

# Michael Potter Digital Transformation Director HMRC Digital: Platform as a Club

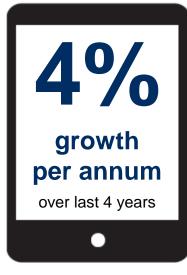
QCon London, 5th March 2015



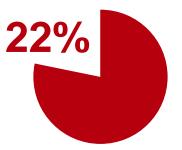
# Revenue £505.8 billion

£23.9bn of additional tax revenue brought in - a new record

Workforce reduction

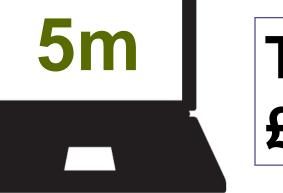






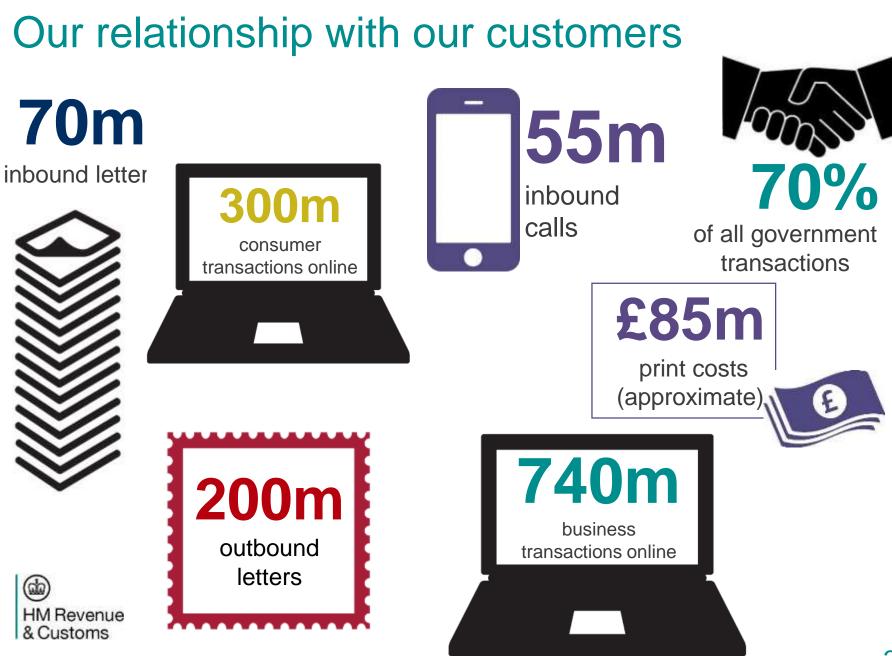
2011-2016







#### business users



## Our strategy

- Customers at the heart of everything we do
- A data-driven organisation understanding our customers so we can personalise services and direct compliance effort to where it's most needed
- Digital interactions become the norm great services that put the honest majority in control of their tax affairs

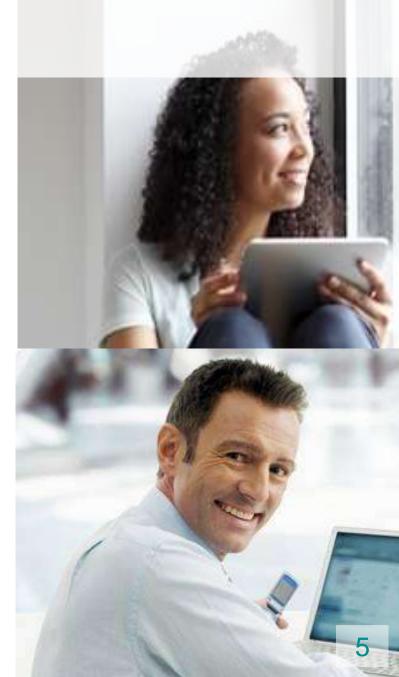




# **Our Digital ambition**

- HMRC becomes a fully accessible digital business:
  - providing tax accounts for individuals
  - providing tax accounts for businesses
  - offering both low volume and high volume transactions
  - giving a personalised user experience similar to online banking
  - publishing our APIs and encouraging innovative third party products for those choosing them

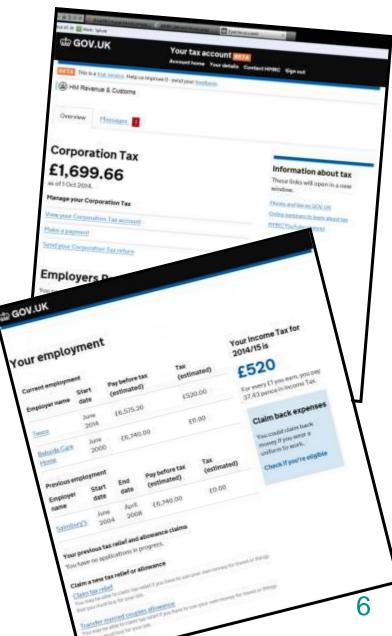




## Services designed around customers

- Understand the user needs
- Create smooth end-to-end customer journeys including:
  - signposting the services available
  - what you need to do to be compliant
  - how you find and access the service
  - how you interact with the service
  - how you know when you have fulfilled your obligations
  - when your next obligations are likely to arise

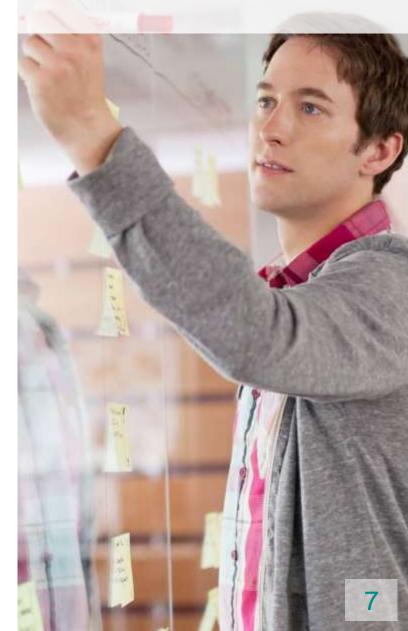




## Designs tested with customers at every stage

- Two HMRC Digital Centres London (Southbank) and Newcastle
- Continuous customer involvement during design of all new digital services
- Customer usability labs in both centres
- Dedicated labs for projects such as Tax Credits
- User researchers embedded in each team





# Tax Credits Online: our Digital Centres in action

- 600+ customers and staff involved in usability testing
- Over 408,000 customers renewed online between April and July 2014
- 94% were satisfied or very satisfied
- Less than 2% needed additional help
- Built in just 8 weeks using agile approach
- A great example of huge savings in time and cost to deliver





# January 2015: our biggest digital SA ever

- 8.76m returns filed online (2014: 8.48m)
- 14 returns per sec during busiest hour
- Digital Self Assessment: 1.2m have now opted to stop receiving paper
- Your Tax Account for businesses:
  - Many customers logging into YTA to file
  - now has over 2m users
  - 85% of users fully satisfied
- 3.6m webpage visits on deadline day and 18m in the week leading up





# **Evolving a Platform**

- In order to scale we have evolved a platform
- We now have a vibrant ecosystem creating services across diverse areas of our business
- We are keen for other agencies to deliver services on our platform





# 2014: laying the foundations

- 10 new digital services including:
  - Your Tax Account
  - Digital Self Assessment
  - Tax Credits Online
  - PAYE for Employees
  - iCharities
- All our customer guidance accessed through GOV.UK
- 377 new digital iForms already had 2.1m downloads
- A new telephony platform for our contact centres
- 40+ digital projects currently underway





# 2015 and beyond: our vision is becoming reality

- Expand Your Tax Account
- Launch the personal tax account
- Fully submitable iForms
- Transferable Allowance for Married Couples
- Agent Online Self-Serve
- Company Accounts & Tax Online
- Tax Credits Change of Circumstances
- New ways of contacting HMRC:
  - Social media
  - Chat
  - SMS
  - Secure messaging







# Thank you

#### EQUAL EXPERTS

# Alun Coppack HMRC Digital Operations Manager & Partner at Equal Experts

## Platform as a Club

#### Making Software. Better.

simple software solutions to big business problems

#### What are we doing?

#### **New Tax Platform for HMRC**





## HMRC login code: VdDabgrstVW49262tw2 Q\_QQRTVWZa♥TVm692 HMRC password: Q(MnPQrZMo09\_QU) VW2MmPQrZM1982TV TOB9427692 ③97255 €





## Delivering Quickly





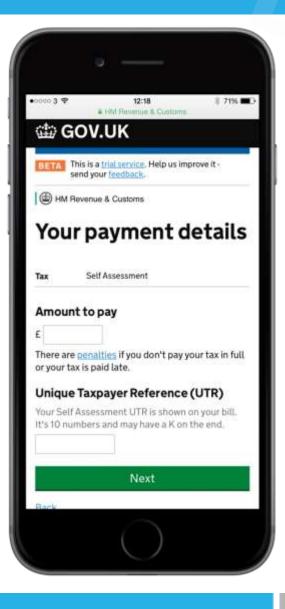
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## How are we doing this?





## Delivering at scale





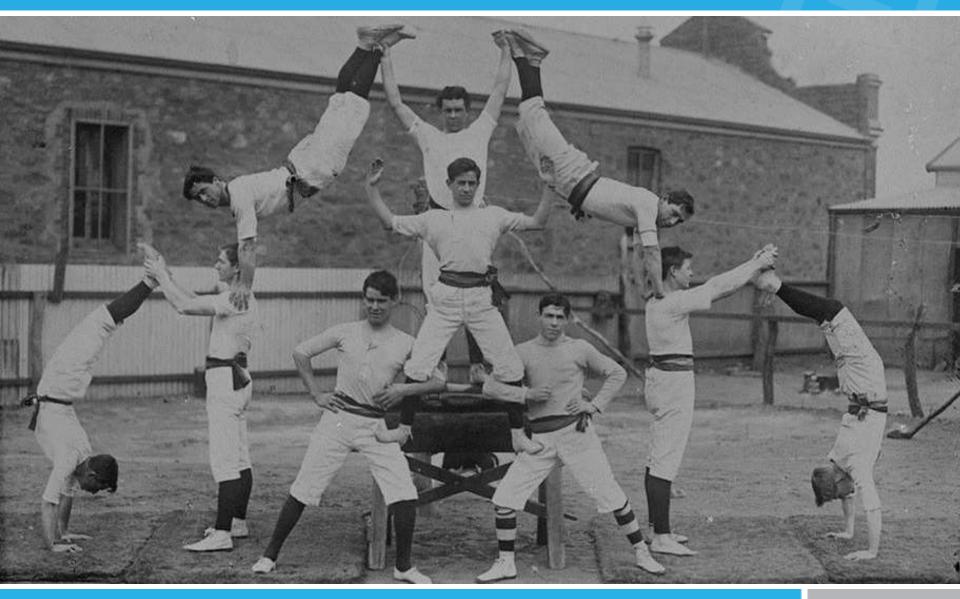
## Platform as a Club

# Clubs have rules and they have benefits. You get the benefits by following the rules





## Supporting our own apps





#### Reuse





## What happens in the Club?



# People help each other out



## What happens in the Club?

# We release all the time



## Challenges

## Not everyone is a cloud developer

## Scaling





#### Future

- Making services available through APIs
- Supporting more Digital Delivery Centres
  - Other government departments?





