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Award

## V2 Digital Delivery Partner

HM Revenue & Customs

UK6: Contract award notice - Procurement Act 2023 - [view information about notice types](#)

Notice identifier: 2025/S 000-052250

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

Published 29 August 2025, 8:07am

## Scope

## Reference

SR2508323595

## 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.

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## **Contract 1**

### **Supplier**

- Public Digital Limited

### **Contract value**

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

Above the relevant threshold

### **Award decision date**

13 August 2025

### **Date assessment summaries were sent to tenderers**

28 August 2025

### **Standstill period**

- End: 9 September 2025
- 8 working days

## **Earliest date the contract will be signed**

10 September 2025

## **Contract dates (estimated)**

- 10 September 2025 to 9 September 2027
- Possible extension to 9 September 2028
- 3 years

Description of possible extension:

Optional 12-month extension

## **Main procurement category**

Services

## **CPV classifications**

- 72590000 - Computer-related professional services

## **Contract locations**

- UK - United Kingdom

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## **Information about tenders**

- 4 tenders received

- 4 tenders assessed in the final stage:
    - 4 submitted by small and medium-sized enterprises (SME)
    - 0 submitted by voluntary, community and social enterprises (VCSE)
  - 1 supplier awarded contracts
  - 3 suppliers unsuccessful (details included for contracts over £5 million)
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### Unsuccessful suppliers

- [KAINOS SOFTWARE LIMITED](#)
  - [North Highland UK Limited](#)
  - [MADE TECH LIMITED](#)
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## Submission

### Submission type

Tenders

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## Procedure

### Procedure type

Competitive flexible procedure

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## Suppliers

### **KAINOS SOFTWARE LIMITED**

- Companies House: NI019370
- Public Procurement Organisation Number: PWJC-3739-RTLN

Kainos House, 4-6 Upper Crescent

Belfast

BT7 1NT

United Kingdom

Website: <http://www.kainos.com>

Region: UKN06 - Belfast

Small or medium-sized enterprise (SME): Yes

Voluntary, community or social enterprise (VCSE): No

### **MADE TECH LIMITED**

- Companies House: 06591591
- Public Procurement Organisation Number: PWCQ-6442-VYRD

Fora, 35-41 Folgate Street

London

E1 6BX

United Kingdom

Website: <https://www.madetech.com/>

Region: UKI42 - Tower Hamlets

Small or medium-sized enterprise (SME): Yes

Voluntary, community or social enterprise (VCSE): No

### **North Highland UK Limited**

- Companies House: 04801815

10 Bloomsbury Way

London

WC1A 2SL

United Kingdom

Region: UKI31 - Camden and City of London

Small or medium-sized enterprise (SME): Yes

Voluntary, community or social enterprise (VCSE): No

### **Public Digital Limited**

- Companies House: 09819399

9 Perserverance Works

London

E2 8DD

United Kingdom

Email: [procurement@public.digital](mailto:procurement@public.digital)

Region: UKI41 - Hackney and Newham

Small or medium-sized enterprise (SME): Yes

Voluntary, community or social enterprise (VCSE): No

Supported employment provider: No

Public service mutual: No

Contract 1

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## Contracting authority

### HM Revenue & Customs

- Public Procurement Organisation Number: PVMW-8599-JZNJ

100 Parliament Street

London

SW1A 2BQ

United Kingdom

Email: [hmrcsupportsapariba@hmrc.gov.uk](mailto:hmrcsupportsapariba@hmrc.gov.uk)

Region: UKI32 - Westminster



Organisation type: Public authority - central government