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Tender

Digital Delivery Partner

HM Revenue & Customs

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

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

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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

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

Submission type

Tenders

Tender submission deadline

3 June 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 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 robert.carline@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.

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)

1 August 2025

Award criteria

Name	Type	Weighting
Technical Capability - Delivering Iterative Changes	Quality	25%
Technical capability - Service Ownership capability	Quality	25%
Technical capability - Developing Capabilities across an organisation	Quality	20%
Technical Capability - Setting Direction	Quality	10%
Technical Capability - Removing Blockers	Quality	10%
Technical capability - Effective Knowledge Transfer	Quality	10%

Other information

Conflicts assessment prepared/revised

Yes

Procedure

Procedure type

Competitive flexible procedure

Competitive flexible procedure description

An initial Supplier Qualification stage will be conducted to shortlist capable suppliers. This will involve completion of a Selection Questionnaire and response to a number of case studies.

Shortlisted suppliers will then 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

100 Parliament Street

London

SW1A 2BQ

United Kingdom

Contact name: Steve Shaw

Email: Stephen.shaw@hmrc.gov.uk

Region: UKI32 - Westminster

Organisation type: Public authority - central government