

Overview of the approach:

HMRC has an ever increasing challenge to meet customer expectations by delivering its services efficiently and cost effectively. For organisational sustainability, we must also transform our working practices, both to meet the demands of the modern world and to attract the best talent.

To support this, four of our key teams have worked with the Agile Future Forum to analyse, review and challenge current processes and environments (including office locations and working hours) to establish where they can adapt and increase their agility to deliver. They have identified ideas for new agile working practices tailored to their business priorities. We are in the process of refining our ideas, quantifying costs, benefits and impacts and planning implementation.

The way we want to work in the future:

The practices HMRC has identified can be grouped into several clusters. For example, we have considered reviewing our seasonal working practices alongside the potential to change working patterns in order to better deliver services for our customers. We have also considered flexible resourcing and the utilisation of our staff across the business and across Government in order to support key operational activities in HMRC's calendar.

One of the more far reaching ideas identified is centred on Local Compliance. This is a national operational function, which currently has 40% of its people based away from our main sites, in a network of offices across the country. Local Compliance works with the full range of the mass market (individuals, SME and mid-size businesses) customers to help them to get their tax right. To deliver this compliance activity in the future, we are looking to move to a model that is less location specific. We will capitalise on available technology to enable the majority of our people to work in a small number of regional centres, utilising short term taskforces and touchdown facilities where appropriate, to employ a range of promote, prevent, respond interventions tailored to customer behaviours. This approach is currently in development and we estimate that it will have a large impact on the way that Local Compliance works and the working patterns, skills and capabilities required in the future.

What next?

We will continue to develop the ideas identified, working to design pilots to implement within the business and monitor the impact that they have both on business and customer processes.