to meet the required standard and does not provide a case study that meets the stated scale (5,000 concurrent or 10,000 advisers) or fails to confirm multi-channel support.

5. Transformation and Innovation

The response provides what is expected for the criteria. It evidences at least one case study which articulates how transformation and / or innovation was delivered through the implementation of a technology solution. The response demonstrates quantifiable results with supporting metrics, aligned with business / operational outcomes and showcases tools and accelerators. Lessons learnt are relevant and transferrable to the CCaaS implementation.

The response broadly meets what is expected for the criteria. It describes a previous project which delivered transformation and innovation but does not evidence metrics / results. The response lacks transferrable lessons learnt which would be applicable to HMRC, and doesn't articulate tools or accelerators which could support transformation / innovation.

The response fails to meet the required standard and does not provide a case study that evidences transformation, innovation and benefits realisation through the implementation of a technology solution.

Appendix 1: Example of Separate Supporting Document Evidencing the Prime Tenderer and CCaaS Software Vendor Partnership

To whom it may concern

We *[insert CCaaS software vendor name]* recognise *[insert prime tenderer/Implementation Partner (System Integrator) name]* as an approved Systems Integrator with whom we have agreed to partner and actively participate in the tendering process. We will play an active role in the delivery of any services as required in the event of a contract award.

We acknowledge that we may support up to three (3) Implementation Partners (System Integrators) in this process and recognise this Implementation Partner (System Integrator) as one (1) of these three (3).

Kind regards

Appendix 2: Non-Functional Requirements, Functional Requirements, System Integrator (SI) Requirements, Integration Requirements

See requirements Excel.

Appendix 3: List of Associated Documents alongside the HMRC Tender Instructions and evaluation criteria document

#	Document title	Description	Additional notes	Required submission alongside Conditions of Participation
1	Appendix 2: Non-Functional Requirements, Functional Requirements, System Integrator (SI) requirements, Integration requirements	Non-Functional Requirements	Tenderers must confirm their ability to meet all must have Non Functional Requirements as part of their Conditions of Participation submission	Yes
2		Functional requirements	At the point of ISIT submission, Tenderers must confirm their ability to meet the functional requirements	No
3		System Integrator (SI) requirements	At the point of ISIT submission, Tenderers must confirm their ability to meet the stated System Integrator requirements	No
4		Integration requirements	At the point of ISIT submission, Tenderers must confirm their ability to meet the stated Integration requirements	No
5	Accessibility questionnaire	Six questions that confirm the product or service is WCAG 2.2 AA compliant	In line with Conditions of Participation, the submission of this questionnaire is required to confirm the Tenderers compliance to WCAG 2.2 AA	Yes
6	Security questionnaire	In line with HMRC's legal and regulatory obligations to verify that suppliers working with HMRC have a reasonable standard of security in place to protect HMRC	At the point of ISIT submission, Tenderers will need to complete this questionnaire to HMRC's satisfaction	No
7	Model Services Contract – Summary of Changes	Outlines specific changes or amendments HMRC have made to the standard Model Services Contract	In principle, HMRC intend to use the Model Services Contract for the CCaaS procurement. Any amendments or changes are based on specific CCaaS requirements	No
8	Schedule 3 (Performance Levels)	Initial Performance Level Schedule for commentary	No submission requirement. For visibility only. Please note, HMRC is open to negotiating this Schedule in line with the Model Services Contract – Summary of Changes document.	No
9	Ethical Wall Agreement	Standard HMRC template required for tenderers deemed as an incumbent ¹	HMRC will require the headline position as part of tenderers' CoP submission and if down-selected to ISIT will require the signed EWA for completion.	No

10	FVRA	The Financial Viability Risk Assessment tool for the Implementation Partner (System Integrator) and the CCaaS software vendor	Complete tool to be submitted as part of CoP submission by the Implementation Partner (System Integrator) for both the Implementation Partner (System Integrator) and their partnered CCaaS software vendor.	Yes
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¹A tenderer will be considered an incumbent supplier if they:

- (a) currently provide or deliver customer contact-related platforms or services for HMRC
- (b) currently provide or deliver integrations that form part of HMRC's IT customer contact estate or integrate with other areas within HMRC's IT estate

Appendix 4: Flow chart of CCaaS ISIT Evaluation Steps

CCaaS ISIT Evaluation Steps

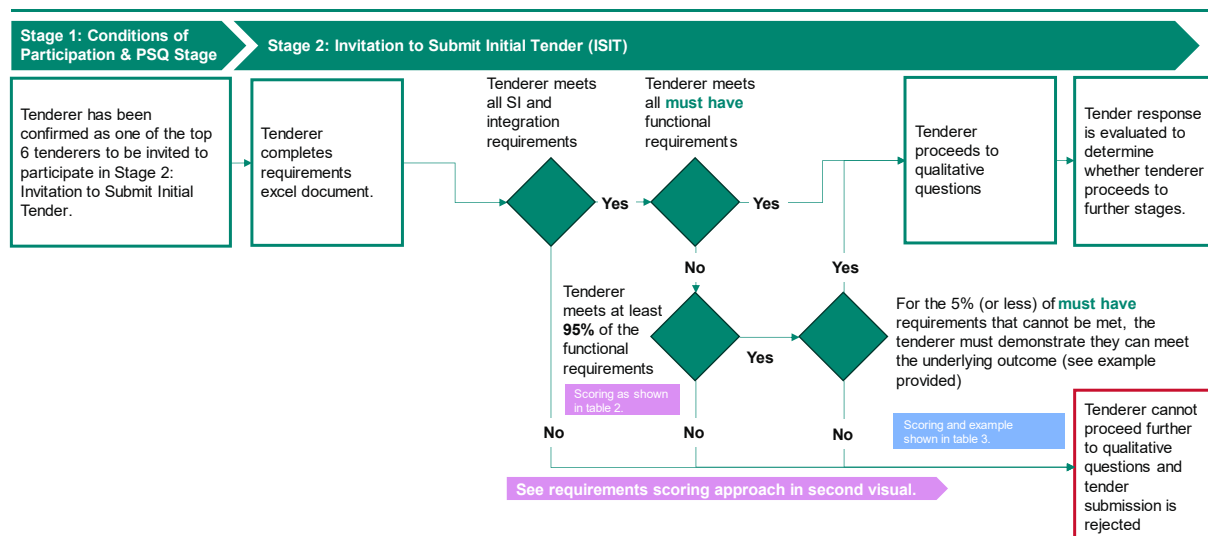


Table 1: total scoring breakdown:

Requirements Score				Stage 2: ISIT	
25%				Qualitative Questions	Social Value Score
Functional	Integration	Non-functional	SI	65%	10%
Set out in tables 2 & 3			Pass / Fail		

Table 2: Functional, integration and non-functional Requirement Scoring Criteria:

ISIT Requirements Scoring Criteria				
		Functional	Integration	Non-functional
Applicable to		All must have requirements that can be met in the way HMRC has prescribed.	All integration requirements	All non-functional requirements
Score	100	The requirement can be met natively with minimal configuration via the current release	Requirement met natively with configuration	Requirement met with no dependencies on HMRC
	80	The requirement cannot be met natively with minimal configuration via current release, but it can be met via global planned release prior to ISFT (subject to the tender timetable) to enable HMRC to have certainty on functionality being available prior to contract award		
	60	The requirement cannot be met natively but a third-party integration proven at comparative scale can meet the requirement	Requirement met with customisation	Requirement met with dependencies on HMRC
	20	The requirement cannot be met natively or through a third-party integration but can be met through customisation		
	0	Requirement not met		

For relevant definitions see paragraph 12.8.

ISIT Functional Requirements Scoring Criteria (over and above 95%)		
Functional Requirements Scoring		
Applicable to		The remaining must have functional requirements that the supplier cannot meet in the way HMRC have prescribed, but can meet the underlying outcome (over and above 95% threshold)
Scores	50	The requirement can be met natively with minimal configuration via the current release
	40	The requirement cannot be met natively with minimal configuration via current release, but it can be met via global planned release prior to ISFT (subject to the tender timetable) to enable HMRC to have certainty on functionality being available prior to contract award
	30	The requirement cannot be met natively but a third-party integration proven at comparative scale can meet the requirement
	10	The requirement cannot be met natively or through a third-party integration but can be met through customisation
	0	Requirement not met

Worked example:

Tenderer can meet all must have functional requirements, except for: **Ability for the service to include customisation of detection rules and thresholds to tailor the system to specific security and availability needs.** i.e. the tenderer does not meet 100% of the must have requirements.

Supplier response: Requirement cannot be met as prescribed. HMRC will be able to share detection rules and thresholds to ensure their minimum standard can be met. We will manage these on behalf of HMRC rather than allowing direct customisation to ensure the effectiveness of the security and availability information is not compromised. This is our approach with all clients using our solution.

Score = 50 Requirement cannot be met as prescribed, however the solution can meet the underlying outcome i.e. the ability to inform detection rules and thresholds with the capability in the current release, but does not enable HMRC to manage this themselves.