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Contract

Digital Delivery Partner

HM Revenue & Customs

UK7: Contract details notice - Procurement Act 2023 - [view information about notice types](#)

Notice identifier: 2025/S 000-066027

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

Published 16 October 2025, 3:57pm

Scope

Reference

SR2508323595

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.

Contract 1. Digital Delivery Partner

Supplier

- PUBLIC DIGITAL LIMITED

Contract value

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

Above the relevant threshold

Date signed

17 September 2025

Contract dates

- 17 September 2025 to 16 September 2027
- Possible extension to 16 September 2028
- 3 years

Description of possible extension:

This is a 2 year contract with the option to extend for one additional 12 month period.

Main procurement category

Services

Options

The right to additional purchases while the contract is valid.

This is a 2 year contract with the option to extend for one additional 12 month period.

CPV classifications

- 79400000 - Business and management consultancy and related services

Contract locations

- UK - United Kingdom

Key performance indicators

| Name | Description | Reporting frequency |
|-----------------------------------|--|---------------------|
| Timely receipt of draft proposals | All Statements of Work? that have been agreed ????between the supplier and buyer are ?to be reviewed by the supplier and a draft proposal complete with initial costings provided to the buyer within 5 working days of the Statement of Work being received by the supplier? excluding any periods where the supplier has requested clarification or where aspects of the Statement of Work require further discussion between the parties.?? | 3 months |

| Name | Description | Reporting frequency |
|--------------------------------------|--|---------------------|
| Receipt of reports | The provision of: a ? ?weekly ??emailed weeknote ???? ??? ?as a qualitative Status report, to include as a minimum, a? ??n? overview of ?work completed in ?the previous week and a forward look of activities, highlighting any pressure points and/or successes; and A monthly Performance Monitoring Report in accordance with Schedule 10 Annex Part B? using a standard template to be agreed between the parties within three months of the contract start date. | 3 months |
| Knowledge transfer and documentation | All artefacts created and knowledge transfer ??undertaken in???? ?????? ? accordance with each active Statement of Work | 3 months |
| Social Value | Social Value KPI including frequency and monitoring to be agreed within three months of the contract start date? | 3 months |

Signed contract documents

[DDP Contract REDACTED.pdf](#)

Submission

Submission type

Tenders

Other information

Conflicts assessment prepared/revised

Yes

Procedure

Procedure type

Competitive flexible procedure

Supplier

PUBLIC DIGITAL LIMITED

- Companies House: 09819399
- Public Procurement Organisation Number: PGPY-9283-RYVZ

9 Perserverance Works

London

E2 8DD

United Kingdom

Email: procurement@public.digital

Website: <http://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. Digital Delivery Partner

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

Region: UKI32 - Westminster

Organisation type: Public authority - central government