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Planning

Digital Delivery Partner

HM Revenue & Customs

UK3: Planned procurement notice - Procurement Act 2023 - [view information about notice types](#)

Notice identifier: 2025/S 000-015096

Procurement identifier (OCID): ocds-h6vhtk-0502e0 ([view related notices](#))

Published 14 April 2025, 5:08pm

Scope

Description

HMRC will hold a briefing event for all interested parties on 28 April. Attendance requires signing of a Non-Disclosure Agreement (NDA) in advance.

To keep pace with evolving customer, societal and economic expectations, manage the growing tax gap, and modernise its workforce and technology to be future fit and continuously improve, HMRC must execute an ambitious transformation agenda. Delivery of our five-year transformation outcomes will be a complex and significant undertaking. This will necessitate a fundamental step change in how we run and change our services in order to transform across the entire organisation and increase our flexibility for the future.

By 2029/30, our vision is to operate as a digital first tax and customs administration which enables individuals and businesses to get their tax right and have greater certainty over their tax obligations. To achieve this, we need to deliver a set of outcomes through our transformation portfolio that will modernise our technology estate and ensure our IT systems remain resilient and secure, enable 80%+ of all customer interaction to be digital, bring in £6.5bn additional tax revenue.

This significant undertaking will require all parts of our organisation to be more innovative, bold and efficient in how we lead, deliver and embed change.

We are looking for a strategic and delivery partner who will support, coach and help us to deliver as we:

1. Test, Critique and Embed a Service Ownership Model: Support and work with HMRC colleagues to understand the conditions for success, to develop and land our operating model and ways of working and to coach the organisation on the journey to develop user centric, adaptive and iterative services - using HMRC's current transformation challenges to implement a different approach.
2. Land iterative change effectively and efficiently: Increasing the capacity for, and quality of, change by implementing iterative improvements.
3. Increase our capability working side-by-side with HMRC colleagues to deliver agreed pieces of our backlog.
4. Implement new, AI-driven, and digital iterative ways of working: Accelerate end-to-end changes across various project sizes and complexities.
5. Upskill and educate: Ensure that leadership and teams are equipped to drive and support the transformation agenda, providing learning and skills to embrace digital and new ways of working and setting the tone for the required cultural change.
6. Provide strategic leadership support for transformation: Partner HMRC's Executive Committee and senior leadership community to institute new ways of working, and foster a culture that enables agile, innovative approaches to designing and running services to thrive. Advise and help ExCom to deliver on opportunities to address structural organisational design opportunities that would accelerate the pace of change. Provide expert strategic advice on an ad hoc basis to both the Exchequer Secretary and the Permanent Secretaries on Digital Transformation, AI and how to deliver user driven change at pace.

And ultimately ensure that we deliver on our ambitious plans.

Total value (estimated)

- £14,000,000 excluding VAT
- £16,800,000 including VAT

Above the relevant threshold

Contract dates (estimated)

- 4 August 2025 to 3 August 2027
- Possible extension to 3 August 2028
- 3 years

Description of possible extension:

12 month optional extension

Main procurement category

Services

CPV classifications

- 79400000 - Business and management consultancy and related services

Contract locations

- UK - United Kingdom

Participation

Technical ability conditions of participation

Participation in this tender will be restricted to the providers who best demonstrate their technical capability to deliver the requirement.

It is mandatory for any interested suppliers to register on the new CENTRAL DIGITAL PLATFORM which is part of the enhanced Find a Tender Service.

HMRC welcomes interest from all suitable suppliers, particularly SMEs and VCSEs.

Particular suitability

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

Submission

Publication date of tender notice (estimated)

23 April 2025

Submission type

Requests to participate

Deadline for requests to participate

19 May 2025, 11:59pm

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 when it is released 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 (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 stephen.shaw@hmrc.gov.uk and copy in chloe.hobbs@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

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)

18 July 2025

Procedure

Procedure type

Competitive flexible procedure

Competitive flexible procedure description

The steps are subject to governance approvals, so the Authority reserves the right to vary the approach proposed. It is anticipated that there will be an initial Supplier Qualification stage to shortlist capable suppliers to be invited to submit a response to an Invitation To Submit Initial Tender (ITSIT). Following receipt of the ITSIT The Authority reserves the right to

further shortlist before entering a period of Negotiation should the stage be deemed appropriate.

Contracting authority

HM Revenue & Customs

- Public Procurement Organisation Number: PVMW-8599-JZNJ

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London

SW1A 2BQ

United Kingdom

Contact name: Steve Shaw

Email: Stephen.shaw@hmrc.gov.uk

Region: UKI32 - Westminster

Organisation type: Public authority - central government