

Strategic Digital Management Consultancy for PDS (ref: P11301827) Request for Information (RFI)

Date: 25 February 2026

1.0 Introduction and Background

- 1.1 UK Parliament is preparing for a potential procurement for the provision of a multi-year strategic digital management consultancy for its Parliamentary Digital Service (PDS).
- 1.2 The high-level requirements are being developed and the procurement process is being designed. To assist with this, your organisation is invited to this pre-tender market engagement (Request for Information (RFI)) exercise. Your organisation's experience and expertise will be greatly valued.
- 1.3 The draft high-level requirements are captured within [Annex A](#) to this document.
- 1.4 The insights gained through this exercise will be used to inform the procurement preparation.

2.0 Requirement and Commercial Model Overview

- 2.1 UK Parliament intends to procure an agile, flexible consultancy service to deliver in an iterative manner. Detailed requirements for each piece of work will be defined through respective outcome-based SoWs after contract award, meaning it is not possible to prescribe all activities from the outset.
- 2.2 The intended pricing mechanism for SoWs is:
 - Firm priced by default, (permitting milestones for high duration / high value SoWs); and
 - Time & materials, but only for ad-hoc advise, SoWs with less predictable outcomes, and high dependencies on UK Parliament (such as early-stage discovery work).
- 2.3 However, UK Parliament still needs a clear, defined high-level scope during the procurement for upon contract award to:
 - manage supplier expectations, about the types of expected work (including preparing suitably qualified and experience personnel); and
 - determine the overall scope to comply with the Procurement Act 2023 and the framework
- 2.4 Your responses will contribute towards UK Parliament refining the high level requirements, and other areas of the procurement, such as tender evaluation criteria.

2.0 Procurement Overview

- 2.1 The procurement is considering routes to market, in particular Lot 3 (Complex and transformation) of CCS's Management Consultancy Framework Four (MCF4) framework (ref: RM6309);
- 2.2 The term of this contract intends for be:
 - Initial term: Two years
 - Optional Extensions: Three options to extend by one year each

3.0 RFI Objectives

- 3.1 Ascertain market knowledge in relation to management consultancy services for digital and data improvement
- 3.2 Identify the extent of market availability and possible critical success factors related to the provision of requirements within the public sector
- 3.3 Determine possible approaches to the delivery and success of the high-level requirements within [Annex A](#)
- 3.4 Identify possible challenges and respective resolutions in the provision of the requirements
- 3.5 Ascertain any gaps in the information provided that would support your organisation's their understanding of the requirements and any procurement process.

4.0 Instructions

- 4.1 Each organisation is asked to respond to the questions within [Annex B](#). Please limit your response to a maximum of 400 words per question.
- 4.2 Please note the deadline for responses to this exercise is **11 March 2026 at 12:00**.
- 4.3 Responses to this questionnaire, and all communications must be sent via UK Parliament's e-procurement portal (Atamis) and not directed to individual members of staff. To register, please visit the below link.
 - 4.3.1 To register and access this opportunity, visit the below link:
<https://atamis-ukparliament.my.site.com/s/Welcome>
 - 4.3.2 Only if you have any issues, contact the below email address:
ede@parliament.uk
- 4.4 In relation to questions that suppliers may have:
 - 4.4.1 questions may be raised regarding any aspect of this RFI exercise;
 - 4.4.2 all questions must be received by no later than **04 March 2026 at 12:00**;
 - 4.4.3 to ensure that all bidders invited to any subsequent procurement have equal access to information regarding this exercise, information issued and received

as part of this exercise (including organisations' questions and UK Parliament responses) will be shared with all bidders;

4.4.4 all shared questions and responses will not identify the originating organisation of the question. Should a supplier wish to ask a question without the question and response being published in this way, then the supplier must notify Parliament, along with its rationale. If UK Parliament does not consider the rationale as sufficient, then the supplier will be invited to decide whether:

- the question/clarification and the response should in fact be published; or
- It wishes to withdraw the question/clarification.

4.5 Organisations are requested not to submit generic marketing material in response to this exercise.

5.0 Disclaimers

5.1 The information within document is only UK Parliament's intention at this moment in time.

5.2 UK Parliament reserves the right not to proceed with any subsequent procurement. In the event that a subsequent procurement is run, UK Parliament does not warrant that any subsequent procurement will reflect all or any of the information within this document or exercise.

5.3 Nothing in this document or throughout this exercise shall constitute a contract nor a commitment to awarding a contract.

5.3 The supplier shall borne any and all costs associated to its participation to this exercise; UK Parliament will not contribute in any way to meeting production costs of any response.

5.4 Information contained within this document is confidential and must not be revealed to any third party without prior written consent from UK Parliament.

5.5 In the event that a subsequent procurement is run:

5.5.1 to ensure impartiality, any evaluation will be agnostic of this exercise; all organisation's responses to this exercise will not be considered;

5.5.2 no information provided by a supplier in response to this exercise will be carried forward, used or acknowledged in any way for the purpose of evaluating the supplier;

5.5.3 any exchanged information or supplier meetings during this exercise will not be subject to procurement evaluation nor scoring; and

5.5.4 This is not a shortlisting process and will not prejudice any future procurement exercise.

5.6 Suppliers should respond to this exercise in good faith and to the best of their ability in respect of information available at the time of their response.

6.0 RFI Questions

6.1 All RFI questions for suppliers to respond to are captured within [Annex B](#).

Annex A:

Draft High-level Requirements

Overview

UK Parliament requires digital consultancy for outcome-focused advisory, assurance, and non-technical implementation services. Parliamentary Digital Service (PDS) supports both houses of UK Parliament to design, deliver and continuously improve digital services. The Supplier shall provide a service that will:

1. Provide vendor-agnostic strategic advice, enterprise architecture assurance and technical assurance
2. Catalyse innovation and disruption in a controlled, value-led manner
3. Explore and evaluate our technology / services and future options
4. Support the development of strategy, strategic frameworks and associated strategic delivery

Terminology

- **Practices** mean the overarching principles and core delivery obligations that apply to all Statement of Works (SoWs) regardless of its associated Service.
- **Service** means one of the five rows in the table further below, encompassing its own potential activities and example outcomes
- **Statement of Work** means the contractual mechanism by which all work under the contract must be governed by.
- **Outputs** mean the SoW deliverable(s)

Overarching Cross Cutting Delivery Practices

The six practices detailed later within this section:

- Apply across all five Services (defined later);
- Define underlying core delivery obligations that apply to **all** SoWs, regardless of its associated Service; and
- Ensure the supplier operates in a consistent, secure, high quality, and sustainable manner aligned to UK Parliament standards and ways of working.

When delivering SoWs, the Supplier must adopt the below

- Delivered in a consistent, high-quality manner.
- UK Parliament can adopt, use and continue the work without supplier, vendor or technology dependency.
- Advice and recommendations are secure, accessible, evidence-based and aligned to internal standards.
- Improved clarity, transparency and accountability throughout
- Strengthened capability and confidence across Parliamentary Digital Services (PDS).

Practice A: Alignment to Internal Policies, Standards and Governance

The Supplier must work in accordance with relevant UK Parliament policies and standards, which may include (but are not limited to):

- Information security and data protection (including UK GDPR, DPA 2018)
- Accessibility and inclusive design (e.g., WCAG 2.2 AA)
- Records management, confidentiality and classification rules
- Procurement and commercial rules where applicable
- Architecture governance, design authority processes and technical standards
- Risk and issue management expectations

Practice B: Working to Output-based Statements of Work (SoW)

- Collaborate with UK Parliament to define outcomes, success criteria, and measurable benefits.
- Agree and maintain scope, assumptions, dependencies and constraints.
- Establish clear milestones, deliverables, and review points.
- Provide transparent reporting and proactively identify risks or blockers.
- Adapt SoW delivery as required through agreed change control.

Practice C: Knowledge Transfer, Documentation and Handover

The Supplier must ensure robust and sustainable handover to PDS teams, including:

- Clear and accessible documentation of analysis, decisions, rationale and artefacts.
- Playback sessions and walkthroughs of deliverables.
- Knowledge transfer activities to build internal capability.
- Handover of assets in open, editable, non-proprietary formats.
- Removal of supplier dependency as a key design principle.

Practice D: Quality Assurance and Professional Standards

- Use quality control processes to ensure consistency and accuracy of all outputs.
- Make available senior oversight, subject matter experts, and escalation routes.
- Provide assurance that recommendations are independent, evidence-based, technology-agnostic and vendor-agnostic.

Practice E: Collaboration, Engagement and Ways of Working

- Work transparently and collaboratively with PDS teams, stakeholders and governance forums.
- Adopt agile and iterative working practices where appropriate.
- Participate in codesign, co-analysis and review activities.
- Work inclusively with both technical and non-technical colleagues.

Practice F: Sustainability, Ethics and Social Value

- Support UK Parliament’s commitments to responsible and sustainable practices.
- Ensure supply chain integrity and compliance with ethical standards (e.g. Modern Slavery Act).
- Promote sustainable design and delivery practices.

Services

There are five Services, encompassing potential activities and example outcomes.

#	Title	Summary	The service may include:	Expected outcomes may include
1	Strategy, Enterprise Architecture & Platform Direction	<p>This service informs major digital and technology decisions.</p> <p>It includes support to define future state architecture, assess current capabilities, and provide assurance over strategic technology direction.</p>	<ul style="list-style-type: none"> • Enterprise architecture services across business, data, application and technology domains. • Development of architecture principles, standards, patterns and reference models. • Assessment of current technology estate and platform landscapes. • Platform strategy, options appraisal, build/buy/partner assessments. • Technical due diligence, architecture reviews and independent assurance. • Strategic road-mapping and investment planning. • Support to design or strengthen architecture governance, including Design Authority / ARB processes. 	<ul style="list-style-type: none"> • Clear and actionable architectural direction for future investment and delivery. • Consistent and evidence-based technology decision making.-based technology decision-making. • Increased alignment of digital initiatives to organisational strategy and principles.
2	Innovation, Exploration & Early Opportunity Development	<p>This service catalyses innovation, surfaces high value opportunities, and provides structured exploration of new ideas, technologies or service models in a controlled, value led manner.</p>	<ul style="list-style-type: none"> • Horizon scanning, trend analysis and technology/market insight. • Structured ideation and design sprints to explore potential solutions. • Early exploration of current services, processes or technologies. • Identification and shaping of innovation opportunities. • Development of initial value hypotheses, risks, and feasibility indicators. • Prioritisation of opportunities for further investigation or discovery. 	<ul style="list-style-type: none"> • A prioritised set of well formed opportunities aligned to strategic goals. • Accelerated identification of disruptive or transformative ideas. • Clear rationale for which concepts should proceed, pause or stop.

3	Discovery, Service Redesign & Feasibility	<p>This service supports evidence led assessment and redesign of services, processes and technologies.</p> <p>It prepares UK Parliament to take informed decisions on whether, why, and how to progress to delivery.</p>	<ul style="list-style-type: none"> • User research, needs analysis and evidence gathering. • Mapping and assessment of current services, processes and user journeys. • End-to-end service redesign to improve efficiency, quality and experience.-to-end service redesign to improve efficiency, quality and experience. • Identification of digitisation, automation or technology options. • Technical feasibility assessments, light touch prototyping or option investigations. • Development of preferred options, minimum viable product (MVP) definitions, success measures and delivery readiness assessments. • Recommendations for next steps and mobilisation planning for any follow-on phases. 	<ul style="list-style-type: none"> • Clear evidence to support investment decisions. • Redesigned services or processes with measurable benefits and improvement potential. • Reduced delivery risk through early validation of assumptions and constraints.
4	Data, Insight & Decision Enablement Strategy	<p>This service improves how data is governed, accessed and used to support strategic and operational decision making across UK Parliament.</p>	<ul style="list-style-type: none"> • Data strategy development, including future state vision and roadmap. • Assessment of data quality, management practices, and governance arrangements. • Development of data governance frameworks, roles, standards and stewardship models. • Identification of priority use cases for reporting, insight and decision support. • Design of KPI frameworks, dashboards or insight models (conceptual / advisory only). • Recommendations for improving data availability, reliability, and responsible use. 	<ul style="list-style-type: none"> • Clarity on current data maturity and priority improvement areas. • A coherent data strategy with clear governance and ownership. • Improved ability for teams to use data to inform decisions, monitor performance and identify issues.
5	Organisation Design, Operating Models & Change Enablement	<p>This service supports the alignment of people, structures, governance and ways of working to enable effective execution of digital strategy.</p>	<ul style="list-style-type: none"> • Development or refinement of Target Operating Models for digital, data, technology, product or architecture functions. • Assessment and definition of roles, skills, competencies and career pathways. • Review and optimisation of governance structures and decision rights. 	<ul style="list-style-type: none"> • An operating model that supports efficient, sustainable delivery of digital services. • Increased organisational clarity on roles, responsibilities and decision making. • Improved capability and readiness for change

			<ul style="list-style-type: none">• Development of sourcing, partnership or capability building approaches.• Change management, engagement planning and readiness assessment.• Capability uplift, coaching and knowledge transfer to internal teams.	across teams and functions.
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Annex B (RFI Questions) Overleaf

Annex B: RFI Questions

As a reminder:

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#	Subject	Question	
1	Approach(es) to Defining SoWs	What approaches to SoW drafting / development are commonly used in the market? UK Parliament is interested in: <ul style="list-style-type: none"> • The level of outcome definition required to enable accurate scoping and pricing. • The types of outcomes that may not be suited to this type of model, and why? • The mechanisms (e.g. discovery phases, backlog shaping) you've seen work to manage evolving requirements 	
2	Information needed to bid effectively	2a	What information (such as background information about existing systems, data, governance, and organisational context) would your organisation expect to see in an Invitation to Tender (ITT) to allow it to accurately estimate effort, resources, and delivery approach, taking into consideration that deliverables will not be defined until SoW stage?

			What other information would be required to finalise the high-level requirements within this document ready for your organisation to submit a tender?
		2b	What assumptions would your organisation typically need to make if detailed requirements are not known upfront upon contract award?
3	Understanding of capability breadth	Where does your organisation foresee capability boundaries or dependencies when considering the scope included?	
4	Service-led Principles	What does your organisation consider is required to ensure deliverables are service-led (vendor-agnostic and product-agnostic)?	
5	Impartial Discovery Outputs	<p>There is always a risk when the same supplier:</p> <ul style="list-style-type: none"> • conducts discovery work; and • produces recommendations; then • delivers / implements the recommendations. <p>This is because there is an implied incentive to:</p> <ul style="list-style-type: none"> • suggest more work (thus charges) than is necessary; and • recommend work that aligns with its interest <p>What approaches are commonly used in the market to ensure impartiality and avoid the risk of the above?</p>	
6	Applicable Framework Lot	6a	Which procurement frameworks would your organisation deem appropriate for this service, and why? Noting that this is for <i>outcome</i> based digital consultancy services.
		6b	Are there any aspects of the high-level requirements or commercial model (i.e., high-level requirements, followed by defined SoW after award) that may fall outside the scope of the Management Consultancy Framework Four (MCF4) Lot 3 (Complex and transformation) or cause any constraints?
7	Commercial and Pricing Model	7a	<p>As a reminder, this contract intends to have:</p> <ul style="list-style-type: none"> • Services defined at contract award (as part of the high-level requirements within this document) • Work only delivered via SoWs (using firm-price payment as default) <p>Does this reflect the commercial model commonly used in the market for this nature of work?</p>
		7b	<p>What does your organisation determine as the most appropriate pricing model (e.g., firm price, capped T&M, and T&M) for each of the below, and why?</p> <ul style="list-style-type: none"> • Discovery • Advisory; and • Non-technical implementation

		7c	<p>How does your organisation manage and price uncertainty in early stages (such as discovery) without adding excessive contingency?</p> <p>The default will be firm-price or capped T&M SoWs (as opposed to T&M), however it is appreciated that the supplier may not have sufficient information or certainty to firm price early stage (namely discovery type) work.</p>
8	Allocation of Risk	What risks should the client reasonably own versus the supplier under an outcome-based SoW?	
9	Performance Measures	What performance measures (Service Levels and / or success criteria) typically align well with outcome-based consultancy contracts, such as this?	