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Planning

## Digital Delivery Partner

HM Revenue & Customs

UK2: Preliminary market engagement notice - Procurement Act 2023 - [view information about notice types](#)

Notice identifier: 2025/S 000-018954

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

Published 6 May 2025, 8:39am

## Scope

### Description

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

## **Main procurement category**

Services

## **CPV classifications**

- 79400000 - Business and management consultancy and related services

## **Contract locations**

- UK - United Kingdom

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## **Engagement**

### **Engagement deadline**

1 May 2025

The engagement was carried out before this notice was published.

### **Engagement process description**

HMRC held a virtual briefing event on 1st May 2025 for interested parties who responded

to the planned procurement notice, providing a detailed overview of the requirements and planned process.

Interested parties were required to sign a Non-Disclosure Agreement (NDA) prior to attending the session.

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## **Participation**

### **Particular suitability**

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

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## **Submission**

### **Publication date of tender notice (estimated)**

7 May 2025

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## **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

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Organisation type: Public authority - central government