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Tender

## **Strategic License Subscriptions and Advisory Services**

HM Revenue & Customs

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

Notice identifier: 2025/S 000-010945

Procurement identifier (OCID): ocds-h6vhtk-04e90e ([view related notices](#))

Published 24 March 2025, 3:05pm

### **Changes to notice**

This notice has been edited. The [previous version](#) is still available.

The event duration has been updated in line with UK Bank Holidays. The deadline has been amended from 18th April to Tuesday 22nd April 10:00am.

### **Scope**

### **Reference**

SR2272988425

## Description

To guarantee the efficient utilisation of technology, transform our digital and customer services, and fulfil public service commitments, His Majesty's Revenue and Customs (HMRC) requires research subscription services.

This service will assist in setting strategies, managing projects, deploying new technologies, and ensuring regulatory compliance, amongst other things.

Additionally, an on-demand ad-hoc advisory service is necessary to translate industry-leading insights into actionable plans, across different business areas and topics.

The procurement is being undertaken using a single stage open procedure split in to 4 lots based on individual business requirements with varying scope. Interested suppliers are able to bid on single or multiple lots and there are no restrictions on the number of lots a supplier can win.

Please note, the Authority have determined this requirement to be VAT recoverable meaning the contract value will be exclusive of VAT. A value for 'Including VAT' has been included within each relevant section as required by the FTS system although the 'Excluding VAT' value should be considered when expressing interest. Values provided are inclusive of the optional 12 month extension. Values are indicative maximums and provide no commitment of spend or usage.

## Total value (estimated)

- £3,595,000 excluding VAT
- £4,314,000 including VAT

Above the relevant threshold

## Main procurement category

Services

## **CPV classifications**

- 73000000 - Research and development services and related consultancy services

## **Contract locations**

- UK - United Kingdom

## **Lot constraints**

Description of how multiple lots may be awarded:

There are no restrictions on the number of lots a supplier can bid for or be awarded.

Each lot will result in an individual contract.

## **Not the same for all lots**

Contract dates are shown in Lot sections, because they are not the same for all lots.

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## **Lot 1. Lot 1 - CDIO (Chief Digital and Information Officer)**

### **Description**

To guarantee the efficient utilisation of technology, transform our digital and customer services, and fulfil public service commitments, HMRC requires research subscription services. This service will assist in setting strategies, managing projects, deploying new technologies, and ensuring regulatory compliance, amongst other things.

Additionally, an on-demand ad-hoc advisory service is necessary to translate industry-leading insights into actional plans, across different Business Areas and topics.

The research service for CDIO should cover the following aspects:

#### General requirements

- Access to a research library providing independent, objective and expert re-search reports, tools, case studies to support HMRC achieving its objectives.
- Access to relevant research including but not limited to, IT implementation, design, architecture, engineering, support management, AI data and reference architectures.
- The research library must include as a minimum, available sessions within the overall categories of Digital Business Transformation/Strategy, Building Strong Teams and Generating Innovation/Value.
- It is expected that the research material is regularly refreshed to support fast-moving areas such as AI or data.
- Access to strategic business content for technology leaders, supporting them to become better business partners and enterprise leaders
- Access to people who have done 'what we are doing' before in different contexts and can advise on pitfalls/best practice when evaluating different approaches, methods, technologies or strategies.
- Independent view of the market both from a technical perspective (what technologies are being used for what) and a business perspective (what approaches are working).
- Reviews of papers from an independent but expert point of view, for accuracy and messaging.
- Leadership content that is targeted at senior leaders to help transform HMRC.
- Support software development lifecycles, insights and best practices for source control, branching, merging, and software development lifecycles.
- Events/conferences access to ensure HMRC are aware of the evolving technologies and evolving IT challenges.
- Networking opportunities and introduction to peer organisations and people to dive deeper into relevant experiences.

- Access to peers across the domain to showcase HMRC to attract technology talent.

#### Ad-hoc advisory services

- Ad-hoc advisory service to help develop documentation supporting strategic tasks and key deliverables, relating to business change or transformation. Examples include strategy development, financial planning, roadmap development, e.g., transformation, AI etc., as well as specialist technology areas.

#### Licences / subscriptions required:

- 40 subscriptions to access research libraries, research and tools based on industry best practice, access to analyst briefings, and networking opportunities.
- 8 subscriptions to access research libraries, research and tools based on industry best practice, access to analysts, alignment to subject matter experts. Peer-connect and facilitated networking.
- 2 subscriptions providing a guided service to access research libraries, re-search and tools based on industry best practice, access to analysts, alignment to subject matter experts. Dedicated executive support with specific domain knowledge. Peer-connect and facilitated networking.
- 1 subscription providing a guided service to access research libraries, re-search and tools based on industry best practice, access to analysts, alignment to subject matter experts. Dedicated executive support with specific domain knowledge. Peer-connect and facilitated networking. Customised engagement at CIO level.
- 1 subscription to provide expert advice for Software Engineers.

#### **Lot value (estimated)**

- £2,300,000 excluding VAT
- £2,760,000 including VAT

#### **Contract dates (estimated)**

- 1 October 2025 to 31 March 2027
- Possible extension to 31 March 2028
- 2 years, 6 months

Description of possible extension:

Optional 12 month extension.

### **Same for all lots**

CPV classifications and contract locations are shown in the Scope section, because they are the same for all lots.

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## **Lot 2. Lot 2: CSG (Customer Services Group) and ETG (Enterprise Transformation Group)**

### **Description**

CSG and ETG requires access to world class research and business insights on a range of matters related to optimising our Customer Service provision.

The Directors of CSG and ETG are looking for a range of support services which includes but not limited to:

- Strategy overall/strategic roadmaps
- Multichannel strategy/Shift to digital
- Customer centric ways of working overall
- Architecture
- Service capabilities

- End-to-end digital services and digital service/product management
- End-to-end customer journey management
- Customer experience overall
- Innovation and AI
- End-to-end means someone getting a letter or being on Google all the way through to compliance and solicitors
- Metrix and balanced scorecards
- Multichannel analytics
- Next best action and engagement strategies including air traffic control, nudges, prompts
- Change delivery models
- Portfolio management
- Customer service operating models in context of customer service and the full organisation, e.g. digital service target operating model
- Organisation design
- People capability and skills/adopting digital skills and ways of learning
- Performance measurement and best practice
- Expert business guidance on tax experts
- Business delivery and customer service delivery guidance.

In summary, we are seeking an offer that joins up service and modern IT i.e. end-to-end product management and delivery of digital channel and app, that enables understanding of marketing propositions and how to put together a service proposition.

Licences / subscriptions required:

- 5 subscriptions to access research libraires, research and tools based on industry best practice, access to analysts, alignment to subject matter experts. Peer-connect and facilitated networking.

- 4 subscriptions providing a guided service to access research libraries, re-search and tools based on industry best practice, access to analysts, alignment to subject matter experts. Dedicated executive support with specific domain knowledge. Peer-connect and facilitated networking.

### **Lot value (estimated)**

- £740,000 excluding VAT
- £888,000 including VAT

### **Contract dates (estimated)**

- 1 July 2025 to 31 March 2027
- Possible extension to 31 March 2028
- 2 years, 9 months

Description of possible extension:

12 month optional extension

### **Same for all lots**

CPV classifications and contract locations are shown in the Scope section, because they are the same for all lots.

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## **Lot 3. Lot 3 - Internal Audit**

### **Description**



To support the IA unit's delivery of our 2025-28 internal audit strategy, alongside supporting our business-as-usual audit work, we require research subscription and advisory services. The service will provide access to subject matter experts to support the senior leadership team in setting and driving forward our strategy, as well as the provision of a wide range of research materials and audit toolkits to assist our team in delivering our audit plans.

Insights and Expert Advice (strategic) - access to:

- Expert support, guidance, and advice for the Chief Audit Executive to support strategy development, decision making and planning.
- IA function benchmarking and other assessment tools (e.g. skills and capabilities) and guides to measure / compare performance.
- Research and reports on, but not limited to audit strategy development, emerging global and sector risks, emerging trends / innovation in the IA profession, and broader strategic audit leadership support
- Webinars and conferences on emerging trends relevant to audit
- Market intelligence on proposed use of audit management / data analytics technology
- Networking Opportunities with peers of similar backgrounds and experiences to share wins, lessons learned and best-practice insights.

Data and Analytics Capabilities - access to:

- Data analytics maturity assessments, case studies, expert support, use cases.

Practical resources, tools and frameworks - access to:

- Insights, research, best practice, audit resources, practical tools and frameworks to expand risk, control and business knowledge and inform audit scoping, facilitating more efficient ways of working and stronger performance.
- Support on technical aspects on specific audits

Provision of training & information - access to:

- Learning and development sessions for the wider team (soft and professional)

License/Subscription

- 1 collective subscription that provides access for the internal audit senior executive and select team members to research and Insight, peer engagement, insights and research, learning events, executive networking opportunities, advisory support, best practices, benchmarking and other diagnostic tools.

### **Lot value (estimated)**

- £105,000 excluding VAT
- £126,000 including VAT

### **Contract dates (estimated)**

- 1 July 2025 to 31 March 2027
- Possible extension to 31 March 2028
- 2 years, 9 months

Description of possible extension:

12 month optional extension

### **Same for all lots**

CPV classifications and contract locations are shown in the Scope section, because they are the same for all lots.

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## **Lot 4. Lot 4 - HR**

### **Description**

HR are looking to gain access to industry best practice and insight to enable the support of HMRC to meet its challenging business objectives through effective use of our people.

License holders require access to material covering (but not limited to) the following topics:

- Equality, Diversity and Inclusion
- Employee Experience
- Future of Work
- Organisation Design
- Leadership
- Culture
- HR functional management
- Leadership of change
- Health, Safety and Wellbeing
- HR strategy
- HR technology
- Recruitment
- Talent Development
- Talent management and Development
- Learning and Development
- Future HR trends
- Networking opportunities and introduction to peer organisations and people to dive deeper into relevant experiences
- Webinars and conferences relevant to HR

We are looking for a service which both advises on best practice and supports us in

applying this effectively in HMRC.

Licence / Subscriptions required:

- 4 subscriptions to access HR research and best practice, benchmarks and case studies, tools based on industry best practice, online and virtual learning, access to expert analysts and live events.
- 6 subscriptions to access HR research and best practice, benchmarks and case studies, tools based on industry best practice and online and virtual learning.

### **Lot value (estimated)**

- £450,000 excluding VAT
- £540,000 including VAT

### **Contract dates (estimated)**

- 1 October 2025 to 31 March 2027
- Possible extension to 31 March 2028
- 2 years, 6 months

Description of possible extension:

12 month optional extension

### **Same for all lots**

CPV classifications and contract locations are shown in the Scope section, because they are the same for all lots.

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## Participation

### Particular suitability

**Lot 1. Lot 1 - CDIO (Chief Digital and Information Officer)**

**Lot 2. Lot 2: CSG (Customer Services Group) and ETG (Enterprise Transformation Group)**

**Lot 3. Lot 3 - Internal Audit**

**Lot 4. Lot 4 - HR**

Small and medium-sized enterprises (SME)

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## Submission

### Enquiry deadline

7 April 2025, 10:00am

### Tender submission deadline

22 April 2025, 10:00am

### Submission address and any special instructions

This procurement 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 procurement documentation which will contain full details of the requirement.

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 re-contact [sapariba.hmrcsupport@hmrc.gov.uk](mailto: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 email [chloe.hobbs@hmrc.gov.uk](mailto:chloe.hobbs@hmrc.gov.uk) and copy in [e.procurement@hmrc.gov.uk](mailto:e.procurement@hmrc.gov.uk) with your:

Contract title and Reference

Your organisation's HMRC SAP Ariba account ID

Your organisation name

Your name

Your email address

Your telephone number.

Once you have complied with the foregoing you will receive an e-mail confirming access to the procurement event once it is built. Additionally, should the Authority have any questions for interested bidders prior to the event being published (in terms of market engagement and requirement development), the above provided contact details will be used.

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](http://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.

## **Tenders may be submitted electronically**

Yes

**Languages that may be used for submission**

English

**Award decision date (estimated)**

16 June 2025

**Recurring procurement**

Publication date of next tender notice (estimated): 1 January 2027

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**Award criteria**

<b>Name</b>	<b>Type</b>	<b>Weighting</b>
Technical Ability Quality Questions	Quality	60%
Cost	Cost	30%
Social Value	Quality	10%

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**Other information****Conflicts assessment prepared/revised**

Yes

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**Procedure**

## Procedure type

Open procedure

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## Contracting authority

### HM Revenue & Customs

- Public Procurement Organisation Number: PVMW-8599-JZNJ

100 Parliament Street

London

SW1A 2BQ

United Kingdom

Email: [hmrcsupportsapariba@hmrc.gov.uk](mailto:hmrcsupportsapariba@hmrc.gov.uk)

Region: UKI32 - Westminster

Organisation type: Public authority - central government