

This is a published notice on the Find a Tender service: <https://www.find-tender.service.gov.uk/Notice/036824-2025>

Planning

HMRC Customer Relationship Management

HM Revenue & Customs

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

Notice identifier: 2025/S 000-036824

Procurement identifier (OCID): ocds-h6vhtk-050568 ([view related notices](#))

Published 2 July 2025, 2:22pm

Scope

Description

As part of the HMRC Enterprise Customer Relationship Management Programme, HMRC are seeking a supplier to provide Software as a Service Customer Relationship Management. There will be future procurements for an Intelligent Client Function, System and Service integrators and supplementary software capabilities.

The requirement for this procurement is split into core and additional capabilities. Core capabilities must be delivered by the vendor on a first party basis, which refers to software owned and/or developed by the Supplier. Core capabilities include:

- Marketing & Campaign Management
- Customer Management
- Case Management
- Interaction, Channel and Messaging Management

- AI
- Insights
- Reporting & Intelligence
- Customer Experience (Customer Portal and App)

Additional capabilities can be provided by on first- or third-party basis, and include:

- Identity, Verification & Authentication
- Secure Digital Exchange Communications (SDEC)
- Fraud
- Data & Integration Management
- Operational Management
- Knowledge Management
- Non-Compliance Management

Suppliers are also expected to provide an element of professional services to support implementation that the Authority can call down on.

Total value (estimated)

- £2,000,000,000 excluding VAT
- £2,400,000,000 including VAT

Above the relevant threshold

Contract dates (estimated)

- 1 May 2026 to 30 April 2036

- Possible extension to 30 April 2041
- 15 years

Description of possible extension:

We anticipate a 10 year initial period with optional extensions taking the total contract length up to 15 years.

Options

The right to additional purchases while the contract is valid.

Extensions will be exercised at the discretion of the Authority.

Main procurement category

Services

CPV classifications

- 48000000 - Software package and information systems
- 72000000 - IT services: consulting, software development, Internet and support

Contract locations

- UK - United Kingdom
-

Submission

Publication date of tender notice (estimated)

7 July 2025

Submission type

Tenders

Tender submission deadline

1 August 2025, 11:59pm

Tenders may be submitted electronically

Yes

Languages that may be used for submission

English

Award decision date (estimated)

9 April 2026

Procedure

Procedure type

Competitive flexible procedure

Competitive flexible procedure description

HMRC will be procuring the Customer Relationship Management opportunity through the Competitive Flexible Procedure as set out in the Procurement Act 2023.

To formally express an interest in this opportunity and receive the tender documentation through HMRC's e-tender portal SAP Ariba once the Tender Notice is launched, suppliers must provide their ANID number and account contact details for the HMRC instance of SAP Ariba to Chris Edwards via Christopher.edwards@hmrc.gov.uk

The estimated total contract value over the maximum term is £2bn. This figure is an estimate and may not reflect actual spend, which will be predicated on programme delivery.

Detail of the Competitive Flexible process for the procurement is set out below:

The initial stage that will be open to all interested parties is the Conditions of Participation, which will be looking to assess bidders on their technical and economic ability to deliver the contract. The Conditions of Participation will include a scored procurement specific questionnaire and the intention is that the five top scoring bidders will be taken through to the next stage.

The Invitation to Submit Initial Tender (ITSIT) will assess bidders on a range of key award criteria including, but not limited to, functional and non-functional requirements, innovation, social value, price, terms and conditions and product demonstrations. The intention is that the three top scoring bidders will be taken through to negotiation.

The negotiations will enable the Authority to clarify and improve the tenders submitted at ITSIT stage. The process will also enable bidders to develop a more detailed understanding of the Authority's requirements.

As part of the final stage, the Invitation to Submit Final Tender (ITSFT), bidders will have an opportunity to improve their bid based on the output of negotiations and the feedback

provided from the ITSIT. The winning bidder from the ITSFT will be the Authorities preferred bidder, and will be awarded the contract, subject to agreement upon contract terms and the completion of any further due diligence which is deemed necessary.

HMRC reserve the right to refine the award criteria of the CFP in accordance with Section 24 of the Act.

HMRC also reserve the right to modify the CFP in accordance with Section 31 of the Act.

Contracting authority

HM Revenue & Customs

- Public Procurement Organisation Number: PVMW-8599-JZNJ

100 Parliament Street

London

SW1A 2BQ

United Kingdom

Email: christopher.edwards@hmrc.gov.uk

Region: UKI32 - Westminster

Organisation type: Public authority - central government

Other organisations

These organisations are carrying out the procurement, or part of it, on behalf of the contracting authorities.

Cabinet Office

Summary of their role in this procurement: Complex Transactions Team supporting the HMRC Commercial team, primarily around evaluation and negotiation strategy and delivery.

- Public Procurement Organisation Number: PRVX-1591-PJVV

70 Whitehall

London

SW1A 2AS

United Kingdom

Email: commercial@cabinetoffice.gov.uk

Region: UKI32 - Westminster

BARINGA PARTNERS LLP

Summary of their role in this procurement: Supporting HMRC Commercial to deliver the end-to-end procurement.

- Companies House: OC303471
- Public Procurement Organisation Number: PBCH-8892-NJGT

62 Buckingham Gate

London

SW1E 6AJ

United Kingdom

Email: tenders@baringa.com

Website: <https://www.baringa.com/en/>

Region: UKI32 - Westminster

Contact organisation

Contact HM Revenue & Customs for any enquiries.