



HM Revenue
& Customs

HMRC Professional Standards Committee

Meeting summary – 15 April 2021

The Professional Standards Committee (The Committee) met on 15 April 2021.

The independent adviser, Kirsty Britz, gave a presentation on the rebuilding of internal trust. The Committee discussed some of the themes raised which included the effective use of IT, the impact of wider leadership, the benefits of setting clear expectations and following a formulaic approach, the impacts of changes on customer satisfaction and what could be learnt to develop work already underway within HMRC. The Committee agreed it would be useful to carry out a compare and contrast exercise between the planned work underway to support making HMRC a ‘Great Place to Work’ and those actions set out in the presentation.

The Committee agreed to develop a ‘trust road map’ with a view to driving focus and prioritisation in the work HMRC needs to take forward to build trust. The Committee explored how HMRC responds to negative media coverage and agreed to explore further whether and how HMRC needs to change its approach.

The Committee discussed highlights from behavioural insights research into the impact of HMRC messaging on its customers. It supported the use of behavioural insights and the work to provide evidence on customer responses, which they saw as valuable. The Committee discussed when to use behavioural insights in messaging and the importance of an ethical approach. The Committee made several recommendations around the possible indirect consequences of customer communications, and the use of behavioural insights within HMRC’s own internal communications.

The next meeting of the Committee will be held on 15 July 2021.