



Government
Commercial
Function

Candidate Pack

Deputy Director Commercial – IT Infrastructure

HMRC

Agency Led Campaign - Miles Advisory

Commercial Specialist

Government Commercial Function

Reference: 424083

Closing Date: 1st October 2025

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Welcome Message from John Hayes, Chief Commercial Officer



Thank you for your interest in this role in HMRC. We don't think of ourselves simply as an administrator of taxes as the (£850bn) revenues collected powers the UK public services making HMRC one of the largest multinational corporations. Every additional £1 we secure – whether through commercial savings or counter evasion measures, for example - is another £1 that can be spent on essential public services.

This is an exciting time to join the Department as we undertake a programme of radical transformation following the recent spending review settlement with focus on wholesale transformation of the IT estate to be digital first and AI enabled creating a future proof UK tax administration. The HMRC IT landscape is one of the most complex and can be likened to many in the financial services albeit on a scale where every UK citizen is a customer many times over.

This role sits within the Commercial senior leadership team and is accountable for all commercial activity delivered relating to HMRC's IT infrastructure including data centres, cloud providers and a number of high profile transformation projects. The environment is fast moving, often complex and extremely diverse, which will require the successful candidate to ensure HMRC stays abreast of best practices and market developments to continually deliver value for its customers.

You will lead a key area within HMRC and a developing Government Commercial Function. You will lead a team of 18 commercial professionals and will need to enjoy working collaboratively with the rest of the Commercial Directorate senior leadership team, our key customers and wider government to develop right across the commercial lifecycle. The right commercial capability will help HMRC to be more successful now and in the future so there couldn't be a more exciting time to join us!

Welcome Message from Andrew Forzani, Government Chief Commercial Officer



Thank you for your interest in joining HM Government's Commercial Function (GCF).

Building a strong Commercial Function in Government, and with it the right commercial capability, is at the heart of a far-reaching programme of Civil Service reform. The GCF is more than just the response to the challenges that Government has faced in recent times; it is an essential element of the Government's efforts to address the value for money agenda, while delivering higher quality public services.

We play a pivotal role across Government with recent achievements being; the response to COVID-19, our role in procuring military support for Ukraine, delivery of innovative new IT systems, to new infrastructure contracts and support for humanitarian aid across the globe.

Our vision is to make the GCF the best commercial function in the UK: staffed with top commercial specialists, creating and managing innovative, efficient and effective commercial arrangements.

This is an exciting and diverse environment - Central Government spends around £70bn per year with its supply base with annual spend on individual contracts often in the billions, with a further £230bn spent in the wider public service. Our supply base includes SMEs and the largest UK and global multinationals, and our business models have the Government acting as shareholder or sponsor, as well as being an 'intelligent client'.

We need to continue to improve our knowledge of the marketplace. We need to maximise value from our commercial dealings, and we have increasingly put in place the tools to achieve that to ensure a consistent approach, methodology and benchmarking.

But tools alone are not enough. We need senior commercial specialists across all Government departments working collectively to address common 'Crown' objectives, acting as a single, joined-up customer, facing off to the market.

Recognising the importance of these senior roles, the Government Commercial Organisation (GCO) was established to manage the employment, development and on-going talent management for the most senior grades of commercial professionals within the wider Commercial Function.

We are building a centrally deployed cadre of respected commercial talent in all Government departments - people who can manage our commercial portfolios, who can lead our most

complex and novel programmes and projects, people who have the gravitas and depth of experience to work alongside our Ministers and policy and operational leaders to develop innovative commercial arrangements, whether through joint ventures, outsourcing or best-in-class contracts.

At the heart of our journey is a belief that a culture of diversity and inclusion is key to innovation, collaboration and our success. GCO is committed to building an organisation that reflects a wide range of backgrounds, perspectives and experiences, ensuring that everyone feels valued, respected, and empowered to contribute their best work. We are creating a stronger, more dynamic workplace where creativity thrives and every team member has the opportunity to grow and succeed.

I hope you will be inspired to join us and help lead the on-going commercial reform agenda of the Civil Service. You won't find a more exciting or diverse challenge elsewhere.

Andrew Forzani

Background to the Government Commercial Function

The Civil Service is one of the biggest and most complex employers in the UK, employing over 400,000 Civil Servants serving both Ministers and the public to deliver the priorities of the Government of the day. These include major projects with a lifecycle cost of around £500bn, as well as programmes and services that affect everyone in the United Kingdom. The annual spend is c. £70bn per annum with a range of suppliers including SMEs.

Following issues with some major contracts and key suppliers a number of years ago, the Civil Service committed itself to dramatically improving its commercial performance. This has included establishing a Commercial Function that will operate with, and in support of, departments. A senior Government Chief Commercial Officer was appointed from the private sector to head up the Commercial Function. This coincided with the first set of Commercial Standards published for the government in February 2016, updated in May 2022, which we now benchmark against, and the suite of 'Playbooks' co-developed with industry to drive improved outcomes for all stakeholders.

Commercial resources overseen by the Function number some 6,000 staff across Whitehall, and consist of:

- A number of core interlocking central teams working together on Policy, Standards and Continuous Improvement, Complex Transactions, Markets and Suppliers (building pan-government relationships with key suppliers)
- Commercial Capability Colleagues in the Commercial Directorates within Departments and Agencies
- The Crown Commercial Service, a trading fund sourcing common goods and services for the Civil Service and the wider public sector, managing spend of circa **£30bn** in 2022/23.

Vacancy Description

Job Title	Deputy Director Commercial – IT Infrastructure, Government Commercial Function.
Vacancy reference	424083
Salary	<p>This role is at Commercial Specialist level with a pay scale of £101,000 to £131,000 plus GCO Pension and GCO Terms.</p> <p>In addition, on gaining an A accreditation at the CS Commercial Assessment Centre, Performance-Related-Pay of up to 20% becomes available.)</p> <p>Kindly refer to the following link for the GCF Rewards and benefits page.</p>
Information for existing civil servants	<p>Successful candidates who are existing civil servants will:</p> <ul style="list-style-type: none"> • Be offered a salary in line with the standard Civil Service Rules. For a level transfer (i.e. maintaining the same grade) this would see no salary change, whereas for a promotion in grade this would include a 10% increase on base salary or band minima, whichever is higher. • On gaining an A accreditation, candidates will be offered the choice between GCO terms or Cabinet Office (modernised) Civil Service terms. In such instances the advertised salary will be adjusted to sit on the GCO Civil Service equivalent pay scale for CS level which is £81,000 to £117,800. • B grade candidates will not be eligible to progress for this role. • As you are moving departments and joining the GCO, you will become a GCO employee and therefore eligible for GCO remuneration and subject to all GCO policies rather than any departmental ones. For most individuals this also will mean either losing or a change to any existing departmental allowances. • For further information please get in touch with the Recruitment Account Manager. <p>Any move to the GCO/Cabinet Office from another employer will mean you can no longer access childcare vouchers. This includes moves between government departments. You may however be eligible for other government schemes, including Tax-Free Childcare. Determine your eligibility at https://www.childcarechoices.gov.uk/</p> <p>We recommend that you advise your Line Manager of your application, particularly if you get to the Assessment Centre stage. Previous candidates</p>

	have found it helpful to discuss the ADC outcome report with their Line Manager and seek their support on areas for development.
Location & Travel	<p>GCO is based in London.</p> <p>Assignment Location: Manchester (M3 5DS), Liverpool, Leeds, Telford, Stratford</p> <p>Occasional travel required to the above office locations.</p> <p>This role is full time only.</p> <p>Relocation costs will not be reimbursed.</p>
Security Clearance	SC Level (more information provided below).
Reports to	This role reports directly to: John Hayes, Chief Commercial Officer
Key Responsibilities	<p>The Deputy Director Pre-Award IT Infrastructure is a senior leadership role within HMRC Commercial Team, reporting to the Chief Commercial Officer. This leadership post is critical in the development of Category Management and innovative Sourcing across HMRC and ensuring the optimisation of both resources and spend under IT Infrastructure categories. The role scope covers the full spectrum of define, procure, and manage functional competencies, across a portfolio of over 200 Bronze, Silver, and Gold contracts, with an annual spend of more than £4bn.</p> <p>The IT Infrastructure team is responsible for managing all the infrastructure, components, and services that support the extensive HMRC IT Estate. This includes the primary platforms used for tax collection, as well as systems that support non-customer-facing functions such as Finance and HR. The IT Infrastructure services range from off-the-shelf commodity solutions tailored to HMRC's specific requirements to bespoke platforms and services designed exclusively for HMRC.</p> <p>You will lead a team of approximately 18 - with line management responsibility for 4 Commercial Specialists including Category and Sourcing experts. In this role, you will engage staff within your reporting line to help create a valued, respected, and motivated team. You will provide deep sector, category, and market insight, and develop customer relationships to help build a forecast of demand for commercial services. Additionally, you will work collaboratively with commercial colleagues to plan and execute the related commercial work. Ensuring appropriate category insight is provided to</p>

	<p>support sourcing activity is essential, as is maintaining a robust and accurate pipeline of anticipated spend.</p> <p>As Deputy Director Pre-Award IT Infrastructure, you will lead, motivate, and develop a team of approximately 18 commercial professionals, giving clear direction and support, embedding a can-do attitude and a culture of agile resourcing gearing the workforce to areas of greatest commercial opportunities and risks. Resilience and trust in your own judgement are key factors in being successful.</p> <p>You will play a major role in delivering HMRC's commercial strategy, helping to simplify and modernise commercial activity and the department itself, as well as adding value through providing valuable insights and commercial strategy to support HMRC's goals.</p> <p>You will be designing and implementing the commercial frameworks, outsourcing policies, and supplier relationships to deliver the desired commercial outcomes across HMRC. Ensuring the timely and effective delivery of priority procurements, you will successfully deliver business commercial outcomes and savings, meeting both cost avoidable and cashable savings targets across the directorate.</p> <p>You will develop effective strategic and operational approaches for promoting innovation and value for money across the function. By improving delivery within designated categories through rigorous and strong leadership, you will support the business's strategic outcomes and help establish and continue to embed Category Management practices.</p> <p>Stakeholder and supplier management responsibility is also critical, especially the ability to influence across a wide set of views. The post works directly with internal and external stakeholders and has high visibility and impact across HMRC and Government. Internally, you will also act as a trusted advisor and Business Partner to designated areas of HMRC, delivering a value adding Commercial Customer Service</p> <p>You will maintain a strong understanding and management of all key risks (operational, tactical, and strategic) to ensure they are effectively identified, reported, and addressed at team and Directorate levels. Finally, you will help make the Commercial Directorate a great place to work by delivering Inclusion and Identity priorities and working to increase our engagement scores.</p> <p>Interviews will be in person at 100 Parliament Street London SW1A 2BQ. <u>Please note there will be a presentation required at the final interviews.</u></p>
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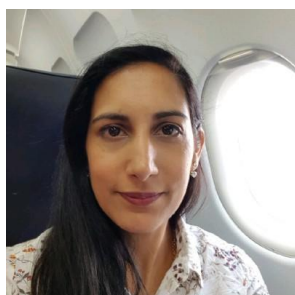


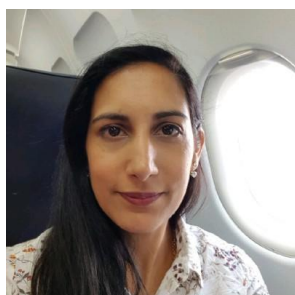


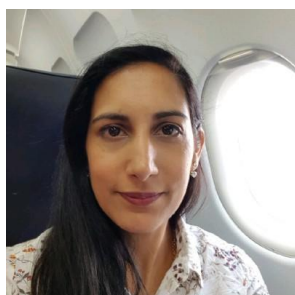

	<p>The successful candidate will:</p> <ul style="list-style-type: none"> • Be amongst the most senior members of the Government Commercial Function and play a role in the broader commercial reform programme led by the Government Chief Commercial Officer; • Play a key leadership and change management role in developing a strong commercial function for the HMRC and across government.
Essential Criteria	<p>To be successful, you will need to demonstrate capability against the following criteria, both within your statement of suitability and at the final panel interview:</p> <ul style="list-style-type: none"> • Experience successfully influencing a diverse range of senior internal & external stakeholders, building effective relationships at a senior level and with demanding senior stakeholders & suppliers at a strategic level • Experience in complex & demanding environments requiring effective prioritisation. Experience leading strategic IT contract negotiations & resolving supplier disputes through negotiation • Translate strategic priorities into clear outcome-focused objectives within a complex IT infrastructure environment. Open to innovative ideas & challenges, providing clarity about the action required to achieve results • An accomplished commercial professional with a track record of setting high standards and delivering large-scale technology procurement portfolios and or programmes to time and quality • Excellent leadership skills, motivate & inspire a high performing team. Communicates clearly, fosters inclusivity & develop strategies to enhance capability <p>In addition, to be successful, candidates will need to demonstrate capability against the commercial people standards. These are assessed at the Commercial Assessment and Development Centre.</p>
Commercial Assessment & Development Centre (ADC)	<p>Applicants must have achieved an 'A' at a Government Commercial Function Assessment and Development Centre (ADC) at the level of the role, or be willing and eligible to attend the ADC.</p>

	<p>'A' grade candidates will be eligible to be invited to attend a final panel interview (subject to short listing decisions).</p> <p>Candidates who have already attended an ADC and not achieved an A, must be eligible to retake.</p> <p>Any participant scoring a B (Need For Development) or C (Significant Need for Development):</p> <ul style="list-style-type: none"> • Will not be invited to attend a final panel interview. • May re-sit the Assessment Centre at the same level or higher (for another recruitment campaign) after a minimum period of 6 months and a maximum of once in a 24-month period. <p>All candidates may sit the Assessment Centre at a lower specialist level without time restriction.</p> <p>Please note that if you commit to attend an Assessment Centre and subsequently cancel or fail to attend on three occasions in a 12 month period, you will be unable to attend any further Assessment Centre dates within a 12 month rolling period.</p>
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Recruitment Process

<p>How to Apply</p>	<p>To apply for this post please click the “Apply Now” button on the job advert and you will be asked for some basic information (including diversity information and confirming your right to work in the UK) in order to register your interest in the vacancy.</p> <p>Once you have submitted this information, you will receive a communication directing you to send your CV and Statement of Suitability to Miles Advisory our recruitment partner for this campaign via the following link: https://ma-appointments.co.uk/hmrc-ddc</p> <p>Miles Advisory will make contact with you offering you an opportunity to further discuss the role and finalise your application.</p> <p>Your CV should set out your career history, with responsibilities and achievements.</p> <p>The Statement of Suitability should explain how you consider your personal skills, qualities and experience provide evidence of your suitability for the role. Please pay specific attention to addressing the Essential Criteria as detailed in this candidate pack. We recommend keeping your Statement of Suitability to a maximum of two pages.</p> <p>If you do not receive an acknowledgement of your application within 2 working days please contact the recruitment hub on commercialresourcinghub@cabinetoffice.gov.uk</p> <p>Please note that if you do not register your details via the “Apply Now” button on the Civil Service Jobs website, as well as submit your CV and supporting statement to Miles Advisory, your application will be deemed to be incomplete and your application will automatically be sifted out ahead of the sift meeting.</p> <p>The closing date for this role is the 1st October 2025. If you register your details on the job advert on the close date, you will have 24 hours to then send your CV and statement of suitability to https://ma-appointments.co.uk/hmrc-ddc for your application to be progressed.</p>
<p>Overview of the Process</p>	<p>Our recruitment partners, Miles Advisory, will advise you of the outcome of your application.</p>

	<p>We will acknowledge your application and advise you of the outcome of your application.</p> <p>If you are successful at sift, you will be invited to attend the Commercial Assessment and Development Centre (ADC). The panel will review results and determine which candidates will go through to a subsequent final panel interview.</p> <p>Virtual Assessment and Development Centre (ADC): 27th October 2025 – Please ensure availability as alternative dates cannot be guaranteed</p> <p>If you are invited to attend a virtual ADC, but for any reason are unable to meet the date outlined then please get in touch with the team on commercialresourcinghub@cabinetoffice.gov.uk as soon as possible. The ADC is booked and paid for in advance by departments, therefore it is only in certain circumstances we are able to accommodate alternative dates.</p> <p>The ADC is a day long assessment that is now taking place virtually and is implemented using live video conferencing via Google Meet and an online assessment platform. In order to complete the process, you will require the following:</p> <ul style="list-style-type: none"> • a quiet, comfortable space for the duration of the assessment • access to a laptop or desktop computer with a video camera • microphone and audio (headset/built-in mic/speakers) • stable internet connection • stationary of your choice (e.g. notebook, highlighter, pens etc). <p>If you are invited to attend a virtual ADC, but for any reason are unable to meet the stated requirements then please get in touch with the team on gcfdevelopmentcentre@cabinetoffice.gov.uk as soon as possible as assistance may be available to support on a case by case basis.</p> <p><i>Please note that a full ADC briefing will be conducted prior to the ADC date which will take you through the assessment process and a participant guide will be provided to help you with the IT and other practical elements of preparing for an ADC.</i></p> <p>If you are successful, you will be invited to attend the final panel interview. You will be advised of the format and it is likely to include a short presentation which you will have time to prepare in advance.</p>
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	<p>Candidates will be offered the opportunity to meet with the recruiting line manager prior to the final selection panel interview to learn more about the role and the organisation; further details of this will be confirmed with the applicant and an assessment of whether this can take place in person, or virtually, will be made at a later date.</p> <p>Where possible, Miles Advisory will provide feedback. However, depending on the volume of applications it may not always be possible to provide feedback to all candidates.</p>						
Arrangements for interview	Expenses incurred by candidates during the recruitment process will not be reimbursed by the department except in exceptional circumstances and only when agreed in advance.						
Panel Composition	<p>The full panel will consist of:</p> <table><tr><td>John Hayes Chief Commercial Officer</td><td>Andrew Wilson Commercial Director IT</td><td>Jaspal Sandhu Deputy Commercial Director</td></tr><tr><td></td><td></td><td></td></tr></table>	John Hayes Chief Commercial Officer	Andrew Wilson Commercial Director IT	Jaspal Sandhu Deputy Commercial Director			
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Civil Service Recruitment Principles	<p>The Government Commercial Function’s recruitment processes are underpinned by the principle of selection for appointment on merit on the basis of fair and open competition, as described in the Civil Service Commissioners’ Recruitment Principles.</p> <div><p>More detailed information can be found on the Civil Service Commission website:</p><p>http://civilservicecommission.independent.gov.uk.</p></div>						
Complaints	<p>If you feel your application has not been treated in accordance with the Recruitment Principles and you wish to make a complaint, you should contact the Head of Recruitment at commercialresourcinghub@cabinetoffice.gov.uk in the first instance.</p> <p>If you are not satisfied with the response you receive, you can contact the</p>						

	<p>Civil Service Commission at:</p> <p>https://civilservicecommission.independent.gov.uk/recruitment/civilservicecomplaints/</p>
Reserve Lists	<p>If the panel deem more than one candidate to be appointable after the final panel interviews, we may hold candidate details on a reserve list for 12 months. If we are then recruiting future vacancies in the Civil Service requiring the same skills and experience, opportunities may be offered to candidates on the reserve list without a new competition.</p>
Alternative Formats	<p>If you wish to receive a hard copy of the information, or an alternative format e.g. Audio, Braille or large font then please contact:</p> <p>commercialresourcinghub@cabinetoffice.gov.uk</p>

Indicative Timeline

Please note that these dates are only indicative at this stage and could be subject to change. If you are unable to meet these timeframes, please let us know in your application letter.

The date for the ADC is set out below - Please keep this date available. In most circumstances we are unable to offer an alternative date for ADC, should you be aware prior to application you are unable to attend on the date reserved, please inform Miles Advisory - marcus.luke@miles-advisory.com and commercialresourcinghub@cabinetoffice.gov.uk as soon as possible.

The anticipated timetable is as follows:

Advert Open & Close	28 th August – 1 st October 2025
Sift Meeting	W/C 13 th October 2025
Assessment Centre	27 th October 2025 (Virtual - Please keep all day free)
Final Panel Interviews	W/C 3 rd November 2025 (In person at 100 Parliament Street London SW1A 2BQ)
Anticipated Outcomes	W/C 13 th November 2025

Terms, Conditions & Benefits

The information offered in this document is supplied in good faith but does not in itself form any part of the contract of employment.

Eligibility	The post is advertised to suitably qualified people in the external market and on level transfer or promotion to existing civil servants and those in accredited Non Departmental Public Bodies.
Working Arrangements	This role is available for full-time only
Security Clearance	<p>This role requires Baseline Personnel Security Standard (BPSS) and Security Check (SC) clearance. Information for candidates about security clearance can be found at:</p> <p>https://www.gov.uk/government/publications/dbs-national-security-vetting-solution-guidance-for-subjects</p> <p>As part of this, we will need to confirm your identity, employment history over the past three years (or course details if you were in education), nationality and immigration status and criminal record (unspent convictions only).</p> <p>Please note that CTC clearance would normally require 3 years' UK residency in the past 3 years and SC clearance would normally require 5 years' UK residency in the past 5 years. This is not an absolute requirement, but supplementary checks may be required where individuals have not lived in the UK for the required period. This may mean that your security clearance (and therefore your appointment) will take longer to confirm or, in some cases, not be possible.</p>
Reserved for UK Nationals	<p>Certain posts, notably those concerned with security and intelligence, might be reserved for British citizens, but this will not normally prevent access to a wide range of developmental opportunities within the Civil Service.</p> <p>This is not a reserved post.</p>
Conflicts of Interest	Candidates must note the requirement to declare any interests they may have that might cause questions to be raised about their approach to the business of the Department. They are required to declare any relevant business interests, share holdings, positions of authority, retainers, consultancy arrangements or other connections with commercial, public or voluntary bodies, both for themselves and for their spouse/partner.

	<p>The successful candidate will be required to give up any conflicting interests and his/her other business and financial interests may be published.</p>
<p>Equality and Diversity</p>	<p>Government Commercial Function is committed to being an equal opportunities employer. We value and welcome diversity. We aim to develop all our staff to enable them to make a full contribution to meeting our objectives and to fulfil their own potential on merit. We will not tolerate harassment or other unfair discrimination on grounds of sex, marital status, race, colour, nationality, ethnic origin, disability, age, religion or sexual orientation. We will promote and support the use of a range of flexible working patterns to enable staff to balance home and work responsibilities and we will treat people fairly irrespective of their working arrangements.</p> <p>Under the terms of the Equality Act 2010, we are legally required to consider making reasonable adjustments to ensure that disabled people are not disadvantaged in the recruitment and selection process. We are therefore committed to meeting, wherever possible, any needs you specify in your application. We will also consider any reasonable adjustments under the terms of the Act to enable any applicant with a disability (as defined under the Act) to meet the requirements of the post.</p> <p>The Government Commercial Function offers a Guaranteed Interview Scheme (GIS) for all disabled applicants. We are committed to interviewing all applicants with a disability who provide evidence of meeting the minimum requirements necessary for the post, as set out under 'essential criteria' in this applicant pack.</p> <p>To be eligible, your disability must be within the definition laid down in the Equality Act 2010. A disabled person is defined by the Equality Act 2010 as someone who has a physical or mental impairment that has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities. For the purposes of this policy, these words have the following meanings:</p> <ul style="list-style-type: none"> • 'Substantial' means more than minor or trivial • 'Long-term' means that the effect of the impairment has lasted, or is likely to last, 12 months (there are special rules covering recurring or fluctuating conditions) • 'Normal day-to-day activities' include everyday things like eating, washing, walking and going shopping. <p>Diversity and Inclusion</p> <p>The Civil Service is committed to attract, retain and invest in talent wherever it is found. To learn more please see the Civil Service People Plan (opens in a new window) and the Civil Service Diversity and Inclusion Strategy (opens in a new window).</p>

Civil Service Code	All civil servants are subject to the provisions of the Civil Service Code, which details the Civil Service values, standards of behaviour and rights and responsibilities. For further information visit Gov.UK .
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