



HM Revenue  
& Customs

# Making tax digital

## transforming the culture and code of HMRC's tax services

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# HMRC at a glance in 2016



**£517.7bn  
revenue**



**5m  
Business customers**



**Individual customers**

**Net reduction in baseline costs by 2020**

A bar chart icon consisting of three vertical bars in a descending sequence, with a small arrow pointing down to the right of the bars.

**15%**

A green icon of two hands clasped together in a handshake.

**75% of all government transactions**

**£1.3bn**

A blue icon of a money bag with a £ symbol on it.

**Reinvestment in digital transformation**

# What are we creating?

- World-class public services – essential for the UK
- One of the most digitally advanced tax administrations in the world - simpler for taxpayers
- One of the most technologically progressive workplaces



# Proof in delivery - starting a channel shift

- Major business peak – 31<sup>st</sup> July – Tax Credit Renewals
- C4m people expected to renew with C2m users in the last week
- Predominance of phone & post channels generate serious customer and business impacts



# Proof in delivery - starting a channel shift

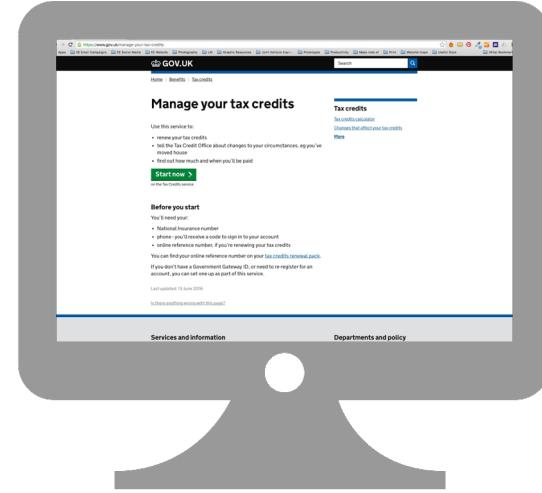
8 weeks build



410,000  
customers



94% customer  
satisfaction rate



"seminal moment across the leadership of HMRC".  
Mark Dearnley, HMRC Chief Information Officer



# Start small, learn from Experts



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Government  
Digital  
Service



EQUAL  
EXPERTS



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accenture

# Grow organically



# Taking the load



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# Taking the load - but safe to fail



**GOV.UK**

Home > Money and tax > Self Assessment

**Sign in and file your Self Assessment tax return**

Sign in to your online account [to send your tax return to HM Revenue and Customs \(HMRC\)](#). You can go back to a tax return you've already started.

This page is also available in [Welsh \(Cymraeg\)](#).

Use the user ID and password you got when you [registered for Self Assessment](#) or when you set up your HMRC online account.

You can also sign in with a [GOV.UK Verify](#) account.

**Tax  
Account  
Router**

**GOV.UK**

Your tax account [New](#)

Overview | Messages **1**

**HM Revenue & Customs**

Information about tax

These links will open in a new window

[HMRC home](#) | [Contact HMRC](#) | [Sign out](#)

**Corporation Tax**  
**£1,699.66**  
as of Oct 2014

[Manage your Corporation Tax account](#)

[Have a payment](#)

[Send your Corporation Tax return](#)

**Employers Pay As You Earn (PAYE)**  
**£2,036.24**  
as of Oct 2014

[Manage your Employers PAYE](#)

**GOV.UK**

Personal tax account

**HM Revenue & Customs**

Assessments

**Income Tax**

This tax year: 6 April 2015 to 5 April 2016

Your employer or pension provider takes off Income Tax before they pay you. This is called 'Pay As You Earn (PAYE)'. The amount of tax you pay depends on how much income you get, your tax-free amount and your tax code.

**£6,680** Your PAYE Income Tax estimate

**£24,000** Your taxable income

Things that can affect your tax

Check or update your contact details

£4,500: If you're changing to your PAYE company or your personal details

Check if you're eligible for Marriage Allowance

**Online Services**

HMRC home | Cymraeg | Contact us | Help

Helpdesk Individual's tax return: 2011-12 IN PROGRESS

Your tax return is 48% complete

**2. Tell us about you**

\* indicates required information

First name: **John**

Middle name: **A**

Last name: **Smith**

Unique Taxpayer Reference (UTR): **1234567890**

National Insurance Number (NINO): **1234567890**

Telephone number (including STD): **01234567890**

Email address: **johnsmith@emailaddress.co.uk**

Address line 1\*: **No 1**

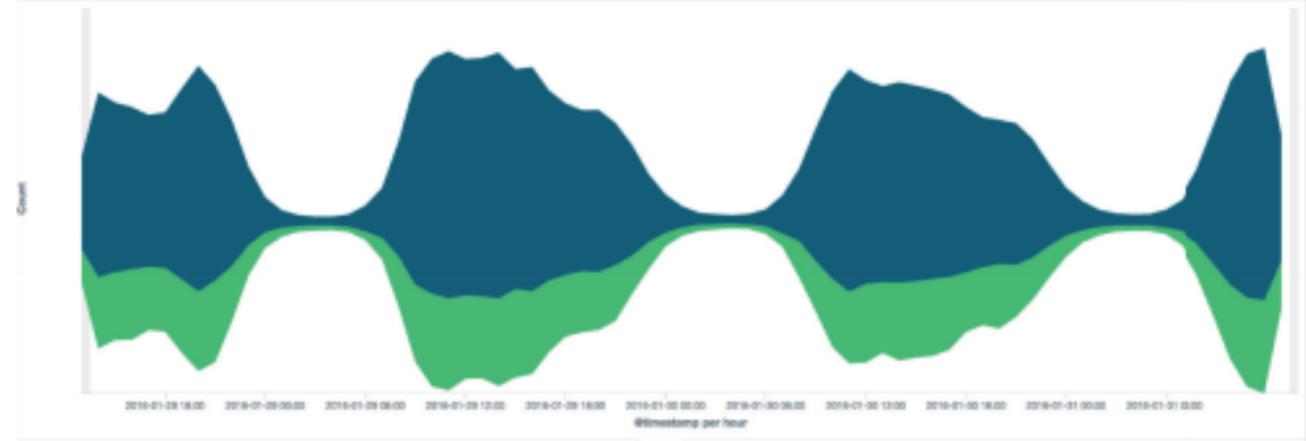
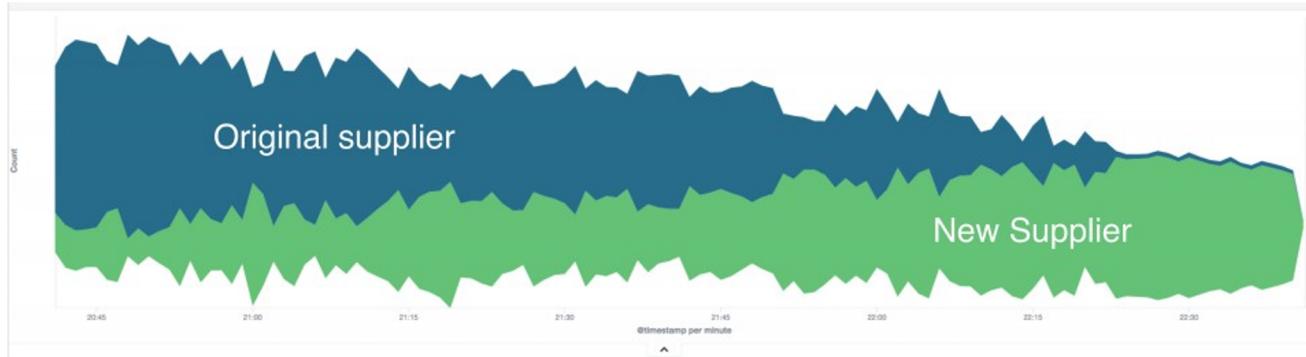
Address line 2\*: **London Street**

Address line 3: **London**

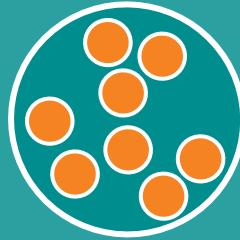
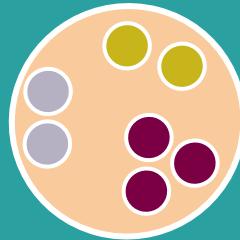
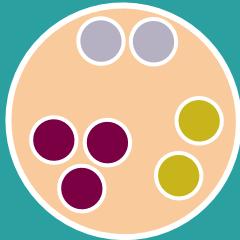
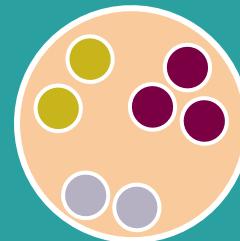
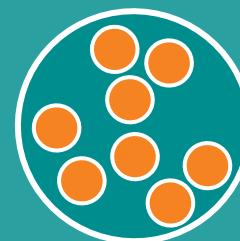
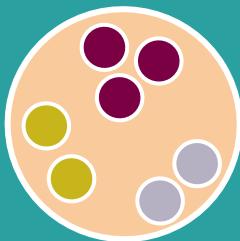
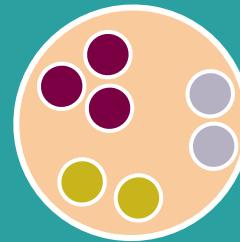
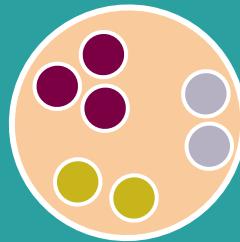
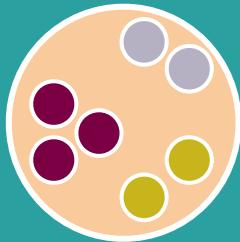
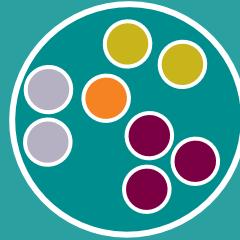
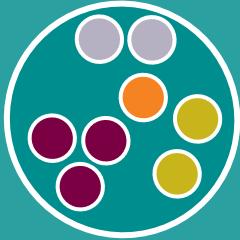
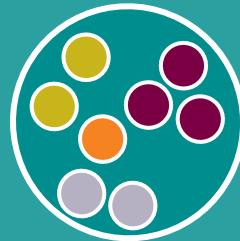
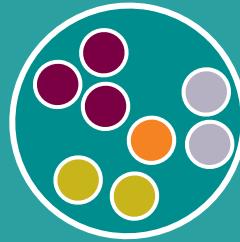
# Our Dev-Ops evolution - some context

Measure	SA Peak 2015	SA Peak 2016
Pages served (final day)	3,620,025	11,506,196
Pages served (final week)	17,896,141	61,730,218
Releases	7	33
Incidents	11(2 of which were P1 or P2)	2(0 P1 or P2)
Downtime	8 hours	0 hours
Change Freeze Period	2 months	No freeze!

# Our Dev-Ops evolution - going multi-active



# Dev-Ops models



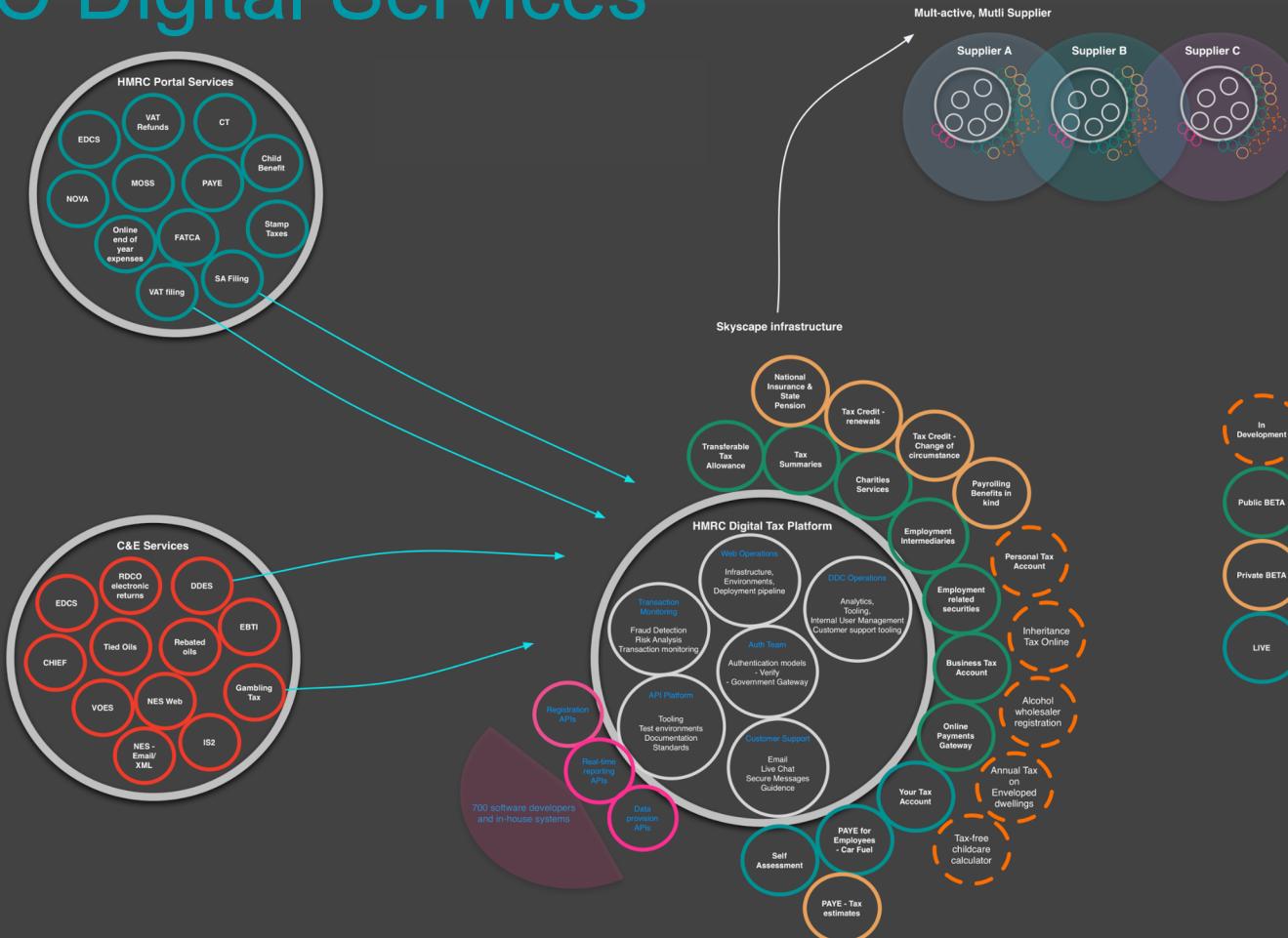
# Our Dev-Ops evolution - capabilities



Jenkins



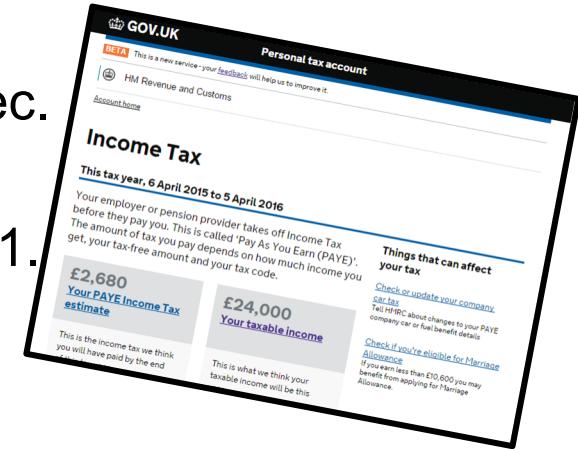
# HMRC Digital Services



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# Digital transformation happening at pace

- SA16 was HMRC's most digital ever c500k more people filed online
- PTA MVP built Sept to Dec, introduced early Dec.
- Over 1m new users of PTA with 102,607 on 31/1.
- Plan to have 7m by end of March 17 and eliminate Self Assessment over time



# Today's Multi-channel Digital Tax Platform

Our award-winning multi-channel digital tax platform

- Supports 28 new digital services
- Has handled more than 55m visits to date
- New services built in as little as 6 weeks
- Saved more than £8m in operating costs
- Not just HMRC - 5 other Government Dept's on-board



# And finally ...

- We have come a long way but are still children in the sense of our growth and development – learning every day
- Looking for companies who have been there before and been doing this for some time, to learn, to benchmark, share best practice to help us do even more, even more quickly
- Looking to you to use our services – try out the App, sign up for your PTA and follow us on our journey...give us your feedback

Follow our progress at [hmrcdigital.blog.gov.uk](https://hmrcdigital.blog.gov.uk) and [@HMRCdigital](https://twitter.com/HMRCdigital)  
Sign up for your PTA at <https://www.gov.uk/personal-tax-account>