



HMRC PaceSetter Strategy 2.1 2011 – 2015

‘Embedding PaceSetter so it becomes the way HMRC does business.’

Background

HMRC's business environment has continued to change significantly since the first PaceSetter strategy was launched in April 2009. The Department's SR10 commitments have a significant reliance on PaceSetter delivering efficiency improvements. It is imperative we embed a continuous improvement culture. PaceSetter needs to simply be 'how we do things in HMRC'.

The PaceSetter Strategy 2.1 sets out HMRC's approach to PaceSetter for the SR10 period. PaceSetter Practitioners and the Central PaceSetter Team have contributed to this strategy, as have the PaceSetter Leads, who have also consulted with as many of their business leaders as possible.

PaceSetter is the HMRC way of:

- Continuously improving everything we do, from the perspective of the customer experience, involving the people who do the work. This will remove waste, improve efficiency, and improve the quality of customer service.
- Managing the performance of teams (whether a small local office or the whole Department).
- Ensuring consistent use of an enduring set of principles and tools.

The use of PaceSetter is not optional for any part of HMRC but how it is implemented is.

Annex A details our progress against PaceSetter Strategy 2.0, which was approved by ExCom in December 2009.

Key Themes for PaceSetter Strategy 2.1

This section details the key themes that describe the PaceSetter Strategy 2.1. A detailed mobilisation plan has been drawn up to deliver these themes, which will be implemented via the Change Directors and reported through the Change Programme.

1. HMRC is still committed to rolling out PaceSetter and its core principles across the Department, now an even higher imperative due to the upcoming Government Continuous Improvement Strategy. We will also provide some cross Government support.
2. The primary outcome of the strategy is to embed PaceSetter fully within the business, now ensuring that we explicitly plan for it and execute within the next two years.
3. HMRC will continue accelerating its implementation of PaceSetter across the whole Department using new products (a new entry level product, PaceSetter with Standardisation, to replace the current 'Preparing for PaceSetter'), but now with a focus on building sufficient capability within the business for them to lead on embedding and sustaining it. The Change Directors will help prioritise the work but with an aim to complete the initial roll out by July 2013.

4. As a natural consequence of completing implementation, PaceSetter will start to become simply 'how we do things in HMRC' and the PaceSetter name will gradually be replaced by the HMRC Way in our corporate language.
5. We will apply PaceSetter principles to processes 'end to end' across the organisation and bring a strong customer perspective to the work. HMRC's Process Management Capability work will now be integrated with PaceSetter – they will be one team, one activity.
6. New SR10 based targets and PaceSetter KPIs of productivity, quality and customer will become the common performance measures. PaceSetter aligns with the Customer Strategy and helps it 'live' on the ground.
7. The benefits of PaceSetter will be clearly visible through the performance measures. This will help to monitor how far we are meeting our SR10 commitments, which have a significant reliance on PaceSetter delivering efficiency improvements. These will be tracked through the Change Director monthly Change Programme reports. The whole reporting mechanism will be reviewed and placed online.
8. PaceSetter investment decisions will be set and validated by their ability to deliver HMRC SR10 business priorities. PaceSetter benefits will be delivered with minimal funding.
9. PaceSetter governance will be integrated with the overall Change Programme governance, with the DG Change taking over the SRO role from the CEO, and HMRC Lines of Business/Chief areas accountable for delivering the benefits in line with the PaceSetter Strategy.
10. Home grown and trained practitioners will implement PaceSetter with support from a small central PaceSetter Team. The central team has a vital role in assurance as well as being a repository for standards and knowledge management, co-ordinating practitioner development, equipping managers to lead in a PaceSetter environment, innovation and new products. Change Directors are responsible for ensuring that their PaceSetter activity is aligned to and delivering SR10 priorities. Leads ensure their business remains on course to embed PaceSetter. Managers are responsible for the quality/standard of PaceSetter working.
11. We will encourage cross region/business area working to share knowledge and best practice. Regional networking and deployment of practitioners/PaceSetter planning teams is already underway and we will now extend this joint working to include HMRC business managers/teams and cross Government opportunities.
12. The Central PaceSetter Team and the Leads will work closely with those business areas where PaceSetter hasn't worked well to address less than best implementation.