Project Delivery in HMRC
Success & the future

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My background

HM Revenue & Customs
A challenging landscape

Major, long-term shifts in resourcing and demand are putting huge pressure on our services

Our customer base is growing, and customers have more complex needs

- Income tax customers have grown from 31 million in 2015-16 to 34 million in 2022-23

- Higher rate taxpayers increased by 22%

- Our advisors are dealing with longer, more complex enquiries

- Long-term reduction in tax gap
 - 56% by value attributed to small businesses

Vision

To be a
trusted, modern
tax and customs
department

HMRC Portfolio

Our projects and programmes are delivering transformational change, technical remediation and government priorities – with a **portfolio of over £6bn**

Currently, we are delivering over **37 programmes** and **c.100 projects** impacting on the UK population
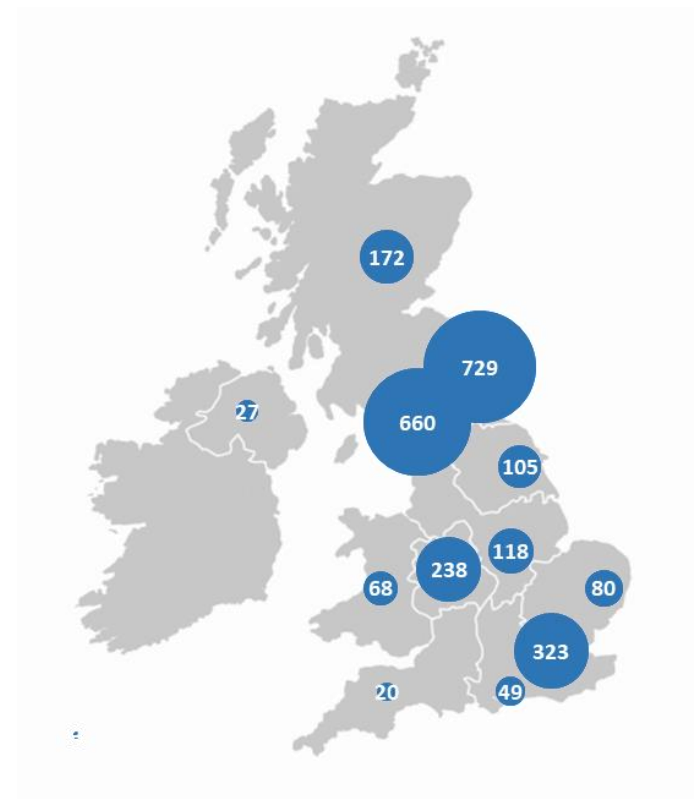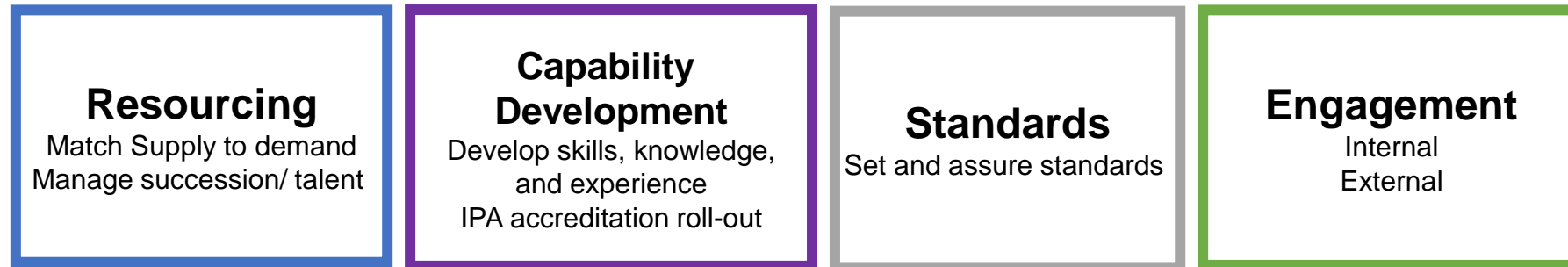

HMRC has **>2,500 PD Professionals** across the UK

Success & the future

HMRC Project Delivery Profession

Our Purpose:

To deliver appropriately skilled Project Delivery professionals to HMRC **enterprise wide**

Resourcing Match Supply to demand Manage succession/ talent	**Capability Development** Develop skills, knowledge, and experience IPA accreditation roll-out	**Standards** Set and assure standards	**Engagement** Internal External

Our Vision:

HMRC's Project Delivery function is the **best profession in government** and the **best place to work in Project Delivery in the UK**.

HMRC has the Right People with the Right Skills in the Right Place at the Right Time

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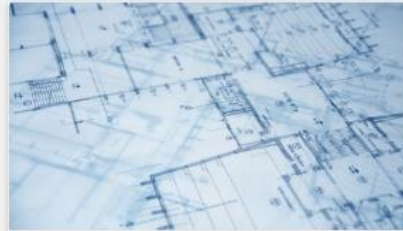
HMRC Project Delivery Standards

Project Delivery Standards

Assurance Delivery Schedule Standard	Business Process Modelling Standard	Integrated Assurance and Approvals Plan Standard	Personal Development Planning Standard
Project Change Control Standard	Project Delivery Scheduling Standard	Project Management Planning Standard	Project Risk and Issue Management Standard
Requirements Management Standard	Work Breakdown Structures		

Core Project Controls Standards

HMRC Tools

A complex landscape!

Key Challenges:
- Integration
- Absence of probabilistic modelling tools

Next steps

- Reducing duplication / triplication

- Agile versus agility

- Exploiting best practice across the Portfolio

For the future

➢ Don't focus on the data
  ➢ Turn it into **information**
  ➢ And turn information into **insight**

➢ Start with the end in mind

➢ Project Controls are necessary, but not sufficient

THANK YOU

Project Controls
EXPO
London, UK