## PRODUCT VISION

### Users

**Primary:**
- Public sector employers
- Large and medium private sector employers

**Secondary:**
- Intermediaries and workers may also use the product
- Specific user groups
- Agencies

### Needs

How will it meet a user's needs:

- Allow both public and private sector users to correctly administer the worker's payment for tax purposes
- Allow users to be able to answer questions that will give an accurate assessment of a worker's status
- Allow users to easily understand the purpose of the tool, and the next steps
- Allow users to submit feedback
- Allow users who work in specific industries to quickly exit the tool
- Allow users to perform more than one check in a session (not having to start again)
- Allow users to get help using the tool
Welcome

Our new content designer
Goals for this Sprint

Research Focused Objectives

- **Findability**
  - How does the user find the tool?
- **Understanding**
  - Language in tool and guidance
- **User Expectations**
  - Tool and guidance

Review previous research and feedback

New research

**Product Management** - Goal to understand and take ownership of backlog
Done during this sprint

- Engaged Gov.uk Content Writer (Ticket #13374)
- Backlog handed over from Live Services
- Engaged GA performance analytics team
- Created high level EPIC stories
- Google Analytics now working (apart from period when switched off). Measures from the point of decision rather than PDF
Done during this sprint

User Research

- Spoke with 6 IT contractors - discussion around thoughts on current tool (findability, ease of use, terminology, next steps)
- Begun work on the persona creation - still a work in progress and will be updated with the more users we speak with
- Engaged with hiring managers/resourcers within Capgemini for future research sessions
- Findings report:
  - Take-away findings from the meeting with xxxx (6th March) xxxx, xxxx & xxxx
    - Some of the questions are too ambiguous
    - Some answers are too close and hard to differentiate between
    - Wording is too subjective and open to interpretation leading to confusion when choosing answers
    - Need to know that they can have confidence in the tool
What did we learn

Guidance
- Off-payroll working rules (IR35) for public authorities
- Off-payroll working through an intermediary (IR35)

Guidance
- Check employment status for tax

Employment status

Collection
- Employment status: employed or self-employed

Business tax
- IR35: working through an intermediary

Working for yourself

Set up as self-employed (a 'sole trader'): step by step
What do we propose

Based on our learning, what do we propose

Soon this will be the point where we demonstrate what changes we are proposing to take out for user testing

Link to prototype
Next steps

Hold your horses or good to go moment.

- User Research
- Update Prototype to match live
- Baseline service performance
Thank you
# Product Risks

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Deskpro

What is it

A helpdesk system used to support users' digital services and problems

How is it accessed

On every page of a digital service there is a link to a secure email service that users can use to report feedback (Beta phase only) and report problems

**BETA** This is a new service – your feedback will help us to improve it.

Continue

Get help with this page.
**Business Process for transactional services (Live)**

User completes templates and receives an automated response saying they will receive a reply within 2 working days. It is received by the Digital Centre in Shipley. The problem is triaged.

<table>
<thead>
<tr>
<th>Tier 1 (Digital Centre Shipley)</th>
<th>Tier 2 (Normally a second line team of business experts e.g. helpline)</th>
<th>Tier 3 (Live Service Scrum team)</th>
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<td>“I provide a skateboard is that materials, equipment or a vehicle”</td>
<td>“Every time I click the @*%dy button nothing happens, typical HMRC!!!”</td>
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<td>T1 respond using “snippets” pre-prepared responses, similar to FAQs</td>
<td>T2 respond using their detailed business knowledge</td>
<td>T3 raise a bug, investigate and fix.</td>
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</table>
Business Process for non-transactional services (Live)

User completes templates. The Digital Centre in Shipley do not support non-transactional services as they would add little value because most enquiries are business related.

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Goals for this Sprint

Research Focused Objectives

● Findability
  ○ How does the user find the tool?

● Understanding
  ○ Language in tool and guidance

● User Expectations
  ○ Tool and guidance

New research - on going with private sector & discuss with colleagues that speak to the users

Product Management Begin prioritisation based on the product vision and prepare for usability testing
Done during this sprint

Sessions with East Kilbride and Salford
Done during this sprint

Peer reviewed results pages

Not tailored to the user
Done during this sprint

Prototype

Username:
Password:

Personas

Contractor Cath
End client Evan
## Done during this sprint

### User Research

- Spoke with 4 different groups (ICAEW industry and tax agent representatives, HSBC and public sector representatives) - discussion around thoughts on current tool (findability, ease of use, terminology, next steps)
- 2 personas have been fleshed out based on research done so far - these will still update and more personas will be built the more user types we speak with
- Findings report will be completed next week once we’ve had chance as a team to analyse the findings in detail
- Take-away findings from the meetings this sprint
  - Some of the questions are too ambiguous
  - Some answers are too close and hard to differentiate between and could be a mixture of two answers
  - Wording is too subjective and open to interpretation leading to confusion when choosing answers
  - MoO needs to be mentioned/have question(s) about
  - ‘Substitution’ is causing major issues within the public sector with regards to compliance checks currently being done
Check Employment Status for Tax

Initial Findings and User Hypothesis
What do we know?

- **Working for yourself**
- **Check employment status for tax**
- **Off-payroll working rules (IR35) for public authorities**
- **Off-payroll working through an intermediary (IR35)**
- **Employment status: employed or self-employed**
- **IR35: working through an intermediary**
- **Set up as self-employed (a 'sole trader'): step by step**

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**Business tax**

- **IR35: working through an intermediary**

---

**Collection**

- **Employment status: employed or self-employed**
“I’m thinking of starting my own business.”
“Should I be a business?”
“Should I pay tax?,” “How do I pay tax?”

Business representative looking to recruit someone
Working out if someone is self-employed
Would be classed as an engager

Contractor providing a service to a client

Contractor providing a service to a client, through an intermediary

Public or Private service employing a worker through intermediary

Proto Personas

We have identified different user types who may seek to use the Check Employment Status for Tax tool in order to understand their specific situation.
As-Is Entry Journey

The current Guidance Page for the tool is often not the true start of our User’s journey. Different personas will enter the tool from multiple routes, seeking to carry out a task distinct to them.

As it stands, the tool assumes all users have a common “task” in mind, whilst also trying to be “all things to all people.” The complexity of GOV.UK pages reflects this.

User Feedback: “There’s a lack of clear guidance for the tool and the rules”
To-Be Entry Journey

Our hypothesis suggests that information on the current Guidance Page is only useful to some user types, but some is useful to all those seeking to use the tool.

To simplify the user journey and reduce cognitive overload we believe those seeking a decision on being employed or self-employed could be directed straight to the tool or a specific guidance page for them, where they can see a next step directly relevant to their situation.
Entry Journey Improvements

Changes may include creating two guidance pages which directly link to the tool which cater for the two specific scenarios we believe we have identified: Those wishing to understand if they are employed or self-employed, versus those seeking to understand if a contract sits in or out of IR35.

The initial question in the tool would seek to understand our users task.
Currently the tool does not consider the user's answer to whether they are a “worker,” “client,” or “agency” to create tailored content or dynamic journeys.

We hypothesise that by understanding the task of our user, we can tailor their journey and ensure only relevant language and questioning is used. We also believe that by understanding the user type early in the journey, we can introduce simplicity throughout subsequent pages and on the results page.

For this page to be effective, we will need to test a number of assumptions about our users.

**Assumption**: Users, such as Sole Traders, will know they are operating without an intermediary.

**Assumption**: Users, such as contractors, will know they have an intermediary.

**Assumption**: These users, such as Agencies and “fee payers” do not need to use the tool as they are not responsible for determining who is in or out of IR35.
Example Task Journey:
You are: “Someone whose job involves hiring other people for the organisation you’re employed by.”

1. **Q. Is there an Intermediary?**
   - Yes → **Q. Are you hiring for the Private Sector?**
   - No → Continue to Decision Matrix Questions

2. **Q. Are you a small business?**
   - Yes → Continue to Decision Matrix Questions
   - No → Continue to Decision Matrix Questions

**User Feedback:**
“The whole screen is too content heavy and there doesn’t seem to be any kind of order on this screen.”

**Noting the User specificities will allow us to reduce and tailor the current results pages.**

All user types receive tailored content and results based on their responses i.e. “A hirer, looking to understand how their medium sized private sector business should proceed.”

**EXIT:**
“The worker is responsible for determining and deducting PAYE if applicable.”
Other User Journey Considerations

By improving the entry journey, and understanding our users types we can potentially address other confusing questions currently being presented to the user, and their positioning in the flow. Such as:

Currently we believe the purpose of this question is to identify those users who are operating without an intermediary (Sole Traders in this instance) with other answers not impacting anything else in the Users journey. If we already know that our user is seeking to understand if they are employed or self-employed and not interested in IR35, then perhaps this page can be removed or simplified.

Deskpro Top Issue: - The questions are not clear what they are asking (or who they are for) - 26.67%

User Feedback: “The answers do not fit to what the questions are asking”
What do we propose

Based on our learning, what do we propose

- *Testing the task driven entry points*
- *Start creating in service content that is relevant to the user*
- *Start creating tailored results page*
# Next steps

Hold your horses or good to go moment.

<table>
<thead>
<tr>
<th>ICEAW/CBI</th>
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- User Research
- Updating prototype for usability testing
- On-boarding Dev Team
Thank you
# Product Risks

## Risk and Issues

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<th>Number</th>
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<td>1.0</td>
<td>Due to the contentious nature of the policy change it is likely that information is requested frequently using Freedom of Information Act. There is a risk that resource will be used for low value activity e.g. creating reports or compiling statistics.</td>
<td>1. Create an easily accessible basket of performance indicators e.g. Performance Dashboard 2. Store data in an easily accessible format 3. Be as transparent as possible e.g. UAT in GitHub</td>
<td>[Name]</td>
<td>Closed</td>
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</table>
| 2.0    | Due to timescales it may not be possible to demonstrate iteration based on user feedback (political with a small "p") and assurance | Escalated to project risk register (Risk and Issues bi-weekly call)  
There will be a six week period of support for the new service. There have been a number of iterations in design. We have added a whole new section based on user research. | [Name] | Closed |
| 3.0    | Desktop secure email is currently unsupported on a day to day basis. | Escalated to project risk register (Risk and Issues bi-weekly call)  
Customer Service Group have agreed to support the desktop service. | [Name] | Closed |
| 4.0    | We do not understand the supporting end to end business process for the indeterminate outcome e.g. will the existing contract review service be available.  
*See Assumption No. 2* | Escalated to project risk register (Risk and Issues bi-weekly call) | [Name] | Closed |
| 5.0    | Gov.uk content designer will not be available until June. There is a risk to the scrum in terms of managing the end to end language, tone and navigation from Gov.uk guidance and then into the tool. | This is mitigated by using a common style guide and [Name] kindly offered to talk if we had any major concerns.  
Content designer allocated. We have access to Gov.uk content via Sharepoint. Escalated to project to consider wider risks to project (Risk and Issues bi-weekly call) | [Name] | Closed |
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Goals for this Sprint

Research Focused Objectives

- Findability
  - How does the user find the tool?
- Understanding
  - Language in tool and guidance
- User Expectations
  - Tool and guidance

New research - 5 sessions of contextual research with the private sector

First round of usability testing

Product Management Begin prioritisation based on the product vision and prepare for usability testing
Done during this sprint

Usability testing

- Task driven entry points
- Tailored results page

xxx will demonstrate what was taken out:

Username:

Password:
Done during this sprint

5 rounds of contextual research
Done during this sprint

Started refactoring the code base

Over to xxxx
Done during this sprint

User Research

- Spoke with 5 different groups (xxxx, xxxx, PLCs, xxxx, Agency representatives) - discussion around thoughts on current tool (findability, ease of use, terminology, next steps)
- Usability testing x5 users
  - Not quite the right users but this allowed us to learn that testing needs to be focussed on users that have awareness of CEST and may have used CEST tool before
  - Updates to terminology were well received but this is not based on a comparison as we have no measure from these users as to what their understanding of the previous version was
- Findings report for usability testing will be finalised this week
- Take-away findings from the meetings this sprint (very much the same as the previous round of sessions)
  - Some of the questions are too ambiguous
  - Some answers are too close and hard to differentiate between and could be a mixture of two answers
  - Wording is too subjective and open to interpretation leading to confusion when choosing answers
  - MoO needs to be mentioned/have question(s) about
  - ‘Substitution’ is causing major issues within the public sector with regards to compliance checks currently being done
  - ‘Control’ also causing confusion as it does not properly recognise modern day working practices
What do we propose

Based on our learning, what do we propose

- Continue creating and testing the task driven entry points
- Continue creating and testing in service content that is relevant to the user
- Continue creating and testing tailored results page
- Starting addressing pain points in current content
- Face to face to define final high level user stories - MOO etc
- Refactoring
Next steps

Hold your horses or good to go moment.

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There will be a six week period of support for the new service. There have been a number of iterations in design. We have added a whole new section based on user research. | | Closed |
| 3      | Deskpro secure email is currently unsupported on a day to day basis.         | Escalated to project risk register (Risk and Issues bi-weekly call)  
Customer Service Group have agreed to support the deskpro service. | | Closed |
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Content designer allocated. We have access to Govuk content via Sharepoint.  
Escalated to project to consider wider risks to project (Risk and Issues bi-weekly call) | | Closed |
Check Employment Status for Tax - Sprint Review - 1st May

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Goals for this Sprint

- Continue creating and testing the task driven entry points
- Continue creating and testing in service content that is relevant to the user
- Continue creating and testing tailored results page
- Starting addressing pain points in current content (e.g. lack of personalised tone You and Your And Them)
- Complete refactoring

Decision and Assumption Logs

<table>
<thead>
<tr>
<th>Number</th>
<th>Decision</th>
<th>Decision Maker</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Indeterminate answer due to complexity is an acceptable outcome for CESt</td>
<td>Agreed at inception event</td>
<td>20/02/2019</td>
</tr>
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<td>2</td>
<td>Task based approach to entry</td>
<td>Agreed Sprint Review</td>
<td>22/03/2019</td>
</tr>
<tr>
<td>3</td>
<td>Tailoring of result page</td>
<td>Agreed Sprint Review</td>
<td>22/03/2019</td>
</tr>
<tr>
<td>4</td>
<td>Mutuality of Obligation - there will be no questions on MOD introduced into the digital service. There will be an HMRC paper detailing the HMRC approach to MOD.</td>
<td>Face to Face</td>
<td>10/04/2019</td>
</tr>
<tr>
<td>5</td>
<td>Multiple engagements (Business on own account). This will not be directly addressed within the digital service. This is because some of the users of the service cannot answer the questions.</td>
<td>Face to Face</td>
<td>10/04/2019</td>
</tr>
<tr>
<td>6</td>
<td>Tool Structure (reasonable care). Agreed that structure could be changed in response to user needs especially around reasonable care and risk.</td>
<td>Face to Face</td>
<td>10/04/2019</td>
</tr>
<tr>
<td>7</td>
<td>Particular occupations. These do not have to be addressed in the digital service.</td>
<td>Face to Face</td>
<td>10/04/2019</td>
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</tbody>
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<table>
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<tr>
<td>1</td>
<td>Discussed with PM/BA on a Skype call 25/04/2019 11:30 - 12:30. CEST 2 is not currently in scope. User need identified is more appropriately met by public facing API.</td>
<td>29/04/2019</td>
</tr>
<tr>
<td>2</td>
<td>Business process for dealing with &quot;indeterminate&quot; response is unchanged. For content purposes.</td>
<td>29/04/2019</td>
</tr>
</tbody>
</table>
Done during this sprint

Design

- Task driven entry points
- Tailored results page
- New content throughout

https://www.prototypes.tax.service.gov.uk/check-employment-status-for-tax-prototype/

Username: prototypes

Password: redacted
Starting addressing pain points in current content (lack of personalised tone You and Your And Them)

Out for review/sign off - xxx sent 29/04/2019

Although CEST asks the user who they are (end client, worker etc), it currently ignores the selection made by the user:

We intend to use the decision made by the user on this page to allow tailored content to be displayed.

- If the user chooses “The worker”, the user will see content that is tailored to them.
- If the user chooses “The end client”, the user will see content that is tailored to their organisation.
- If the user chooses “The agency paying the worker”, the user will see the same content that is currently live (this won’t be changed).

Note: only the tone of the pages will change. The question and answer intent/meaning will remain unchanged.
Optimised Content Screens

Prototype pages - 23rd April 2019
For Round 3 Usability Testing
Proposed Guidance
(Out of scope for scrum team)

Employed or self-employed? In or out of IR35? Use this tool to find out

This tool has been created for individuals and hirers, to find out who is regarded as self-employed for tax purposes.

And to determine whether a job or contract, and its working conditions (not the individual) is deemed employment and should be taxed at source (PAYE).

Use the tool for current or future roles, in the private or public sector. And to reassess a role’s status when its scope, or the way it works, changes.

Please choose answers that most closely describe how the work is done. At the end, you can check and change your answers. Before confirming them to get a result, which you can print or download.

No information, data or results are stored.

Before you start

There are six groups of questions, which are described below. You may want to read this and further guidance about them first.

- 1. About you
- 2. The worker’s duties
- 3. People who help or work instead of you
- 4. The working arrangements
- 5. The worker’s financial risk
- 6. Working with the hiring company

You’ll need to know:

- The worker’s responsibilities
- Who decides what work needs doing
- Who decides when, where and how the work’s done
- How the worker will be paid
- If the engagement includes any benefits or reimbursement for expenses.

Related content

- Employment Status
- Workers for yourself!

Detailed guidance

Away the off-payroll working rules (IR35) in the private sector
- The intermediaries (known as IR35)
- Off-payroll working in the public sector rules
- Employment status: employed or self-employed

Start now →
About your result

HMRC will stand by the result given, unless a compliance check finds the information you’ve provided isn’t accurate.

HMRC won’t stand by results achieved through contrived arrangements, designed to get a particular outcome from the service. This would be treated as evidence of deliberate non-compliance with associated higher penalties.
About you

**Which of these describes you best?**

- I want to find out if I am employed/self-employed
- I want to find out if I need to apply PAYE to someone who is working for me
- I want to find out if a contract I am, or could be, working on falls within IR35
- I want to find out if a contract my organisation is recruiting for falls within IR35
- I want to find out if a contract I’m recruiting for, on behalf of another organisation, falls within IR35

“Do I pay them PAYE” question rather than declaration

I want to find out if I need to pay someone who’s working for me within PAYE

“I want to find out if I need to apply PAYE to someone who is working for me”
Worker

About the people involved

Are you trading through a limited company, partnership or unincorporated body?

- Yes
- No

Continue

Hirer

About the people involved

Is the worker trading through a limited company, partnership or unincorporated body?

- Yes
- No

Continue
Same for worker and hirer

About the people involved

Is the work for a private sector business?

- Yes
- No

Continue
Same for worker and hirer

About the people involved

Does this business have more than:

Only select the options that apply

- £10.2 million annual turnover?
- £5.1 million on their balance sheet?
- 50 employees?
- None of the above

Continue
Advisories and Exits
Agency Exit

Full stops in H2

You don’t need to determine if this work should be paid within IR35

But if it is inside, you may still be accountable for operating PAYE

Finish
You don’t need to answer any more questions.

Until April 2020, workers are responsible for determining if roles like this should be in or out of IR35.

You can exit the tool now. Or continue through it, to see how other factors determine the employment status of this work and for your future reference.
Public Sector Worker: Exit OR continue

FULL STOPS NEEDED IN H2
Personal Service Section
Worker

Have you already started working for this client?

- Yes
- No

Hirer

Has the worker already started working for your organisation?

- Yes
- No

/live_v2/worker/contractStarted

/live_v2/hirer/contractStarted
Worker

About the worker's duties

Will you ever be required to act for this client, as:

- a board member?
- a treasurer or trustee?
- a company director, company secretary or holder of another official position?

For the purposes of this tool, the 'end client' is the organisation that directly benefits from the work you do.

Does it need this disclosure?
There's no mention of "end client" in the question.

Continue

Hirer

About the worker's duties

Will the worker ever have to act for your organisation, as:

- a board member?
- a treasurer or trustee?
- a company director, company secretary or holder of another official position?

Continue
Worker

Have you ever sent someone else to do your work - without this substitute being vetted, cleared or interviewed first?

- Yes, it was agreed
- Yes, but it was not agreed
- No, it hasn't happened

Continue

Hirer

Has the worker ever sent someone else to do their work - without this substitute being vetted, cleared or interviewed first?

- Yes, it was agreed
- Yes, but it was not agreed
- No, it hasn't happened

Continue
Worker

About substitutes and helpers

Did you pay your substitute directly?

☐ Yes ☐ No

Continue

Hirer

About substitutes and helpers

Did the worker pay their substitute directly?

☐ Yes ☐ No

Continue
Worker

Would this client allow you to send someone else to do your work - without your substitute being vetted, cleared or interviewed first?

- Yes
- No

Hirer

Would your organisation allow the worker to send someone else to do their work - without this substitute being vetted, cleared or interviewed first?

- Yes
- No
If Substitute Paid? (Engagement NOT Started)

**Worker**

Would you have to pay your substitute directly?

- Yes
- No

**Hirer**

Would the worker have to pay their substitute directly?

- Yes
- No
Worker

About substitutes and helpers

Have you paid another person to do a significant amount of this work?

☐ Yes  ☐ No

Continue

Hirer

About substitutes and helpers

Has the worker paid another person to do a significant amount of this work?

☐ Yes  ☐ No

Continue

/live_v2/worker/helper  /live_v2/hirer/helper
Control Section
Worker

The working arrangements
Could your client change your original task, project or location?

- Yes. With your agreement
- Yes. Without your agreement
- No

Hirer

The working arrangements
Could your people change the worker’s original task, project or location?

- Yes. With their agreement
- Yes. Without their agreement.
- No

/live_v2/worker/controlTask
/live_v2/hirer/controlTask
Worker

The working arrangements

Will your client specify exactly how they want the work done without your input?

- Yes
- No. You solely decide how the work is done
- No. Because it is highly skilled work
- Partly. Your client and you agree how the work is done

Continue

Hirer

The working arrangements

Will your people specify exactly how they want the work done, without the worker’s input?

- Yes
- No. The worker solely decides how the work is done.
- No. Because it is highly skilled work.
- Partly. Your people and the worker agree how the work will be done

Continue

/live_v2/worker/controlHow

/live_v2/hirer/controlHow
Worker

Will your client decide your schedule of working hours?

- Yes
- No
- Partly. Your client and you agree your own schedule
- Not applicable. The work is based on agreed deadlines, not a set schedule

Continue

Hirer

Will your people decide the schedule of working hours?

- Yes
- No
- Partly. Your people and the worker agree their own schedule
- Not applicable. The work is based on agreed deadlines, not a set schedule

Continue

/live_v2/worker/controlWhen
/live_v2/hirer/controlWhen
Worker

Hirer

The working arrangements
Will you be able to choose where you work?

- Yes
- No. Your client decides
- No. The task determines the location
- Partly. Some work has to be done in an agreed location

The working arrangements
Will the worker be able to choose where they work?

- Yes
- No. Your people decide
- No. The task determines the location
- Partly. Some work has to be done in an agreed location

/live_v2/worker/controlWhere
/live_v2/hirer/controlWhere
Financial Risk Section
Financial Risk 1of4: Any Expenses?

Worker

The worker's financial risk

Will you have to provide something to deliver this work at your own cost - that can’t be charged or claimed from your end client?

☐ Yes  ☐ No

Hirer

The worker's financial risk

Will the worker have to provide something to deliver this work, at their own cost - that can’t be charged or claimed from your organisation?

☐ Yes  ☐ No
Worker

What will you have to provide at your own cost?
Tick all that apply

- Materials. Substantial items that you can't use in the future or charge to/claim from your client
- Equipment. This does not include personal tablets and phones but can include work only PCs
- Vehicle. Used for work only tasks (not commuting) including purchase, fuel and running costs
- Miscellaneous, e.g. significant non-commuting travel or accommodation external business premises, insurance and accreditation costs.

Continue

/live_v2/worker/expenses2

Hirer

What will the worker provide at their own cost?
Tick all that apply

- Materials. Substantial items that the worker can't use in the future or charge to/claim from you
- Equipment. This does not include personal tablets and phones but can include work only PCs
- Vehicle. Used for work only tasks (not commuting) including purchase, fuel and running costs
- Miscellaneous, e.g. significant non-commuting travel or accommodation external business premises, insurance and accreditation costs.

Continue

/live_v2/hirer/expenses2
Financial Risk 3 of 4: Pay

Worker

The worker's financial risk

On what basis will you be compensated for this work?

- Time. An hourly, daily or weekly rate
- Price. A fixed amount for a specific project
- Amount. Based on how much work is completed
- Percentage. Of sales you generate
- Percentage. Share of your client’s profits or savings

Hirer

The worker's financial risk

On what basis will the worker be compensated for this work?

- Time. An hourly, daily or weekly rate
- Price. A fixed amount for a specific project
- Amount. Based on how much work is completed
- Percentage. Of sales the worker generates
- Percentage. Share of your organisation’s profits or savings
Worker

The worker’s financial risk

If your client wasn’t happy with your work, would you have to put it right at your cost?

- Yes. You would have to put it right, at no additional charge, and would incur extra costs in doing so
- Yes. You would have to put it right, at no additional charge, but would incur an opportunity cost
- No. You would put it right in your usual hours at your usual rate or fee
- No. You couldn’t put it right because it was time-specific or for a single event
- No. You wouldn’t need to put it right

Hirer

The worker’s financial risk

If your team weren’t happy with the work, would the worker have to put it right at their cost?

- Yes. The worker would have to put it right, at no additional charge, and would incur extra costs in doing so
- Yes. The worker would have to put it right, at no additional charge, but would incur an opportunity cost
- No. The worker would put it right in their usual hours at their usual rate or fee
- No. The worker couldn’t put it right because it was time-specific or for a single event
- No. They wouldn’t need to put it right

/live_v2/worker/dispute
/live_v2/hirer/dispute
Part & Parcel Section
Worker

Will you be entitled to any of these benefits from your client:

- Sick pay
- Holiday pay
- Workplace pension
- Maternity/paternity pay
- Other benefits, like health insurance?

Choose:
- Yes
- No

Continue

/live_v2/worker/benefits

Hirer

Will the worker be entitled to any of these benefits from your organisation:

- Sick pay
- Holiday pay
- Workplace pension
- Maternity/paternity pay
- Other benefits, like health insurance?

Choose:
- Yes
- No

Continue

/live_v2/hirer/benefits
Worker

Will you be responsible for any of these duties for your client?

- Hiring workers
- Dismissing workers
- Delivering appraisals
- Deciding how much to pay someone

Yes  No

Continue

Hirer

Will the worker be responsible for any of these duties for your organisation?

- Hiring workers
- Dismissing staff
- Delivering appraisals
- Deciding staff pay levels

Yes  No

Continue
Worker

Will you interact with your client’s external customers, audience or users?
- Yes
- No

Hirer

Will the worker interact with your organisation’s external customers, clients, audience or users?
- Yes
- No
Worker

Working with the hiring company

When you interact with your client’s external customers, audience or users, how do you introduce yourself?

- You work for their organisation
- You are an independent worker acting on their behalf
- You work for your own business

Continue

/live_v2/worker/identity

Hirer

Working with the hiring company

When the worker interacts with your external customers, clients, audience or users, how do they introduce themselves?

- They work for your organisation
- They are an independent worker acting on your organisation’s behalf
- They work for their own business

Continue

/live_v2/hirer/identity
Review your answers in each section below

1. About you

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Which of these describes you best?</td>
<td>I want to find out if a contract my organisation is recruiting for falls within IR35</td>
<td></td>
</tr>
<tr>
<td>Is the worker trading through a limited company, partnership or unincorporated body?</td>
<td>Yes</td>
<td>Change</td>
</tr>
<tr>
<td>Is the work for a private sector business?</td>
<td>Yes</td>
<td>Change</td>
</tr>
<tr>
<td>Does this business have more than £10.2 million annual turnover?</td>
<td>Yes</td>
<td>Change</td>
</tr>
<tr>
<td>Does this business have more than £5.1 million on their balance sheet?</td>
<td>No</td>
<td>Change</td>
</tr>
<tr>
<td>Does this business have more than 50 employees?</td>
<td>No</td>
<td>Change</td>
</tr>
</tbody>
</table>

2. The worker's duties

3. People who help or work instead of you

4. The working arrangements

5. The worker's financial risk

6. Working with the hiring company

Confirm answers to get your result

By submitting your answers, you confirm the information you’ve provided is, to the best of your knowledge, correct. That it reflects the actual, or expected, working practices of this role. And that if these change, you also accept your result may no longer hold.

[Confirm for result]
WORKER

PAYE determination (No Intermediary)

Your income from this work should be taxed within PAYE

Why are you getting this result?
Your answers suggest you should be deemed as employed for tax purposes.

You should now do the following:
Show this to the hirer and request that your earnings from this contract are paid within PAYE.
You can save, print, or export a PDF copy of your answers and result for future reference.

HIRER

You should operate PAYE for this contract.

Why are you getting this result?
Your answers suggest the worker on this contract is deemed employed for tax purposes.

You should now do the following:
Ensure earnings from this contract are paid within PAYE.
You can save, print, or export a PDF copy of your answers and result for future reference.

WORKER

IR35 determination (Intermediaries Legislation)

Your income from this contract should be taxed within PAYE.

Why are you getting this result?
Your answers suggest the intermediate legislation (IR35 regulations) applies to this contract. This means you would be deemed as employed for tax purposes for working on it.

You should now do the following:
Show this to the hirer and request that your earnings from this contract are paid within PAYE.
You can save, print, or export a PDF copy of your answers and result for future reference.

HIRER

You should operate PAYE for this contract.

Why are you getting this result?
Your answers suggest the intermediate legislation (IR35 regulations) applies to this contract. This means a contractor working will be deemed employed for tax purposes.

You should now do the following:
Ensure earnings from this contract are paid within PAYE.
You can save, print, or export a PDF copy of your answers and result for future reference.
Done during this sprint

It's a team sport and it is going on today and tomorrow

Pictures redacted

Round 2 Usability Findings and Contextual Research Findings have been distributed
Done during this sprint

**Development**

- Refactored code in Staging environment
- Performance testing
- Back Button in browser fixed
- Date and time stamp on PDF
- Monitoring

Wedi'i rwystro
What do we propose

Based on our learning, what do we propose

With large and medium private sector users

- *Continue iterating and testing the task driven entry points*
- *Continue iterating and testing in service content that is relevant to the user*
- *Continue iterating and testing tailored results page*
- *Deploy refactored code*
- *Deploy personalised journeys (subject to sign off) in existing service*
- *Deploy Welsh (subject to sign off by Welsh Unit)*
### Roadmap

**Pre-Discovery & Discovery**

<table>
<thead>
<tr>
<th>Sprint 0</th>
<th>Sprint 1</th>
<th>Sprint 2</th>
<th>Sprint 3</th>
<th>Alpha/Beta</th>
<th>Sprint 4</th>
<th>Sprint 5</th>
<th>Sprint 6</th>
<th>Sprint 7</th>
<th>Sprint 8</th>
<th>Sprint 9</th>
<th>Sprint 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>06/02/19 - 19/02/19</td>
<td>20/02/19 - 06/03/1</td>
<td>07/03/19 - 20/03/1</td>
<td>21/03/19 - 03/04/1</td>
<td>04/04/19 - 17/04/1</td>
<td>18/04/19 - 01/05/1</td>
<td>02/05/19 - 15/05/1</td>
<td>16/05/19 - 29/05/1</td>
<td>30/05/19 - 12/06/1</td>
<td>13/06/19 - 26/06/1</td>
<td>27/06/19 - 10/07/1</td>
<td></td>
</tr>
</tbody>
</table>

**User type (Persona)**

- Contractors ‘workers’ (internal HMRC staff)
- Contractors ‘workers’ (internal HMRC staff)
- Engagers
- Tax/Financial experts & Large orgs
- ICEAW/CBI

**Methodology**

- Contextual inquiry
- Inception event
- Round table - Contextual
- Usability testing - Contextual study
- Usability testing - Contextual study
- User interviews - Contextual usability testing

**Location**

- Telford office
- Canary Wharf
- London
- Likely London

**Events**

- Inception Event
- Sprint Review
- Sprint Review
- Sprint Review
- Sprint Review
- Sprint Review
- Sprint Review
- Sprint Review

**Assurance Events**

Research, Accessibility & Design
GDS Standards Assessment (Style TBA)

**Products**

- Product Vision
- Product Backlog
- Security Risk Assessment
- Engage Gov.uk Content Designer

**Design**

- User Needs
- Iterating
- Iterating
- Iterating
- Iterating

**Development**

- Google Analytics Audit
- Refactoring
- Refactoring
- Deploy Refactored Code
- Entry (includes Private Sector)
- Exit (Tailored)
- Welsh Language - Deploy

- Dev Resource join scrum
- Activate Welsh service
- Tone correct in existing service
- Welsh Language New Service (extract for translation)
- Working arrangement sedions
- DAC (External Accessibility Testing)

---

Updates made: Development Lane & Assurance Events
Thank you
## Risk and Issues

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
<th>Mitigation</th>
<th>Owner</th>
<th>Status</th>
</tr>
</thead>
</table>
| 1      | Due to the contentious nature of the policy change it is likely that information is requested frequently using Freedom of Information Act. There is a risk that resource will be used for low value activity e.g. creating reports or compiling statistics. | 1 - Create an easily accessible basket of performance indicators e.g. Performance Dashboard  
2 - Store data in an easily accessible format  
3 - Be as transparent as possible e.g. UAT in GitHub |       | Closed     |
| 2      | Due to timescales it may not be possible to demonstrate iteration based on user feedback (political with a small "p") and assurance | Escalated to project risk register (Risk and Issues bi-weekly call)  
There will be a six week period of support for the new service. There have been a number of iterations in design. We have added a whole new section based on user research. |       | Closed     |
| 3      | Deskpro secure email is currently unsupported on a day to day basis          | Escalated to project risk register (Risk and Issues bi-weekly call)  
Customer Service Group have agreed to support the deskpro service. |       | Closed     |
| 4      | We do not understand the supporting end to end business process for the indeterminate outcome e.g. will the existing contract review service be available. | Escalated to project risk register (Risk and Issues bi-weekly call) |       | Closed     |
|        | See Assumption No. 2                                                        |                                                                           |       |            |
| 5      | Gov.uk content designer will not be available until June. There is a risk to the scrum in terms of managing the end to end language, tone and navigation from Gov.uk guidance and then into the tool. | This is mitigated by using a common style guide and kindly offered to talk if we had any major concerns.  
Content designer allocated. We have access to Gov.uk content via Sharepoint.  
Escalated to project to consider wider risks to project (Risk and Issues bi-weekly call) |       | Closed     |
PRODUCT VISION

Users

Primary:
- Public sector employers
- Large and medium private sector employers

Secondary:
- Intermediaries and workers may also use the product
- Specific user groups
- Agencies

Needs

How will it meet a user’s needs:
- Allow both public and private sector users to correctly administer the worker’s payment for tax purposes
- Allow users to be able to answer questions that will give an accurate assessment of a worker’s status
- Allow users to easily understand the purpose of the tool, and the next steps
- Allow users to submit feedback
- Allow users who work in specific industries to quickly exit the tool
- Allow users to perform more than one check in a session (not having to start again)
- Allow users to get help using the tool
Goals for this Sprint

- Continue creating and testing the task driven entry points
- Continue creating and testing in service content that is relevant to the user
- Continue creating and testing tailored results page
- Starting addressing pain points in current content e.g. lack of personalised tone You and Your And Them
- Complete refactoring
Done during this sprint

Design

- Task driven entry points
- Tailored results page
- New content throughout

https://www.prototypes.tax.service.gov.uk/check-employment-status-for-tax-prototype/

Username: prototypes

Password: redacted
Starting addressing pain points in current content (lack of personalised tone You and Your And Them)

Out for review/sign off - xxxx sent 29/04/2019

Although CEST asks the user who they are (end client, worker etc), it currently ignores the selection made by the user:

We intend to use the decision made by the user on this page to allow tailored content to be displayed.

- If the user chooses “The worker”, the user will see content that is tailored to them.
- If the user chooses “The end client”, the user will see content that is tailored to their organisation.
- If the user chooses “The agency paying the worker”, the user will see the same content that is currently live (this won’t be changed).

Note: only the **tone** of the pages will change. The question and answer intent/meaning will remain unchanged.
Optimised Content Screens

Prototype pages - 23rd April 2019
For Round 3 Usability Testing
Proposed Guidance
(Out of scope for scrum team)
About your result

HMRC will stand by the result given, unless a compliance check finds the information you’ve provided isn’t accurate.

HMRC won’t stand by results achieved through contrived arrangements, designed to get a particular outcome from the service. This would be treated as evidence of deliberate non-compliance with associated higher penalties.
About you
Which of these describes you best?

- I want to find out if I am employed/self-employed
- I want to find out if I need to apply PAYE to someone who is working for me
- I want to find out if a contract I am, or could be, working on falls within IR35
- I want to find out if a contract my organisation is recruiting for falls within IR35
- I want to find out if a contract I’m recruiting for, on behalf of another organisation, falls within IR35

“Do I pay them PAYE” question rather than declaration

I want to find out if I need to pay someone who’s working for me within PAYE

“I want to find out if I need to apply PAYE to someone who is working for me”
Worker

About the people involved

Are you trading through a limited company, partnership or unincorporated body?

☐ Yes  ☐ No

Continue

Hirer

About the people involved

Is the worker trading through a limited company, partnership or unincorporated body?

☐ Yes  ☐ No

Continue

/worker/intermediary

/hirer/intermediary
Same for worker and hirer

About the people involved

Is the work for a private sector business?

- Yes
- No

Continue
Same for worker and hirer

GOV.UK
Check employment status for tax

BETA This is a new service – your feedback will help us to improve it.

About the people involved

Does this business have more than:

Only select the options that apply

- [ ] £10.2 million annual turnover?
- [ ] £5.1 million on their balance sheet?
- [ ] 50 employees?
- [x] None of the above

Continue
Advisories and Exits
Full stops in H2
M/L Private Sector Business: Exit OR continue

FULL STOPS NEEDED IN H2

You don’t need to answer any more questions.

Until April 2020, workers are responsible for determining if roles like this should be in or out of IR35

You can exit the tool now. Or continue through it, to see how other factors determine the employment status of this work and for your future reference

Finish

Continue through tool
Public Sector Worker: Exit OR continue

FULL STOPS NEEDED IN H2

You don’t need to answer any more questions

The organisation offering the work is responsible for determining if it should be in or out of IR35

You can exit the tool now. Or continue through it, to see how other factors determine the employment status of this work for your own records

Finish

Continue through tool
Personal Service Section
Engagement Started?

Worker

About the people involved

Have you already started working for this client?

- [ ] Yes
- [ ] No

Continue

Hirer

About the people involved

Has the worker already started working for your organisation?

- [ ] Yes
- [ ] No

Continue

/live_v2/worker/contractStarted

/live_v2/hirer/contractStarted
Worker

About the worker's duties
Will you ever be required to act for this client, as:
- a board member?
- a treasurer or trustee?
- a company director, company secretary or holder of another official position?

For the purposes of this tool, the 'end client' is the organisation that directly benefits from the work you do.

Does it need this disclosure? There's no mention of "end client" in the question.

Hirer

About the worker's duties
Will the worker ever have to act for your organisation, as:
- a board member?
- a treasurer or trustee?
- a company director, company secretary or holder of another official position?

Does it need this disclosure? There's no mention of "end client" in the question.
Worker

About substitutes and helpers

Have you ever sent someone else to do your work - without this substitute being vetted, cleared or interviewed first?

- Yes. It was agreed
- Yes. But it was not agreed
- No. It hasn’t happened

Continue

/live_v2/worker/substitute

Hirer

About substitutes and helpers

Has the worker ever sent someone else to do their work - without this substitute being vetted, cleared or interviewed first?

- Yes. It was agreed
- Yes. But it was not agreed
- No. It hasn’t happened

Continue

/live_v2/hirer/substitute
Worker

About substitutes and helpers

Did you pay your substitute directly?

- Yes
- No

Continue

Hirer

About substitutes and helpers

Did the worker pay their substitute directly?

- Yes
- No

Continue
Worker

Would this client allow you to send someone else to do your work - without your substitute being vetted, cleared or interviewed first?

- Yes
- No

Hirer

Would your organisation allow the worker to send someone else to do their work - without this substitute being vetted, cleared or interviewed first?

- Yes
- No
Worker

Would you have to pay your substitute directly?

- Yes
- No

Hirer

Would the worker have to pay their substitute directly?

- Yes
- No
Worker

About substitutes and helpers

Have you paid another person to do a significant amount of this work?

- Yes
- No

Continue

Hirer

About substitutes and helpers

Has the worker paid another person to do a significant amount of this work?

- Yes
- No

Continue
Control Section
Worker

The working arrangements

Could your client change your original task, project or location?

- Yes. With your agreement
- Yes. Without your agreement
- No

Continue

/Hive_v2/worker/controlTask

Hirer

The working arrangements

Could your people change the worker’s original task, project or location?

- Yes. With their agreement
- Yes. Without their agreement.
- No

Continue

/Hive_v2/hirer/controlTask
Worker

The working arrangements
Will your client specify exactly how they want the work done without your input?

- Yes
- No. You solely decide how the work is done
- No. Because it is highly skilled work
- Partly. Your client and you agree how the work is done

Continue

https://live_v2/worker/controlHow

Hirer

The working arrangements
Will your people specify exactly how they want the work done, without the worker’s input?

- Yes
- No. The worker solely decides how the work is done.
- No. Because it is highly skilled work.
- Partly. Your people and the worker agree how the work will be done.

Continue

https://live_v2/hirer/controlHow

Remove full stops
Worker

The working arrangements

Will your client decide your schedule of working hours?

- Yes
- No
- Partly. Your client and you agree your own schedule
- Not applicable. The work is based on agreed deadlines, not a set schedule

Hirer

The working arrangements

Will your people decide the schedule of working hours?

- Yes
- No
- Partly. Your people and the worker agree their own schedule.
- Not applicable. The work is based on agreed deadlines, not a set schedule.

/alive_v2/worker/controlWhen

/alive_v2/hirer/controlWhen
Worker

The working arrangements

Will you be able to choose where you work?

- Yes
- No. Your client decides
- No. The task determines the location
- Partly. Some work has to be done in an agreed location

Hirer

The working arrangements

Will the worker be able to choose where they work?

- Yes
- No. Your people decide
- No. The task determines the location
- Partly. Some work has to be done in an agreed location
Financial Risk Section
Financial Risk 1of4: Any Expenses?

Worker

The worker's financial risk

Will you have to provide something to deliver this work at your own cost - that can’t be charged or claimed from your end client?

☐ Yes  ☐ No

Hirer

The worker's financial risk

Will the worker have to provide something to deliver this work, at their own cost - that can’t be charged or claimed from your organisation?

☐ Yes  ☐ No

/live_v2/worker/expenses  /live_v2/hirer/expenses
Worker

The worker's financial risk

On what basis will you be compensated for this work?

- Time. An hourly, daily or weekly rate
- Price. A fixed amount for a specific project
- Amount. Based on how much work is completed
- Percentage. Of sales you generate
- Percentage. Share of your client's profits or savings

Continue

Hirer

The worker's financial risk

On what basis will the worker be compensated for this work?

- Time. An hourly, daily or weekly rate
- Price. A fixed amount for a specific project
- Amount. Based on how much work is completed
- Percentage. Of sales the worker generates
- Percentage. Share of your organisation’s profits or savings

Continue
Worker

The worker’s financial risk

If your client wasn’t happy with your work, would you have to put it right at your cost?

- Yes. You would have to put it right, at no additional charge, and would incur extra costs in doing so
- Yes. You would have to put it right, at no additional charge, but would incur an opportunity cost
- No. You would put it right in your usual hours at your usual rate or fee
- No. You couldn’t put it right because it was time-specific or for a single event
- No. You wouldn’t need to put it right

Hirer

The worker's financial risk

If your team weren’t happy with the work, would the worker have to put it right at their cost?

- Yes. The worker would have to put it right, at no additional charge, and would incur extra costs in doing so
- Yes. The worker would have to put it right, at no additional charge, but would incur an opportunity cost
- No. The worker would put it right in their usual hours at their usual rate or fee
- No. The worker couldn’t put it right because it was time-specific or for a single event
- No. They wouldn’t need to put it right
Part & Parcel Section
Worker

Will you be entitled to any of these benefits from your client:

- Sick pay
- Holiday pay
- Workplace pension
- Maternity/paternity pay
- Other benefits, like health insurance?

Yes  No

Continue

Hirer

Will the worker be entitled to any of these benefits from your organisation:

- Sick pay
- Holiday pay
- Workplace pension
- Maternity/paternity pay
- Other benefits, like health insurance?

Yes  No

Continue
Worker

Will you be responsible for any of these duties for your client?

- Hiring workers
- Dismissing workers
- Delivering appraisals
- Deciding how much to pay someone

[Radio buttons] Yes / No

Continue

Hirer

Will the worker be responsible for any of these duties for your organisation?

- Hiring workers
- Dismissing staff
- Delivering appraisals
- Deciding staff pay levels

[Radio buttons] Yes / No

Continue
Worker

Will you interact with your client’s external customers, audience or users?

- Yes
- No

Hirer

Will the worker interact with your organisation’s external customers, clients, audience or users?

- Yes
- No
Worker

When you interact with your client’s external customers, audience or users, how do you introduce yourself?

- You work for their organisation
- You are an independent worker acting on their behalf
- You work for your own business

Hirer

When the worker interacts with your external customers, clients, audience or users, how do they introduce themselves?

- They work for your organisation
- They are an independent worker acting on your organisation’s behalf
- They work for their own business
Review your answers in each section below

1. About you

Which of these describes you best?  I want to find out if a contract my organisation is recruiting for falls within IR35

Is the worker trading through a limited company, partnership or unincorporated body?  Yes

Is the work for a private sector business?  Yes

Does this business have more than £50.2 million annual turnover?  Yes

Does this business have more than £5.1 million on their balance sheet?  No

Does this business have more than 50 employees?  No

2. The worker's duties

3. People who help or work instead of you

4. The working arrangements

5. The worker's financial risk

6. Working with the hiring company

Confirm answers to get your result

By submitting your answers, you confirm the information you’ve provided is, to the best of your knowledge, correct. That it reflects the actual, or expected, working practices of this role. And that if these change, you also accept your result may no longer hold.

Confirm for result
**PAYE determination (No Intermediary)**

**WORKER**

Your income from this work should be taxed within PAYE

**HIRER**

You should operate PAYE for this contract.

---

**IR35 determination (Intermediaries Legislation)**

**WORKER**

Your income from this contract should be taxed within PAYE.

**HIRER**

You should operate PAYE for this contract.
Done during this sprint

It’s a team sport and it is going on today and tomorrow

Pictures redacted
Done during this sprint

**Development**

- Refactored code in Staging environment  
  - Wedi'i rwystro
- Performance testing
  - ✔️
- Back Button in browser fixed
  - ✔️
- Date and time stamp on PDF
  - ✔️
- Monitoring
  - ✔️

**Over to Wayne**
What do we propose

Based on our learning, what do we propose

With large and medium private sector users

- Continue iterating and testing the task driven entry points
- Continue iterating and testing in service content that is relevant to the user
- Continue iterating and testing tailored results page
- Deploy refactored code
- Deploy personalised journeys (subject to sign off) in existing service
- Deploy Welsh (subject to sign off by Welsh Unit)
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</tbody>
</table>

Updates made: Development Lane & Assurance Events
Thank you
## Risk and Issues

<table>
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<tr>
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<th>Description</th>
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<th>Owner</th>
<th>Status</th>
</tr>
</thead>
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<tr>
<td>1</td>
<td>Due to the contentious nature of the policy change it is likely that information is requested frequently using Freedom of Information Act. There is a risk that resource will be used for low value activity e.g. creating reports or compiling statistics.</td>
<td>1 - Create an easily accessible basket of performance indicators e.g. Performance Dashboard 2 - Store data in an easily accessible format 3 - Be as transparent as possible e.g. UAT in GitHub</td>
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<td>Closed</td>
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<td>2</td>
<td>Due to timescales it may not be possible to demonstrate iteration based on user feedback (political with a small &quot;p&quot;) and assurance</td>
<td>Escalated to project risk register (Risk and Issues bi-weekly call) There will be a six week period of support for the new service. There have been a number of iterations in design. We have added a whole new section based on user research.</td>
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<td>Deskpro secure email is currently unsupported on a day to day basis</td>
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<tr>
<td>4</td>
<td>We do not understand the supporting end to end business process for the indeterminate outcome e.g. will the existing contract review service be available. See Assumption No. 2</td>
<td>Escalated to project risk register (Risk and Issues bi-weekly call)</td>
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<td>Gov.uk content designer will not be available until June. There is a risk to the scrum in terms of managing the end to end language, tone and navigation from Gov.uk guidance and then into the tool.</td>
<td>This is mitigated by using a common style guide and kindly offered to talk if we had any major concerns. Content designer allocated. We have access to Gov.uk content via Sharepoint. Escalated to project to consider wider risks to project (Risk and Issues bi-weekly call)</td>
<td></td>
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Check Employment Status for Tax - Sprint Review - 15th May

PRODUCT VISION

Users

Primary:
- Public sector employers
- Large and medium private sector employers

Secondary:
- Intermediaries and workers may also use the product
- Specific user groups
- Agencies

Needs

How will it meet a user’s needs:

- Allow both public and private sector users to correctly administer the worker’s payment for tax purposes
- Allow users to be able to answer questions that will give an accurate assessment of a worker’s status
- Allow users to easily understand the purpose of the tool, and the next steps
- Allow users to submit feedback
- Allow users who work in specific industries to quickly exit the tool
- Allow users to perform more than one check in a session (not having to start again)
- Allow users to get help using the tool
Goals for this Sprint

- Continue iterating and testing the task driven entry points
- Continue iterating and testing in service content that is relevant to the user
- Continue iterating and testing tailored results page
- Deploy refactored code
- Deploy personalised journeys (subject to sign off) in existing service
- Deploy Welsh (subject to sign off by Welsh Unit)
Done during this sprint

**Design**

- Task driven entry points
- Tailored results page
- New content throughout

Username:

Password:
Done during this sprint

It's a team sport and it is going on yesterday and today

Round 3 Usability
Findings and Contextual Research
Findings have been distributed
All research can be found in Microsoft teams

Join the team Check Employment Status for Tax

---

**Key findings**

- Office holder question was again, extremely well understood
- Users were all able to self identify at the beginning of the tool
- New results screen layout was very well received and easy to understand
- Users felt that having the ‘About your result’ screen up front was better and highlighted the fact for using reasonable care throughout the tool
- Substitute question was well understood and users were able to link it to real world examples

- Use of ‘this business’ caused confusion as users felt this referred to the potential contractor
- Use of ‘your people’ wasn’t well understood
- Users did not realise they could carry on through the tool when hitting the ‘you do not need to answer any more questions’ screen
- Users were looking at some questions in a too granular level
Done during this sprint

**Development**

- Refactored code in production environment
- Personalised journeys (tone) in existing service
- Welsh service refactored (no toggle) in production environment
What do we propose

Based on our learning, what do we propose

With large and medium private sector users

- Continue iterating and testing the task driven entry points
- Continue iterating and testing in service content that is relevant to the user
- Continue iterating and testing tailored results page
- Build Entry Journey
- Deploy Welsh (subject to sign off by Welsh Unit)
# Roadmap

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2 - Store data in an easily accessible format  
3 - Be as transparent as possible e.g. UAT in GitHub                                                                                   |       | Closed       |
| 2      | Due to timescales it may not be possible to demonstrate iteration based on user feedback (political with a small "p") and assurance                                                                           | Escalated to project risk register (Risk and Issues bi-weekly call)  
There will be a six week period of support for the new service. There have been a number of iterations in design. We have added a whole new section based on user research. |       | Closed       |
| 3      | Deskpro secure email is currently unsupported on a day to day basis                                                                                                                                              | Escalated to project risk register (Risk and Issues bi-weekly call)  
Customer Service Group have agreed to support the deskpro service.                                                                                                                         |       | Closed       |
| 4      | We do not understand the supporting end to end business process for the indeterminate outcome e.g. will the existing contract review service be available.                                                                 | Escalated to project risk register (Risk and Issues bi-weekly call)                                                                                                                                               |       | Closed       |
|        | **See Assumption No. 2**                                                                                                                                                                                      |                                                                                                                                                                                                           |       |              |
| 5      | Gov.uk content designer will not be available until June. There is a risk to the scrum in terms of managing the end to end language, tone and navigation from Gov.uk guidance and then into the tool. | This is mitigated by using a common style guide and kindly offered to talk if we had any major concerns.  
Content designer allocated. We have access to Gov.uk content via Sharepoint.                                                                                                               |       | Closed       |
## PRODUCT VISION

### Users

**Primary:**
- Public sector employers
- Large and medium private sector employers

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- Intermediaries and workers may also use the product
- Specific user groups
- Agencies

### Needs

How will it meet a user’s needs:

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- Allow users to get help using the tool
Goals for this Sprint

- Continue iterating and testing the task driven entry points
- Continue iterating and testing in service content that is relevant to the user
- Continue iterating and testing tailored results page
- Entry Journey
- Remove automatic kick out
- Check your answers page
Done during this sprint

Development

- Entry Journey
- Remove automatic kick out
- Check your answers page

Unblocked

Deployed refactored code and personalised journeys (subject to sign off) in existing service

Blocked (Wedi’i rwystro)

Deploy toggle for Welsh language in existing service (currently with Welsh Language Unit for QA)

Over to Development team to Demo
Done during this sprint

Design

- Task driven entry points
- Tailored results page
- New content throughout

Username:

Password:

Over to to Demo latest version of the prototype
Done during this sprint

Research

- Held 3 roundtable events
  - Opportunity for external stakeholders to be kept up to date with the journey so far
  - Also for them to give feedback on the changes and updates we’ve made
- Held first of 3 usability testing sessions this week (split over two sprints)
  - Feedback is still to be fully analysed but on first sight, a lot of the feedback matches what we heard in some of the roundtable events last week
Done during this sprint

It’s a team sport and it is going on yesterday and tomorrow

Over to Ash (Stuart) for verbal update

Round 4 Usability
Findings and Contextual Research
Findings have been distributed

Round table events held on 22nd and 23rd May
All research can be found in Microsoft teams

Join the team Check Employment Status for Tax

Key findings

- Gov.uk guidance page was well received on the whole
  - Users liked how it was set out
- Content of ‘office holder’ and ‘substitution’ questions was again very well received
- Users understood the ‘financial risk’ question and were all able to answer confidently
- Check your answers screen was again very well received
  - All users stated how useful this was
- Once users reached the PDF they were happy with the layout and details provided
- Highest SUS score to date!

- Splitting the ‘who are you’ options actually caused more confusion for the users
- Users were unaware they could/should pick multiple options on the ‘size of company’ multiple choice question
- Users still going to a too granular level on question regarding workers location
- ‘Partly’ options on questions seem to be an easy get-out for users, even though on a lot of cases it does match real world scenarios
- Not quite clear that users can add personalisation details to the PDF that they are given the choice to download
- Need to revisit questions which aren’t suitable for screen readers
What do we propose

Based on our learning, what do we propose

With large and medium private sector users

- *Continue iterating and testing the task driven entry points*
- *Continue iterating and testing in service content that is relevant to the user*
- *Continue iterating and testing tailored results page*
- *New Personal Service, Control, Financial Risk and Part & Parcel sections*
- *New result pages*
# Roadmap

<table>
<thead>
<tr>
<th>Pre-Discovery &amp; Discovery</th>
<th>Sprint 0</th>
<th>Sprint 1</th>
<th>Sprint 2</th>
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<tbody>
<tr>
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<tr>
<td><strong>User type (Persona)</strong></td>
<td>Contracts 'workers' (internal HMRC staff)</td>
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<td>Engagers</td>
<td>ICEAW/CBI</td>
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<td>Usability testing</td>
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</tr>
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<td><strong>Assurance Events</strong></td>
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</tbody>
</table>

*Last updates made: Development Lane & Assurance Events*
Thank you
## Risk and Issues

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
<th>Mitigation</th>
<th>Owner</th>
<th>Status</th>
</tr>
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</table>
| 1      | Due to the contentious nature of the policy change it is likely that information is requested frequently using Freedom of Information Act. There is a risk that resource will be used for low value activity e.g. creating reports or compiling statistics. | 1 - Create an easily accessible basket of performance indicators e.g. Performance Dashboard  
2 - Store data in an easily accessible format  
3 - Be as transparent as possible e.g. UAT in GitHub |       | Closed |
| 2      | Due to timescales it may not be possible to demonstrate iteration based on user feedback (political with a small "p") and assurance | Escalated to project risk register (Risk and Issues bi-weekly call)  
There will be a six week period of support for the new service. There have been a number of iterations in design. We have added a whole new section based on user research. |       | Closed |
| 3      | Deskpro secure email is currently unsupported on a day to day basis | Escalated to project risk register (Risk and Issues bi-weekly call)  
Customer Service Group have agreed to support the deskpro service. |       | Closed |
| 4      | We do not understand the supporting end to end business process for the indeterminate outcome e.g. will the existing contract review service be available. See Assumption No. 2 | Escalated to project risk register (Risk and Issues bi-weekly call) |       | Closed |
| 5      | Gov.uk content designer will not be available until June. There is a risk to the scrum in terms of managing the end to end language, tone and navigation from Gov.uk guidance and then into the tool. | This is mitigated by using a common style guide and kindly offered to talk if we had any major concerns.  
Content designer allocated. We have access to Gov.uk content via Sharepoint. Escalated to project to consider wider risks to project (Risk and Issues bi-weekly call) |       | Closed |
PRODUCT VISION

Users

Primary:
- Public sector employers
- Large and medium private sector employers

Secondary:
- Intermediaries and workers may also use the product
- Specific user groups
- Agencies

Needs

How will it meet a user's needs:

- Allow both public and private sector users to correctly administer the worker's payment for tax purposes
- Allow users to be able to answer questions that will give an accurate assessment of a worker's status
- Allow users to easily understand the purpose of the tool, and the next steps
- Allow users to submit feedback
- Allow users who work in specific industries to quickly exit the tool
- Allow users to perform more than one check in a session (not having to leave the tool)
- Allow users to get help using the tool
Goals for this Sprint

- Continue iterating and testing the task driven entry points
- Continue iterating and testing in service content that is relevant to the user
- Continue iterating and testing tailored results page
- New Personal Service, Control, Financial Risk and Part & Parcel sections
- New result pages
Done during this sprint

Development

- Personal Service, Control, Financial Risk, Part & Parcel
- Completed Set Up with optimised content
- Removing early exits

Unblocked (heb ei gloi)

Deployed toggle for Welsh language in existing service

Analytics

https://datastudio.google.com/open/10Qg1rvDKUyIBrj4votqic0xEtqqFJxN8

Over to Development team to Demo
Done during this sprint

**Design**

- Task driven entry points - issues
- Tailored results page
- Financial risk - issues


Username: prototypes

Password: Th3CatSat0

Over to Kim/Stuart/Georgie to Demo latest version of the prototype
Done during this sprint

Research

- Held 2 usability testing sessions (split over two sprints) with 6 private sector hiring managers
  - Feedback is still to be fully analysed but on first sight, a lot of the feedback matches what we heard in some of the roundtable events last week
Done during this sprint

It’s a team sport and it is going on yesterday and tomorrow

Over to for verbal update

Round 5 Usability Findings and Contextual Research Findings have been distributed
All research can be found in Microsoft teams

Join the team Check Employment Status for Tax

Key findings

- Vast majority of questions and answers are now being well understood by users
- Users found the way that the substitution questions were split (if answering for a current contract) was much more understandable than the original version
- The disclaimer, albeit being seen as strongly worded, was very well received and users stated that it clearly set out HMRC’ stance
- All users were able to complete the tool and get an outcome
- Highest single SUS score to date

- The private sector company size question was still not seen as a multiple choice question in the first instance for the majority of users
- The worker incurring significant cost questions were still not providing enough context (on the first question of these) for users to give an informed answer
- Users still slightly unsure that the ‘details’ they could add would be shown on a downloadable copy of their result
- Users expected the time/date stamp to appear at the top of the downloadable output
What do we propose

Based on our learning, what do we propose

With large and medium private sector users

- Continue iterating and testing the task driven entry points
- Continue iterating and testing in service content that is relevant to the user
- Continue updating result pages
- New PDF
- Continuing content updates
## Roadmap

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</tr>
<tr>
<td>Development</td>
<td>Google Analytics Audit</td>
<td>Refactoring</td>
<td>Refactoring</td>
<td>Deploy Refactored Code</td>
<td>Activate Welsh service</td>
<td>Tone correct in existing service</td>
<td>Entry (includes Private Sector)</td>
<td>Exit (Tailored) Welsh Language New Service (extract for translation)</td>
<td>Working arrangement sections</td>
<td>Welsh Language - Deploy</td>
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<th>PRODUCT VISION</th>
<th>Needs</th>
<th>Product Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Users</strong></td>
<td>How will it meet a user's needs:</td>
<td>What are the key goals for the product:</td>
</tr>
</tbody>
</table>
| Primary:       | - Allow both public and private sector users to correctly administer the worker's payment for tax purposes  
                 - Allow users to be able to answer questions that will give an accurate assessment of a worker's status  
                 - Allow users to easily understand the purpose of the tool, and the next steps  
                 - Allow users to submit feedback  
                 - Allow users to get help using the tool | - Ensure the product meets the needs of the private sector  
                 - Ensure that the service addresses business on own account  
                 - Ensure that the questions asked are clearer for the user, therefore leading to more accurate results  
                 - Improve/clarify the content, so that it's clearer and more understandable for the user  
                 - Improve the overall user journey through iterative user research  
                 - Create an exit survey |
| Secondary:     | - Intermediaries and workers may also use the product  
                 - Recruitment agencies (fee payers) | |

**Check Employment Status for Tax - Sprint Review - 10 July**
Goals for this Sprint

- Technical spike to investigate changes to the Decision service
- Complete July MVP original scope
- Addressing recommendations in our Research, Accessibility & Design review
- Start initial design of Business on Own Account questions
Done during this sprint

**Development**

- Personal Details on the PDF
- New PDF
- URL updates
- Change your answers
- Content updates
- Accessibility bugs identified in internal assessment

Over to the team to demo
Vision for Decision Service Refactoring

- Capability to add to and adjust the Decision Service - easier to enhance in the future
- Make the decision service easier to support in live (reduction in resource and time)
- Reduction in running costs (instances reduced and memory usage)
- More performant
- Easier for third party developers to understand
Done during this sprint

**Design**

- Initial thinking about Business On Own Account
- Addressing recommendations in Research, Accessibility Review
## SET UP

<table>
<thead>
<tr>
<th>CURRENT</th>
<th>HIRER</th>
<th>WORKER</th>
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</thead>
<tbody>
<tr>
<td><strong>Who are you?</strong></td>
<td><strong>Who are you?</strong></td>
<td><strong>Who are you?</strong></td>
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<tr>
<td>O Worker</td>
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<td>O Agency</td>
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<tr>
<td><strong>What do you want to find out about this work?</strong></td>
<td><strong>What are you trying to find out about your work?</strong></td>
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<tr>
<td>O If it falls within the off-payroll working rules (IR35)</td>
<td>O If it falls within the off-payroll working rules (IR35)</td>
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<tr>
<td>O If it should be classed as employed or self-employed for tax purposes</td>
<td>O If you should be classed as employed or self-employed for tax purposes</td>
<td></td>
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<tr>
<td>SET UP</td>
<td>CURRENT</td>
<td>HIRER</td>
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</tr>
<tr>
<td><strong>Is your organisation a ‘Public Authority’?</strong></td>
<td></td>
<td><strong>Is your client a ‘Public Authority’?</strong></td>
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<tr>
<td>This can include the following:</td>
<td>government departments and their executive agencies</td>
<td>This can include the following:</td>
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<tr>
<td>● companies owned or controlled by the public sector</td>
<td>schools and universities</td>
<td>● companies owned or controlled by the public sector</td>
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<tr>
<td>● local authorities</td>
<td>the National Health Service (NHS)</td>
<td>● local authorities</td>
</tr>
</tbody>
</table>

Read more about [Public Authorities](#).
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<td><strong>Worker's duties</strong>&lt;br&gt;During this work will you act as a board member, treasurer, trustee, company director, company secretary or other office holder position for your client?&lt;br&gt;〇 Yes   〇 No</td>
<td><strong>Will the worker be in an ‘Office Holder’ position?</strong>&lt;br&gt;This can include a board member, treasurer, trustee, company secretary, or company director.&lt;br&gt;〇 Yes   〇 No&lt;br&gt;Read more about Office Holders.</td>
<td><strong>Will you work in an ‘Office Holder’ position?</strong>&lt;br&gt;This can include a board member, treasurer, trustee, company secretary, or company director.&lt;br&gt;〇 Yes   〇 No&lt;br&gt;Read more about Office Holders.</td>
</tr>
</tbody>
</table>
Done during this sprint

Research

- Held usability testing sessions (split over two sprints) with 7 hiring managers

Key findings

- On the whole, users found the tool was easy to use

- Agencies struggled to identify the correct option - they missed the information about continuing as the worker
- The term opportunity cost caused some confusion.
- Substantial costs is open to interpretation
Done during this sprint

It’s a team sport

Round 6 and 7 Usability Findings and Contextual Research Findings have been distributed

Link to:

User Research
What do we propose

Based on our learning, what do we propose

With contractors users

- *Continue iterating and testing in service content that is relevant to the user*
- *Start testing Business on Own Account designs*
- *Starting the refactoring of the Decision Service*
<table>
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<tr>
<th>User type (Persona)</th>
<th>Methodology</th>
<th>Location</th>
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<td>27/06/19 - 10/07/19</td>
<td>25/07/19 - 07/08/19</td>
<td>Sprint Review</td>
<td>October MVP</td>
<td>Working arrangement sections</td>
<td>July MVP in production but not live External penetration testing Technical Spike to look at back end micro-service refactor and additional weighted items</td>
</tr>
<tr>
<td>11/07/19-24/07/19</td>
<td>08/08/19 - 21/08/19</td>
<td>22/08/19 - 4/09/19</td>
<td>05/09/19 -18/09/19</td>
<td>Sprint Review</td>
<td>Welsh Language - Deploy DAC (External Accessibility Testing)</td>
<td>Iterating production code</td>
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</tbody>
</table>

Last updates made: *Added Business on Own Account and extended timeline*
Thank you

Useful Links:

Analytics

Username:

Password:
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Content designer allocated. We have access to Gov.uk content via Sharepoint. Escalated to project to consider wider risks to project (Risk and Issues bi-weekly call) |       | Closed  |
### PRODUCT VISION

#### Users

**Primary:**
- Public sector employers
- Large and medium private sector employers
- Small private sector employers

**Secondary:**
- Intermediaries and workers may also use the product
- Recruitment agencies (fee payers)

### Needs

How will it meet a user’s needs:

- Allow both public and private sector users to correctly administer the worker’s payment for tax purposes
- Allow users to be able to answer questions that will give an accurate assessment of a worker’s status
- Allow users to easily understand the purpose of the tool, and the next steps
- Allow users to submit feedback
- Allow users to get help using the tool

### Product Goals

What are the key goals for the product:

- Ensure the product meets the needs of the private sector
- Ensure that the service addresses business on own account
- Ensure that the questions asked are clearer for the user, therefore leading to more accurate results
- Improve/clarify the content, so that it’s clearer and more understandable for the user
- Improve the overall user journey through iterative user research
- Create an exit survey
Goals for this Sprint

- Refactoring the Decision service
- Continue design of Business on Own Account questions
- Start testing Business on Own Account designs
- Addressing recommendations in our Research, Accessibility & Design review
Done during this sprint

**Development**

- Create comprehensive set of Integration Tests to fire JSON interview models at the service and check expected outcome is correct.
- Update Tests with 13 outstanding cases to assert the correctness of the decision matrix and ability to answer FOI requests
- Update Tests with 25 cases to assert the correctness of the decision matrix and ability to answer FOI requests
- Create concrete implementations of the RuleSet AbstractClass for each required set of rules for each section
- Refactor the frontend microservice to implement a feature switch for calling the new and old Decision Engine logic
Vision for Decision Service Refactoring

- Capability to add to and adjust the Decision Service - easier to enhance in the future
- Make the decision service easier to support in live (reduction in resource and time)
- Reduction in running costs (instances reduced and memory usage)
- More performant
- Easier for third party developers to understand
Done during this sprint

Design

- Initial thinking about Business On Own Account
- Addressing recommendations in Research, Accessibility Review
Done during this sprint

**Research**

- Held usability testing sessions (split over multiple days) with 4 contractors (workers)
- Questioned which methods of support would be used, should these users become stuck
- Planned upcoming accessibility/AD needs testing sessions

**Key findings**

- All contractors were easily able to identify ‘who they are’ at the beginning of the tool
- All contractors were easily able to complete the tool and receive a determination
- For ones that had seen/used the original tool, they stated how much easier and more understandable this updated version is
- A number of users stated how beneficial the H2 additional information underneath some of the questions is
  - It helped them to make more informed answers that they would not have been able to do if the H2 wasn’t present
- They all liked having the ability to review and change their answers before submitting
- Some users suggested they would need to ‘go away and check’ the answer to the ‘10.2 million turnover’ question
- The term ‘Opportunity cost’ caused some confusion for the users that had never heard of it before
- A number of the contractors suggested that their contract would allow substitution, but they had to spend a lot of time thinking about whether this would actually be able to happen in practice or not
Done during this sprint

It's a team sport

Round 8 Usability Research findings have been distributed

Link to:
What do we propose

Based on our learning, what do we propose

With contractors users

- Continue iterating and testing in service content that is relevant to the user
- Continue testing Business on Own Account designs
- Continue the refactoring and testing the new Decision Service
## Roadmap

Last updates made: **Added Research, Accessibility & Design review in August**
Thank you

Useful Links:

Analytics

Username:

Password:
## Risk and Issues

<table>
<thead>
<tr>
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2 - Store data in an easily accessible format  
3 - Be as transparent as possible e.g. UAT in GitHub |       | Closed |
| 2      | Due to timescales it may not be possible to demonstrate iteration based on user feedback (political with a small "p") and assurance                                                                 | Escalated to project risk register (Risk and Issues bi-weekly call)  
There will be a six week period of support for the new service. There have been a number of iterations in design. We have added a whole new section based on user research. |       | Closed |
| 3      | Deskpro secure email is currently unsupported on a day to day basis                                                                                                                                              | Escalated to project risk register (Risk and Issues bi-weekly call)  
Customer Service Group have agreed to support the deskpro service. |       | Closed |
| 4      | We do not understand the supporting end to end business process for the indeterminate outcome e.g. will the existing contract review service be available.  
See Assumption No. 2                                                                                                                                 | Escalated to project risk register (Risk and Issues bi-weekly call) |       | Closed |
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Content designer allocated. We have access to Gov.uk content via Sharepoint.  
Escalated to project to consider wider risks to project (Risk and Issues bi-weekly call) |       | Closed |
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<thead>
<tr>
<th><strong>PRODUCT VISION</strong></th>
<th><strong>Needs</strong></th>
<th><strong>Product Goals</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Users</strong></td>
<td><strong>How will it meet a user's needs:</strong></td>
<td><strong>What are the key goals for the product:</strong></td>
</tr>
<tr>
<td>Primary:</td>
<td>- Allow both public and private sector users to correctly administer the worker’s payment for tax purposes</td>
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<td></td>
<td>- Recruitment agencies (fee payers)</td>
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Goals for this Sprint

- Refactoring the Decision service including parallel running
- Continue design of Business on Own Account questions
- Continue testing Business on Own Account designs
- Addressing recommendations in our Research, Accessibility & Design review
Done during this sprint

Development

- Completed the refactoring of the backend micro-service
- Started parallel running of the new decision service
- Digital Accessibility testing
- When changing an answer and returning to review your answers the section is open
- When there is a single reason for being outside of Off Payroll working a sentence is shown rather than a single bullet
- File name for PDF

Over to the Dev team
Vision for Decision Service Refactoring

- Capability to add to and adjust the Decision Service - easier to enhance in the future ✔
- Make the decision service easier to support in live (reduction in resource and time) ✔
- Reduction in running costs (instances reduced and memory usage) ✔
- More performant ✔
- Easier for third party developers to understand ✔
Done during this sprint

**Design**

- Initial Business On Own Account questions designed and out for testing
- Addressing recommendations in Research, Accessibility Review

(Not related to this Sprint but a plea from Marc - please comment on the [New Set Up](#) in Microsoft Teams)

Over to to demo early iterations of the Business on Own Account Questions.
**What we did**

**Dates**
31st July 2019 & 1st August 2019

**4 Participants**
- 2x unemployed
- 1x severely dyslexic
- 1x registered blind

**How?**
We conducted contextual usability testing to understand how easily users could find and navigate through the CEST tool

---

**Key findings**

- All users were able to navigate through the tool and complete it
  - This can be seen as a big positive since the users did not have any context with regards to the questions and what they were trying to ascertain
- The user with severe dyslexia did not struggle with any of the content nor the navigation
  - User was very familiar with Gov.uk content though
- The user that is registered blind did not struggle with the content or navigation either
  - User had to use a 150% zoom on the browser as they were used to using their phone and using a 'pinch zoom'
- User with dyslexia stated that they struggle to distinguish when a link has been clicked
  - This is when the link turns a purple colour, the user mentioned that it blended in with the normal text too much
- Users did not understand the intent of some of the questions
  - Although this was expected as these were not true users of the service
- A couple of the users questioned how accessible the download of the PDF would be
- A couple of users stated they’d want a phone number easily accessible for if they got stuck
  - The other two stated they’d be able to get online support for any issues
Done during this sprint

It’s a team sport

Round 9 Usability
Research findings have been distributed

Link to:
What do we propose

Based on our learning, what do we propose

With contractors users

- Continue iterating and testing in service content that is relevant to the user
- Continue testing Business on Own Account designs

- Continue the testing the new Decision Service
- Develop new start up section
# Roadmap

Last updates made: **Added Research, Accessibility & Design review in August**

<table>
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<tr>
<th>Sprint 8</th>
<th>Sprint 9</th>
<th>Sprint 10</th>
<th>Sprint 11</th>
<th>Sprint 12</th>
<th>Sprint 13</th>
<th>Sprint 14</th>
<th>Sprint 15</th>
<th>Sprint 16</th>
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<tbody>
<tr>
<td>30/05/19 - 12/06/19</td>
<td>13/06/19 - 26/06/19</td>
<td>27/06/19 - 10/07/19</td>
<td>11/07/19 - 24/07/19</td>
<td>25/07/19 - 07/08/19</td>
<td>08/08/19 - 21/08/19</td>
<td>22/08/19 - 4/09/19</td>
<td>05/09/19 - 18/09/19</td>
<td>19/09/19 - 3/10/19</td>
</tr>
</tbody>
</table>

**User type (Persona)**
- Usability testing

**Methodology Location**
- Usability testing

**Events**
- Sprint Review

**Assurance Events**
- Research, Accessibility & Design

**Products**
- Iterating

**Design**
- Iterating

**Development**
- Exit (Tailored) Welsh Language New Service (extract for translation)
- Working arrangement sections
- July MVP in production but not live
- External penetration testing
- Technical Spike to look at back end micro-service refactor and additional weighted items
- Iterating production code
- Iterating production code
- Iterating production code
- Welsh Language - Deploy
- DAC (External Accessibility Testing)
- October MVP
Thank you

Useful Links:

Analytics

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Password:
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## PRODUCT VISION

### Users

**Primary:**
- Public sector employers
- Large and medium private sector employers
- Small private sector employers

**Secondary:**
- Intermediaries and workers may also use the product
- Recruitment agencies (fee payers)

### Needs

How will it meet a user's needs:
- Allow both public and private sector users to correctly administer the worker's payment for tax purposes
- Allow users to be able to answer questions that will give an accurate assessment of a worker's status
- Allow users to easily understand the purpose of the tool, and the next steps
- Allow users to submit feedback
- Allow users to get help using the tool

### Product Goals

What are the key goals for the product:
- Ensure the product meets the needs of the private sector
- Ensure that the service addresses business on own account
- Ensure that the questions asked are clearer for the user, therefore leading to more accurate results
- Improve/clarify the content, so that it's clearer and more understandable for the user
- Improve the overall user journey through iterative user research
- Create an exit survey
Goals for this Sprint

- Monitoring the Decision service in parallel running
- Continue design of Business on Own Account questions
- Continue testing Business on Own Account designs
- Complete any recommendations in our external Accessibility Review
- Start building Business on Own Account pages
Done during this sprint

**Development**

- Parallel running of refactored backend micro-service (131K decisions with no mismatches)
- Digital Accessibility recommendations completed (apart from one AAA recommendation)
- Final content changes to the clarifications in the paragraph below question (based on user feedback)
- Subtitles added for question areas to match the Check Your Answers section
- Business on Own Account questions built (no logic for check your answers)

Over to the Dev team
Vision for Decision Service Refactoring

- Capability to add to and adjust the Decision Service - easier to enhance in the future ✓
- Make the decision service easier to support in live (reduction in resource and time) ✓
- Reduction in running costs (instances reduced and memory usage) ✓
- More performant ✓
- Easier for third party developers to understand ✓
Done during this sprint

Design

- 4 Business On Own Account questions designed and out for testing (Stable)

Blocker - the period of time for multiple engagements

Over to [ ] to demo early iterations of the Business on Own Account Questions.
Done during this sprint

What we did

Dates
6th & 7th August 2019

11 Participants
• 6 hiring managers/payroll managers
• 5 media group hiring managers/payroll managers

How?
We conducted usability testing to understand how easily users could find and navigate through the CEST tool

Key findings

• Users are saying how much of an improvement this version of the tool is compared to the original version
• Users (uninterrupted) are able to complete the tool in around 10-15 minutes
• Business on Own Account questions tested reasonably well and not too much rework is needed on them from an understanding point of view
  ○ Majority of users understood the intent of the questions on the whole
• Some confusion on the first question of the tool was shown by users on the first day of testing (although, on the second day these issues were not present)
• There were some questions raised about the Intellectual property rights fees
• The term ‘unincorporated body’ was mentioned by a handful of users, suggesting they don’t know what one is (this is the first time we’ve seen this)
Done during this sprint

It's a team sport

Round 10
Usability
Research findings have been distributed

Link to:
What do we propose

Based on our learning, what do we propose

With contractors users

- Continue testing Business on Own Account designs
- Add Business on Own Account Decision Service (Blocked)
- Logic for check your answer logic for Business on Own Account
- Extract stable English content for translation
- Decommission old decision service
**Roadmap**

Last updates made: **Added Research, Accessibility & Design review in August**
Thank you

Useful Links:

Analytics

Username:

Password:
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<td></td>
<td></td>
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Goals for this Sprint

- Continue testing Business on Own Account designs
- Add Business on Own Account Decision Service *(Unblocked)*
- Logic for check your answer logic for Business on Own Account
- Extract stable English content for translation
- Decommission old decision service
Done during this sprint

Development

- Stable English content extracted for Welsh translation ✓
- Business on own Account check your answers ✓
- Old decision service decommissioned ✓
- Additional content for set up section ✓
- Accessibility feature in add details page ✓
- Error message when “page not found” when URL are changed ✓

Over to the Dev team
Done during this sprint

**Design**

- 4 Business On Own Account questions designed and out for testing (Stable)
- Unblocked - the period of time for multiple engagements
- Design stabilised for Business On Own Account stabilised and takes into account determinations given by BOOA

Over to to demo the Business on Own Account flow.
Done during this sprint

- Users are all still saying how much of an improvement this version of the tool is compared to the original version
- All users were able to complete the tool
- Users are having to result to ‘nit-picking’ faults with the tool, which shows they’re not struggling with using or understanding it
- ‘Fail-safe’ message tested well and was understood by all users

- Some of the questions in the BoOA flow still need a bit of rework
- Substitution caused some confusion with the public sector representatives
  - Although this could be down to there already being concerns with it in the public sector
- More guidance could be provided on some of the questions

What we did

Dates
27th & 28th August 2019

8 Participants
- A mix of hiring managers and tax experts from the private and public sectors

How?
We conducted usability testing to understand how easily users could find and navigate through the CEST tool
Done during this sprint

It's a team sport

Round 11
Usability
Research findings have been distributed

Link to:
User Research
What do we propose

Based on our learning, what do we propose

- Continue testing Business on Own Account designs
- Add Business on Own Account Decision Service
- Add navigation for Business on Own Account
- Extract stable English content for translation
### Roadmap

<table>
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<th>User type (Persona)</th>
<th>Methodology</th>
<th>Location</th>
<th>Events</th>
<th>Assurance Events</th>
<th>Products</th>
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Last updates made: **Added Research, Accessibility & Design review in August**
Thank you

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PRODUCT VISION

Users

Primary:

- Public sector employers
- Large and medium private sector employers

Secondary:

- Intermediaries and workers may also use the product
- Specific user groups
- Agencies

Needs

How will it meet a user's needs:

- Allow both public and private sector users to correctly administer the worker's payment for tax purposes
- Allow users to be able to answer questions that will give an accurate assessment of a worker's status
- Allow users to easily understand the purpose of the tool, and the next steps
- Allow users to submit feedback
- Allow users who work in specific industries to quickly exit the tool
- Allow users to perform more than one check in a session (not having to start again)
- Allow users to get help using the tool
Goals for this Sprint

- Continue creating and testing the task driven entry points
- Continue creating and testing in service content that is relevant to the user
- Continue creating and testing tailored results page
- Starting addressing pain points in current content e.g. lack of personalised tone You and Your And Them
- Complete refactoring

Decision and Assumption Logs

<table>
<thead>
<tr>
<th>Number</th>
<th>Decision</th>
<th>Decision Maker</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Indeterminate answer due to complexity is an acceptable outcome for CEST</td>
<td>Agreed at inception</td>
<td>20/02/2019</td>
</tr>
<tr>
<td>2</td>
<td>Task based approach to entry</td>
<td>Agreed Sprint Review</td>
<td>22/03/2019</td>
</tr>
<tr>
<td>3</td>
<td>Tailoring of result page</td>
<td>Agreed Sprint Review</td>
<td>22/03/2019</td>
</tr>
<tr>
<td>4</td>
<td>Mutuality of Obligation - there will be no questions on MDO introduced into the digital service. This will not be directly addressed within the digital service. This is because the some of the users of the service cannot answer the questions.</td>
<td>Face to Face</td>
<td>10/04/2019</td>
</tr>
<tr>
<td>5</td>
<td>Multiple engagements (Business on own account). This will not be directly addressed within the digital service. This is because the some of the users of the service cannot answer the questions.</td>
<td>Face to Face</td>
<td>10/04/2019</td>
</tr>
<tr>
<td>6</td>
<td>Tool Structure (reasonable care). Agreed that structure could be changed in response to user needs especially around reasonable care and risk.</td>
<td>Face to Face</td>
<td>10/04/2019</td>
</tr>
<tr>
<td>7</td>
<td>Particular occupations. These do not have to be addressed in the digital service.</td>
<td>Face to Face</td>
<td>10/04/2019</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number</th>
<th>Assumption</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Discussed with PM/BA on a Skype call 25/04/2019 11:30 - 12:30, CEST 2 is not currently in scope. User need identified is more appropriately met by public facing API.</td>
<td>29/04/2019</td>
</tr>
<tr>
<td>2</td>
<td>Business process for dealing with &quot;indeterminate&quot; response is unchanged. For content purposes.</td>
<td>29/04/2019</td>
</tr>
</tbody>
</table>
Done during this sprint

**Design**

- Task driven entry points
- Tailored results page
- New content throughout


Username: prototypes

Password: redacted
Starting addressing pain points in current content (lack of personalised tone You and Your And Them)

Out for review/sign off - xxxx sent 29/04/2019

Although CEST asks the user who they are (end client, worker etc), it currently ignores the selection made by the user:

We intend to use the decision made by the user on this page to allow tailored content to be displayed.

- If the user chooses “The worker”, the user will see content that is tailored to them.
- If the user chooses “The end client”, the user will see content that is tailored to their organisation.
- If the user chooses “The agency paying the worker”, the user will see the same content that is currently live (this won’t be changed).

Note: only the **tone** of the pages will change. The question and answer intent/meaning will remain unchanged.
Optimised Content Screens

Prototype pages - 23rd April 2019
For Round 3 Usability Testing
Proposed Guidance
(Out of scope for scrum team)
About your result

HMRC will stand by the result given, unless a compliance check finds the information you’ve provided isn’t accurate.

HMRC won’t stand by results achieved through contrived arrangements, designed to get a particular outcome from the service. This would be treated as evidence of deliberate non-compliance with associated higher penalties.
About you

Which of these describes you best?

- I want to find out if I am employed/self-employed
- I want to find out if I need to apply PAYE to someone who is working for me
- I want to find out if a contract I am, or could be, working on falls within IR35
- I want to find out if a contract my organisation is recruiting for falls within IR35
- I want to find out if a contract I’m recruiting for, on behalf of another organisation, falls within IR35

I want to find out if I need to pay someone who’s working for me within PAYE

“I want to find out if I need to apply PAYE to someone who is working for me”
Worker

About the people involved
Are you trading through a limited company, partnership or unincorporated body?
- Yes
- No

Hirer

About the people involved
Is the worker trading through a limited company, partnership or unincorporated body?
- Yes
- No
Same for worker and hirer

Is the work for a private sector business?

- Yes
- No

Continue
Same for worker and hirer

About the people involved

Does this business have more than:

Only select the options that apply

- £10.2 million annual turnover?
- £5.1 million on their balance sheet?
- 50 employees?
- None of the above

Continue
Advisories and Exits
Agency Exit

Full stops in H2

GOV.UK
Check employment status for tax

BETA This is a new service – your feedback will help us to improve it.

Back

You don’t need to determine if this work should be paid within IR35

But if it is inside, you may still be accountable for operating PAYE

Finish
M/L Private Sector Business:
Exit OR continue

FULL STOPS NEEDED IN H2

You don’t need to answer any more questions.

Until April 2020, workers are responsible for determining if roles like this should be in or out of IR35.

You can exit the tool now. Or continue through it, to see how other factors determine the employment status of this work and for your future reference.
Public Sector Worker: Exit OR continue

FULL STOPS NEEDED IN H2
Personal Service Section
Worker

About the people involved

Have you already started working for this client?

- Yes
- No

Hirer

About the people involved

Has the worker already started working for your organisation?

- Yes
- No
Worker

About the worker's duties

Will you ever be required to act for this client, as:

- a board member?
- a treasurer or trustee?
- a company director, company secretary or holder of another official position?

For the purposes of this tool, the 'end client' is the organisation that directly benefits from the work you do.

Does it need this disclosure? There's no mention of "end client" in the question.

Yes  No

Continue

Hirer

About the worker's duties

Will the worker ever have to act for your organisation, as:

- a board member?
- a treasurer or trustee?
- a company director, company secretary or holder of another official position?

Continue

/live_v2/worker/officeHolder3

/live_v2/hirer/officeHolder3
**Worker**

Check employment status for tax

*This is a new service – your feedback will help us to improve it.*

About substitutes and helpers

**Have you ever sent someone else to do your work - without this substitute being vetted, cleared or interviewed first?**

- Yes. It was agreed
- Yes. But it was not agreed
- No. It hasn't happened

Continue

/live_v2/worker/substitute

---

**Hirer**

Check employment status for tax

*This is a new service – your feedback will help us to improve it.*

About substitutes and helpers

**Has the worker ever sent someone else to do their work - without this substitute being vetted, cleared or interviewed first?**

- Yes. It was agreed
- Yes. But it was not agreed
- No. It hasn't happened

Continue

/live_v2/hirer/substitute
Worker

Did you pay your substitute directly?

- Yes
- No

Hirer

Did the worker pay their substitute directly?

- Yes
- No

/live_v2/worker/substitutePaid  
/live_v2/hirer/substitutePaid
Worker

About substitutes and helpers

Would this client allow you to send someone else to do your work - without your substitute being vetted, cleared or interviewed first?

- Yes
- No

Hirer

About substitutes and helpers

Would your organisation allow the worker to send someone else to do their work - without this substitute being vetted, cleared or interviewed first?

- Yes
- No
If Substitute Paid? (Engagement NOT Started)

Worker

About substitutes and helpers

Would you have to pay your substitute directly?

☐ Yes  ☐ No

Continue

Hirer

About substitutes and helpers

Would the worker have to pay their substitute directly?

☐ Yes  ☐ No

Continue

/live_v2/worker/ifSubstitutePaid  /live_v2/hirer/ifSubstitutePaid
Worker

About substitutes and helpers

**Have you paid another person to do a significant amount of this work?**

- Yes
- No

Continue

Hirer

About substitutes and helpers

**Has the worker paid another person to do a significant amount of this work?**

- Yes
- No

Continue
Control Section
Worker

The working arrangements
Could your client change your original task, project or location?

- Yes. With your agreement
- Yes. Without your agreement
- No

Continue

Hirer

The working arrangements
Could your people change the worker’s original task, project or location?

- Yes. With their agreement
- Yes. Without their agreement.
- No

Continue

/live_v2/worker/controlTask

/live_v2/hirer/controlTask
Worker

Will your client specify exactly how they want the work done without your input?

- Yes
- No. You solely decide how the work is done
- No. Because it is highly skilled work
- Partly. Your client and you agree how the work is done

Hirer

Will your people specify exactly how they want the work done, without the worker’s input?

- Yes
- No. The worker solely decides how the work is done.
- No. Because it is highly skilled work.
- Partly. Your people and the worker agree how the work will be done.

/live_v2/worker/controlHow

/live_v2/hirer/controlHow
Worker

The working arrangements
Will your client decide your schedule of working hours?

○ Yes
○ No
○ Partly. Your client and you agree your own schedule
○ Not applicable. The work is based on agreed deadlines, not a set schedule

Continue

Hirer

The working arrangements
Will your people decide the schedule of working hours?

○ Yes
○ No
○ Partly. Your people and the worker agree their own schedule.
○ Not applicable. The work is based on agreed deadlines, not a set schedule.

Continue

/live_v2/worker/controlWhen
/live_v2/hirer/controlWhen
Worker

The working arrangements

**Will you be able to choose where you work?**

- Yes
- No. Your client decides
- No. The task determines the location
- Partly. Some work has to be done in an agreed location

Continue

/live_v2/worker/controlWhere

Hirer

The working arrangements

**Will the worker be able to choose where they work?**

- Yes
- No. Your people decide
- No. The task determines the location
- Partly. Some work has to be done in an agreed location

Continue

/live_v2/hirer/controlWhere
Financial Risk Section
Financial Risk 1of4: Any Expenses?

Worker

The worker's financial risk

Will you have to provide something to deliver this work at your own cost - that can’t be charged or claimed from your end client?

- Yes
- No

Hirer

The worker's financial risk

Will the worker have to provide something to deliver this work, at their own cost - that can’t be charged or claimed from your organisation?

- Yes
- No
Worker

On what basis will you be compensated for this work?

- Time. An hourly, daily or weekly rate
- Price. A fixed amount for a specific project
- Amount. Based on how much work is completed
- Percentage. Of sales you generate
- Percentage. Share of your client’s profits or savings

Continue

Hirer

On what basis will the worker be compensated for this work?

- Time. An hourly, daily or weekly rate
- Price. A fixed amount for a specific project
- Amount. Based on how much work is completed
- Percentage. Of sales the worker generates
- Percentage. Share of your organisation’s profits or savings

Continue
Financial Risk 4of4: Dispute

Worker

The worker's financial risk
If your client wasn’t happy with your work, would you have to put it right at your cost?

- Yes. You would have to put it right, at no additional charge, and would incur extra costs in doing so
- Yes. You would have to put it right, at no additional charge, but would incur an opportunity cost
- No. You would put it right in your usual hours at your usual rate or fee
- No. You couldn’t put it right because it was time-specific or for a single event
- No. You wouldn’t need to put it right

Hirer

The worker's financial risk
If your team weren’t happy with the work, would the worker have to put it right at their cost?

- Yes. The worker would have to put it right, at no additional charge, and would incur extra costs in doing so
- Yes. The worker would have to put it right, at no additional charge, but would incur an opportunity cost
- No. The worker would put it right in their usual hours at their usual rate or fee
- No. The worker couldn’t put it right because it was time-specific or for a single event
- No. They wouldn’t need to put it right

/live_v2/worker/dispute
/live_v2/hirer/dispute
Part & Parcel Section
Worker

Working with the hiring company

Will you be entitled to any of these benefits from your client:

- Sick pay
- Holiday pay
- Workplace pension
- Maternity/paternity pay
- Other benefits, like health insurance?

☐ Yes ☐ No

Continue

/live_v2/worker/benefits

Hirer

Working with the hiring company

Will the worker be entitled to any of these benefits from your organisation:

- Sick pay
- Holiday pay
- Workplace pension
- Maternity/paternity pay
- Other benefits, like health insurance?

☐ Yes ☐ No

Continue

/live_v2/hirer/benefits
Worker

Will you be responsible for any of these duties for your client?

- Hiring workers
- Dismissing workers
- Delivering appraisals
- Deciding how much to pay someone

Options:
- Yes
- No

Hirer

Will the worker be responsible for any of these duties for your organisation?

- Hiring workers
- Dismissing staff
- Delivering appraisals
- Deciding staff pay levels

Options:
- Yes
- No
Worker

Go to check employment status for tax

BETA This is a new service – your feedback will help us to improve it.

Back

Working with the hiring company

Will you interact with your client’s external customers, audience or users?

☐ Yes  ☐ No

Continue

Hirer

Go to check employment status for tax

BETA This is a new service – your feedback will help us to improve it.

Back

Working with the hiring company

Will the worker interact with your organisation’s external customers, clients, audience or users?

☐ Yes  ☐ No

Continue

/part_v2/worker/interaction

/part_v2/hirer/interaction
Worker

When you interact with your client’s external customers, audience or users, how do you introduce yourself?

- You work for their organisation
- You are an independent worker acting on their behalf
- You work for your own business

Continue

Hirer

When the worker interacts with your external customers, clients, audience or users, how do they introduce themselves?

- They work for your organisation
- They are an independent worker acting on your organisation’s behalf
- They work for their own business

Continue
Review your answers in each section below

1. About you
   - Which of these describes you best?
     - I want to find out if a contract my organisation is recruiting for falls within IR35
   - Is the worker trading through a limited company, partnership or unincorporated body?
     - Yes
   - Is the work for a private sector business?
     - Yes
   - Does this business have more than £10.2 million annual turnover?
     - Yes
   - Does this business have more than £5.1 million on their balance sheet?
     - No
   - Does this business have more than 50 employees?
     - No

2. The worker's duties
3. People who help or work instead of you
4. The working arrangements
5. The worker's financial risk
6. Working with the hiring company

Confirm answers to get your result

By submitting your answers, you confirm the information you've provided is, to the best of your knowledge, correct. That it reflects the actual, or expected, working practices of this role. And that if these change, you also accept your result may no longer hold.

Confirm for result
PAYE determination (No Intermediary)

**WORKER**

Your income from this work should be taxed within PAYE

Why are you getting this result?
Your answers suggest that you should be deemed as employed for tax purposes.

You should now do the following:
Show this to the hirer and request that your earnings from this contract are paid within PAYE.

You can save, print or export a PDF copy of your answers and result for future reference.

Get a copy of your result:

**HIRER**

You should operate PAYE for this contract.

Why are you getting this result?
Your answers suggest the worker on this contract is deemed employed for tax purposes.

You should now do the following:
Ensure earnings from this contract are paid within PAYE.

You can save, print or export a PDF copy of your answers and result for future reference.

Get a copy of your result:

IR35 determination (Intermediaries Legislation)

**WORKER**

Your income from this contract should be taxed within PAYE.

Why are you getting this result?
Your answers suggest that the intermediaries legislation (IR35 regulations) applies to this contract. This means you would be deemed as employed for tax purposes for working on it.

You should now do the following:
Show this to the hirer and request that your earnings from this contract are paid within PAYE.

You can save, print or export a PDF copy of your answers and result for future reference.

Get a copy of your result:

**HIRER**

You should operate PAYE for this contract.

Why are you getting this result?
Your answers suggest that the intermediaries legislation (IR35 regulations) applies to this contract. This means a contractor working will be deemed employed for tax purposes.

You should now do the following:
Ensure earnings from this contract are paid within PAYE.

You can save, print or export a PDF copy of your answers and result for future reference.

Get a copy of your result:
Done during this sprint

It’s a team sport and it is going on today and tomorrow

Pictures redacted

Round 2 Usability Findings and Contextual Research Findings have been distributed
Done during this sprint

**Development**

- Refactored code in Staging environment  
  Wedi'i rwystro
- Performance testing
- Back Button in browser fixed
- Date and time stamp on PDF
- Monitoring

**Over to Wayne**
What do we propose

Based on our learning, what do we propose

With large and medium private sector users

- Continue iterating and testing the task driven entry points
- Continue iterating and testing in service content that is relevant to the user
- Continue iterating and testing tailored results page
- Deploy refactored code
- Deploy personalised journeys (subject to sign off) in existing service
- Deploy Welsh (subject to sign off by Welsh Unit)
<table>
<thead>
<tr>
<th></th>
<th>Pre-Discovery &amp; Discovery</th>
<th>Sprint 1</th>
<th>Sprint 2</th>
<th>Sprint 3</th>
<th>Alpha/Beta</th>
<th>Sprint 4</th>
<th>Sprint 5</th>
<th>Sprint 6</th>
<th>Sprint 7</th>
<th>Sprint 8</th>
<th>Sprint 9</th>
<th>Sprint 10</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>User type (Persons)</strong></td>
<td>- Contractors 'workers' (internal HMRC stuff) - Contractors 'workers' (internal HMRC stuff) - Engagers</td>
<td>- Tax/Financial experts &amp; Large orgs</td>
<td>ICEAW/CBI</td>
<td>Engagers/HR/ Resourcing/End client</td>
<td>Private sector contractors</td>
<td>Internal HMRC (Tier 2 support)</td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Methodology</strong></td>
<td>Contextual inquiry</td>
<td>Inception event</td>
<td>- Round table - Contextual</td>
<td>- Usability testing - Contextual study</td>
<td>- Usability testing - Contextual study</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Location</strong></td>
<td>Telford office</td>
<td>Canary Wharf</td>
<td>London</td>
<td>Likely London</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Assurance Events</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Research, Accessibility &amp; Design</td>
<td>GDS Standards Assessment (Style TBA)</td>
<td></td>
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<tr>
<td><strong>Products</strong></td>
<td>Product Vision</td>
<td>Product Backlog</td>
<td>Security Risk Assessment</td>
<td>Engage Gov.uk Content Designer</td>
<td></td>
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<tr>
<td><strong>Design</strong></td>
<td>User Needs</td>
<td></td>
<td></td>
<td></td>
<td>Iterating</td>
<td>Iterating</td>
<td>Iterating</td>
<td>Iterating</td>
<td>Iterating</td>
<td>Iterating</td>
<td>Iterating</td>
<td></td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>Google Analytics Audit</td>
<td>Refactoring</td>
<td>Deploy Refactored Code</td>
<td>Activate Welsh service</td>
<td>Tone correct in existing service</td>
<td>Entry (includes Private Sector)</td>
<td>Exit (Tailored)</td>
<td>Working arrangement sections</td>
<td>Welsh Language - Deploy</td>
<td>DAC (External Accessibility Testing)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Updates made: Development Lane & Assurance Events
Thank you
<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
<th>Mitigation</th>
<th>Owner</th>
<th>Status</th>
</tr>
</thead>
</table>
| 1      | Due to the contentious nature of the policy change it is likely that information is requested frequently using Freedom of Information Act. There is a risk that resource will be used for low value activity e.g. creating reports or compiling statistics. | 1 - Create an easily accessible basket of performance indicators e.g. Performance Dashboard  
2 - Store data in an easily accessible format  
3 - Be as transparent as possible e.g. UAT in GitHub |                                                | Closed          |
| 2      | Due to timescales it may not be possible to demonstrate iteration based on user feedback (political with a small "p") and assurance | Escalated to project risk register (Risk and Issues bi-weekly call)  
There will be a six week period of support for the new service. There have been a number of iterations in design. We have added a whole new section based on user research. |                                                | Closed          |
| 3      | Deskpro secure email is currently unsupported on a day to day basis | Escalated to project risk register (Risk and Issues bi-weekly call)  
Customer Service Group have agreed to support the deskpro service. |                                                | Closed          |
| 4      | We do not understand the supporting end to end business process for the indeterminate outcome e.g. will the existing contract review service be available. | Escalated to project risk register (Risk and Issues bi-weekly call) |                                                | Closed          |
| 5      | Gov.uk content designer will not be available until June. There is a risk to the scrum in terms of managing the end to end language, tone and navigation from Gov.uk guidance and then into the tool. | Escalated to project to consider wider risks to project (Risk and Issues bi-weekly call)  
This is mitigated by using a common style guide and kindly offered to talk if we had any major concerns.  
Content designer allocated. We have access to Gov.uk content via Sharepoint. |                                                | Closed          |