

HM Revenue and Customs Strategic Assessment Management Plan Executive Summary 2017/18

HM Revenue and Customs (HMRC) is the UK's tax, payments and customs authority, and we have a vital purpose: we collect the money that pays for the UK's public services and help families and individuals with targeted financial support. We have a vision to be a world-class organisation, and the key objectives set out in our [Single Departmental Plan](#) are to:

- maximise revenues due and bear down on avoidance and evasion
- transform tax and payments for our customers
- design and deliver a professional, efficient and engaged organisation.

To achieve these objectives we are building on the skills and expertise of our people and working in more collaborative and flexible ways. We are putting the right people in the right places, doing the right work, with the right skills, using the latest digital tools.

HMRC's transformation is the biggest modernisation of the UK tax system in a generation. Our ambition is to become one of the most digitally-advanced tax authorities in the world and this involves making fundamental changes to the way we work and the services we provide.

HMRC's Locations Programme is a key enabler to the department's wider transformation. Currently, HMRC has an ageing network of offices spread across the UK, which range in size from ten to 5,700 people, occupying around 140 offices in 87 locations. HMRC is committed to modernising its estate, bringing HMRC employees together into 13 modern Regional Centres, five Specialist Sites, a London Headquarters and, until 2027, seven Transitional Sites.

By changing people's working environment, we'll help to change how they work. We are bringing HMRC employees together into modern offices, equipped with the high-speed digital infrastructure we need to make it easier to collaborate and work flexibly.

Our key transformation programmes, like Making Tax Digital depend on this. Bringing our activity under one roof enables multi-skilled teams to switch between different taxes and communication channels in order to meet customer demand, improving our overall customer service.

Our regional centres will also help to increase the effectiveness of our enforcement and compliance work by enabling different types of operational compliance activity to work more closely together. This makes it easier for our compliance specialists to work across customer segments and across taxes to spot connections. The high-speed digital infrastructure will support state-of-the-art data analysis and risk assessment systems to help HMRC target its compliance activity, and continue to maximise revenues, which last year hit a record total of £574.9 billion.

The fit-out of work spaces will be of the highest standard expected from a contemporary organisation. Our estate will be maintained to the highest standard through smaller, regional facilities management contracts which provide us with more control.

The Locations Programme will save more than £300 million up to 2025, and it will deliver annual cash savings of £74 million in 2025-26, rising to more than £90 million by 2028. The Department and Mapeley have commenced negotiations to prepare for the expiry of the STEPS contract in 2021. This is with the aim of maximising opportunities to deliver additional value, and mitigate financial and operational risk to ensure a smooth transition to our new estate model.

Working in partnership with Shadow Government Property Agency (which is part of the Cabinet Office), we are driving a radical reshaping of the civil service estate, and a consolidated footprint where shared space in Government Hubs is the norm. HMRC is leading on delivering Phase 1 of the Government Hubs Programme and will be the first occupant of these shared spaces. We are making good progress, securing eight of our 13 Regional Centre sites in Edinburgh, Belfast, Leeds, Liverpool, Birmingham, Cardiff, Bristol and Croydon, which opened to staff in July 2017.

HMRC's partnership with the Government Property Agency brings together property professionals to deliver the Government Estates Strategy. Regional Centres align with Government Hub locations and will comply with the Government Property Strategy and its standards, while supporting jobs in every region and nation of the UK. In September 2017, HMRC became the first occupant to start moving into the modern and flexible working environment at the Canary Wharf Government Hub.