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Tender

HMRC NewCo IT4IT Hackathon and Delivery

HM Revenue & Customs

UK4: Tender notice - Procurement Act 2023 - [view information about notice types](#)

Notice identifier: 2026/S 000-008230

Procurement identifier (OCID): ocds-h6vhtk-05fae6 ([view related notices](#))

Published 29 January 2026, 4:51pm

Scope

Reference

SR2936041095

Description

Innovative and practical solutions to embed IT4IT-aligned ways of working across HMRC's delivery ecosystem. The focus is on enabling a new operating model NewCo that brings together strategic portfolio management, agile planning and DevOps. Potential solutions may include (but are not limited to) the configuration and extension of ServiceNow capabilities, the development of minimum viable products (MVPs) that demonstrate IT4IT principles in action, and implementation approaches that support rapid scaling and adoption.

Total value (estimated)

- £795,000 excluding VAT

- £954,000 including VAT

Above the relevant threshold

Contract dates (estimated)

- 17 April 2026 to 16 April 2028
- 2 years

Main procurement category

Services

CPV classifications

- 72000000 - IT services: consulting, software development, Internet and support

Contract locations

- UK - United Kingdom

Participation

Legal and financial capacity conditions of participation

Suppliers must meet the minimum annual turnover of at least £1,000,000.

Technical ability conditions of participation

Suppliers must hold a current ServiceNow certification at a minimum level of 'Specialist' (or provide equivalent evidence).

All resource must be provided onshore for all elements of the procurement and subsequent contract.

Suppliers must comply with HM Government security requirements.

Suppliers must be able to attend the Hackathon event 18-20 March 2026

Suppliers will be required to provide three Certificates of Past Performance as part of Stage 1.

Particular suitability

- Small and medium-sized enterprises (SME)
- Voluntary, community and social enterprises (VCSE)

Submission

Enquiry deadline

12 February 2026, 12:00pm

Submission type

Tenders

Tender submission deadline

23 February 2026, 10:00am

Submission address and any special instructions

HMRC SAP Ariba REGISTRATION

This competition will be conducted by way of an eSourcing event using HMRC's SAP Ariba eSourcing Portal. Please ensure you are registered with the eSourcing Portal to gain access to the competition documentation when it is released which will contain the problem statement and information on the process.

If you are not already registered, the registration link is:

<http://hmrc.sourcing-eu.ariba.com/ad/selfRegistration>

As part of the registration process you will receive a system generated email asking you to activate your SAP Ariba supplier account by verifying your email address. Once you have completed the activation process you will receive a further email by return confirming the 'registration process is now complete' and providing you with 'your organisation's account ID' number. If an email response from HMRC is not received within one working day of your request, please contact sapariba.hmrcsupport@hmrc.gov.uk (after first checking your spam in-box) notifying non-receipt and confirming when your registration request was first made.

Once you have obtained 'your organization's account ID' number, please provide your registered details in the form linked below.

You will be added to a sourcing event for this competition in SAP Ariba following the launch event.

Further information about HMRC's procurement tool SAP Ariba, a Suppliers Guide and general information about supplying to HMRC is available on the HMRC website:
www.hmrc.gov.uk/about/supplying.htm

If you have already registered on SAP Ariba then you may also need to re-register on HMRC's SAP Ariba in order to be added to the event.

<https://forms.office.com/e/AD8tGT0KEY>

Tenders may be submitted electronically

Yes

Languages that may be used for submission

English

Award decision date (estimated)

6 April 2026

Award criteria

Name	Description	Type	Weighting
ServiceNow Capability	<p>Demonstrate your organisation's experience and expertise in ServiceNow. Your response should include, but not be limited to: a) Evidence of enterprise-wide delivery capability using ServiceNow, including (but not limited to) Strategic Portfolio Management, ITSM/DevOps, Intelligent Generative AI, engagement channels (workspaces/portals), and other relevant platform capabilities. b) Evidence of your previous experience in implementing an IT4IT approach using ServiceNow in government or large complex organisations. c) An overview of your ServiceNow certification and how your delivery approach scales across large organisations.</p>	Quality	25%

Name	Description	Type	Weighting
Hackathon	<p>Demonstrate your organisation's experience and expertise in ServiceNow. Your response should include, but not be limited to: a) Describe the team composition you will bring (roles, seniority, specialist skills) to the Hackathon and how the team will deliver the expected outcomes: - MVP(s) for the business problem statements - a credible delivery approach (including proposed team structure) - a clear commercial/financial proposition b) Provide evidence of comparable Hackathons you have run or participated in with commercial outcomes. c) Explain how your ServiceNow/IT4IT knowledge and experience will be applied during the Hackathon, including relevant experience in government or large complex organisations</p>	Quality	25%

Name	Description	Type	Weighting
Acceleration and Implementation	<p>Demonstrate your organisations approach to using Agile methodologies to deliver and embed new end-to-end ways of working. Your response should include, but not be limited to:</p> <p>a) How you have used Agile methodologies (including Hackathons where relevant) to accelerate delivery, manage prioritisation, and improve outcomes.</p> <p>b) Your approach to moving from an MVP to an implementation approach that will deliver and embed new end-to-end ways of working.</p> <p>c) How you will iterate and scale the MVP for this Hackathon/procurement, including implementing governance/controls, dependencies and onboarding, and how you will support the transition to quarterly planning.</p>	Quality	20%

Name	Description	Type	Weighting
Delivering Change	<p>Demonstrate your organisation's experience in using Artificial Intelligence (AI) to accelerate delivery of change within an organisation. Your response should include, but not be limited to: a) Relevant examples of how you have used AI to accelerate delivery of change within an organisation b) How your approach has improved in?life management/operations c) What benefits were achieved by implementing your AI approach d) How you will use this experience to support the development of a NewCo and quarterly planning at HMRC</p>	Quality	15%
Initial Proposal	<p>Provide an overview of your proposal to address HMRC's following objectives: a) A simplified, orchestrated, and automated end-to-end (E2E) process b) The ability to decompose and manage tasks across the full lifecycle You should draw on your previous experience and provide initial ideas that will be developed during the Stage 2 Hackathon.</p>	Quality	15%

Other information

Conflicts assessment prepared/revised

Yes

Procedure

Procedure type

Competitive flexible procedure

Competitive flexible procedure description

This Competitive Flexible Procedure will be conducted in two stages. The stages are described in more detail below. HMRC reserves the right to amend this process at the beginning of each stage by updating this tender instruction document or by issuing letters to bidders participating in the relevant stage. Any updates will be issued simultaneously to all suppliers via SAP Ariba.

Conditions of participation may be included in any stage, where included this will be communicated in the letter or instructions for that stage.

Stage 1: Supplier Qualification and Proposal

Stage 1 commenced with the issuing of a Tender Notice and the publication of this document.

This document includes a Procurement Specific Questionnaire (PSQ) and quality questions which all suppliers are required to complete and return in accordance with the Procurement Timetable and instructions within this document.

HMRC will use this stage to firstly confirm that neither the supplier, 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 debarment list. To the extent that any such entities are listed on the debarment list, HMRC will consider whether to exclude the supplier from participating in the Procurement in accordance with its obligations under the Act.

In addition, HMRC will consider whether any supplier 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 suppliers, and before HMRC determines that a supplier is an excluded or excludable supplier, it will provide the supplier reasonable opportunity to make representations and provide evidence as is proportionate in the circumstances. If the supplier is an excluded or excludable supplier only by virtue of an associated person or proposed sub-contractor, HMRC will notify the supplier of its intention to exclude the supplier and provide the supplier with reasonable opportunity to replace the associated person or sub-contractor. If as a consequence of this process HMRC excludes the supplier from participating in the Procurement 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).

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 Tender Notice, PSQ and described in this document.

The assessment of suppliers utilising PSQ, as detailed above, will be undertaken prior to the evaluation of bid submissions for Stage 1. Suppliers are required to submit their PSQ through Ariba.

As part of their Stage 1 submission alongside the PSQ, suppliers must submit a proposal and supporting evidence demonstrating their experience in ServiceNow, IT4IT delivery, and quarterly planning as set out in Schedule 2: Quality Evaluation Criteria.

Stage 1 will complete with suppliers being notified in writing of whether or not they have been successfully shortlisted to participate in Stage 2. Suppliers not invited to Stage 2 will be provided with written feedback on why they have not been shortlisted to participate in Stage 2.

Suppliers successfully shortlisted to participate in Stage 2 will be issued with a Contract based on the template in Attachment D - Contracts for Innovation - Draft Version and Attachment E - HMRC Mandatory Clauses - Draft Version to support their engagement through Stage 2.

HMRC intends to shortlist a maximum of four (4) bidders to participate in Stage 2. Where

two or more bidders are tied at the shortlisting threshold, HMRC will apply tie-breaks by reference to the score achieved for question 3.1.1 - ServiceNow Capability. If the tie remains, HMRC will apply the next Stage 1 quality question(s) in the order set out below until the tie is resolved. The maximum number of bidders may increase where two (2) or more bidders have tied scores in the last awarded position only following this tie break process, at HMRC's discretion.

3.1.1 - ServiceNow Capability

3.1.2 - Hackathon

3.1.3 - Acceleration and Implementation

3.1.4 - Delivering Change

3.1.5 - Initial Proposal

HMRC may, at its discretion, invite a bidder to form a partnership or consortium with another competitor.

Suppliers 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: Hackathon and Final Tender

Stage 2 will commence with the issuing of a letter inviting suppliers that have been successfully shortlisted at Stage 1 to participate in a Hackathon event, during which suppliers will prototype business use cases and prepare for the final tender submission.

The letter will provide details of how the Hackathon and final tender stage will be conducted, including the evaluation criteria, process, and format of the event.

The letter will also provide details of any new information made available to bidders at this stage of the Procurement.

There will be additional engagement to provide further detail of HMRC's ServiceNow functionality to support the preparations for the Hackathon and final tender.

Key information for the Hackathon has been provided in Annex A. Bidders should ensure they can meet these requirements prior to submission of a response at Stage 1. Only bidders who can meet these criteria will be considered for Stage 2.

Optional Stages and rights

HMRC reserves the right to add an optional dialogue or negotiation stage within, or at the end of Stage 2. Any use of a dialogue or negotiation stage will be followed by an additional final tender submission. If used, this stage will be described in the letter issued at the beginning of Stage 2.

HMRC reserves the right to re-run or re-start any stage of the competition at any time.

HMRC reserves the right to directly award a Contract at any stage during the competition if only a single supplier enters or meets the requirements.

Further details are provided in the attachment on the E-Sourcing portal.

Documents

Associated tender documents

[Attachment B - Slide Pack Virtual Market Engagement Event.pdf](#)

Please see Market Engagement slides attached for further context.

Contracting authority

HM Revenue & Customs

- Public Procurement Organisation Number: PVMW-8599-JZNJ

100 Parliament Street

London

SW1A 2BQ

United Kingdom

Email: zakariye.huti@hmrc.gov.uk

Region: UKI32 - Westminster

Organisation type: Public authority - central government