

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

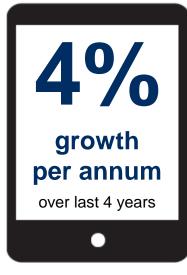
QCon London, 5th March 2015



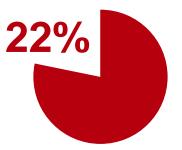
Revenue £505.8 billion

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

Workforce reduction

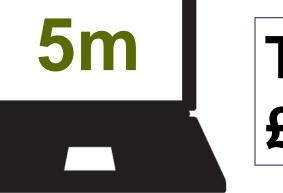






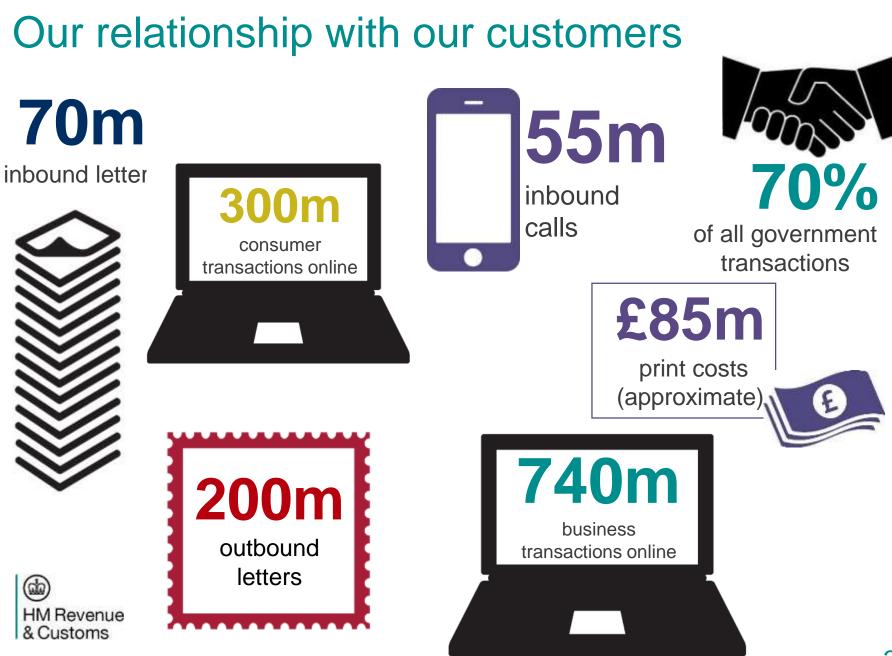
2011-2016







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

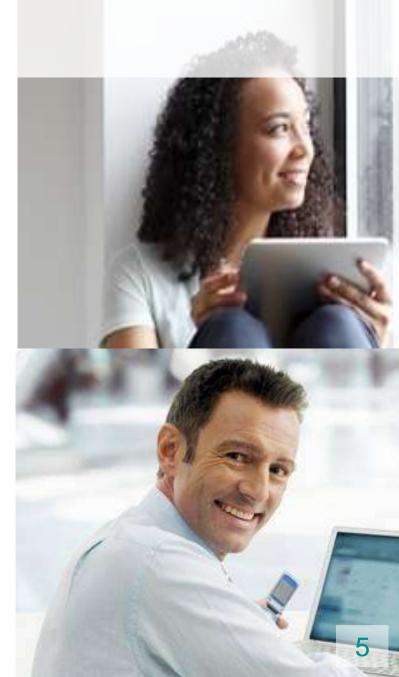




Our Digital ambition

- 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

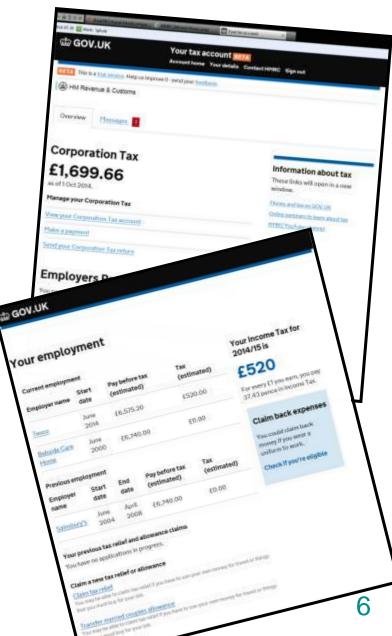




Services designed around customers

- 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

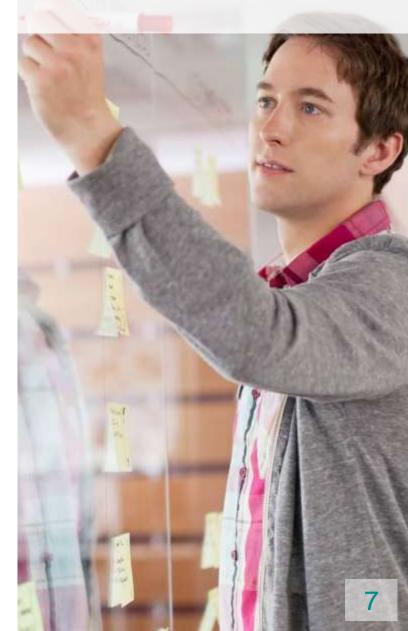




Designs tested with customers at every stage

- 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





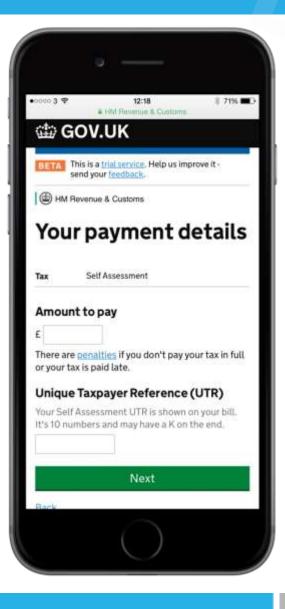
Payments

•••••• 3		12:20		71% 🔳		
	santa	nderbillpaym	nent.co.uk	C		
	former and the	alter and				
() and the second						
Mire Pays	and Service					
0						
		()				
Int succession	Please complete the or 'WEKT' buttons he	Ad parment precess and four.	g only the 'BACK'			
Salar Principality	Boxes marked * rea	it be completed				
-	It is adverating to care any payment of any page	fairl your part losan pro-	normati spend			
	or if you are expense	nying meaning difficulties				
napana sak	the advanced to taken 1 (one collection of the	8.0mp/3	OK LEP dialty +			
	Notifier: WT3					
	topolo and because of one-	1000 P.				
	tant turban "	- Internet and the second second	personal and a second s			
	barries."		B			
		Place enter eved	to an alterna on			
	card.		2.41.0205.011			
	Rease enter your email address far an email confirmation in the tox below.					
	and a second second					
			tee fourne gauge to			
	2) you metal any association with Him website an advect allocat saying by the Max of Control. Card grades grades the HM Revenue and Catatron Integration on 9369 2000. Millio, H railing from attracts, that IR844 15098 478 0133. Opening times: 08.081 to 37.00 (1011) Manday to Entition;					
	-	Bellevice of a	-			
<	5	(Ť)	Ш	đ		



Payments

••••••		12:20		§ 71% 🔳	
	🔒 santar	nderbillpayn	nent.co.uk	C	
epiteri	Fauxonauto	aven.			
a contraction					
vine Pays	and Service	-	_		
0 1010	Capital And Annual				
	•				
Int second	or WEXT buttons bei		it only the stack.		
Tage -	Bexes marked * rear				
The second second	payment of any arm	talif yeur santi lokasi pro ant faliger tilari yeu orsat	i normally spend.		
-		A Comp ()	and the second		
	the observed section of the section	Looks Hite: 52340678	Kik (10 digits +		
	Settler: W1 Notice Trans 1	1000			
	books and because of one-+	The second second			
	Contraction of Contraction	and the second second	peak		
	francisco - 1	Service de part d'aux ants			
	1.1m.	Please enter ever	ty as shown on 1		
	card.		2 C 1999 12		
	Measo anter year em the box below.	al address for an erral	confirmation on		
	trail =	-			
			a 840 - 1841 A		
		Return Inc.	tee fearner prepar to		
	If you must any assurbance with Hite works and set school a shoul anying by debit or (Could Card) along signals the WH in Neuropu and Castane Helpitals on 0360 200 3601. If calling from atmost, deal (0444 1504 476 013. Opening times: 68.091m 37.60 ((041) Muniky to Frailer.)				
		Non of	-		
<	>	ŕî	m	nī,	
		Lud	L-d-J	·	





How are we doing this?





Delivering at scale





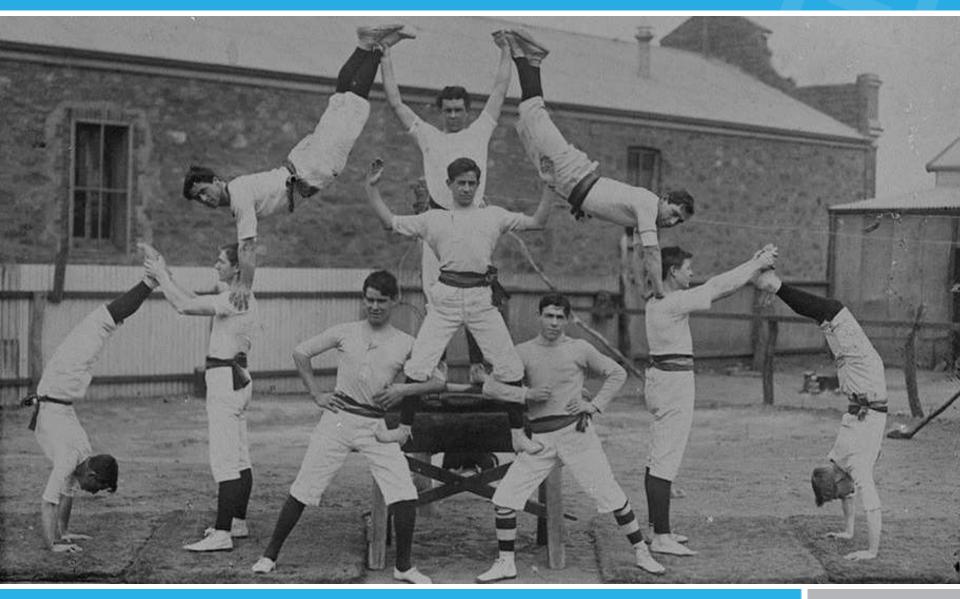
Platform as a Club

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?





