HMRC Independent Advisor, Customer Service Committee

Closing Date:

Sunday 24th November 2025

HM Revenue & Customs

Contents

3 Introduction to HMRC

4 Our Vision & Strategy

5 Customer Service Committee

6 Role of Independent Advisor

7 Person Specification

8 Terms of Appointment

9 Application Process

10 Indicative Timeline

11 Equality, Diversity and Inclusion

12 Contact Us

Introduction to HMRC

HM Revenue and Customs (HMRC) is the UK's tax service. We're one of the largest organisations in the country, with more than 60,000 employees, and we collected £843.4 billion in tax revenue in 2023-24.

Our work touches the lives of almost everyone in the country. The tax revenue we generate is spent by government on the schools, NHS, police and other essential services we all rely on.

Our vision is to be a trusted, modern, tax and customs department – one that's here to support customers and works to close the tax gap. To achieve this, we are driving forward vital changes that will make us more efficient in serving our customers and managing their compliance.

The key to doing this is through better online services. By improving the digital experience for our customers, we aim to help many more to resolve their issues quickly and easily online, freeing us to help those who need extra support.

At the same time, we play a key role in supporting the smooth flow of trade at the border, making it easy for our importers and exporters to fulfil their customs obligations, which helps to deliver economic growth.

We can only achieve our purpose through the skill, dedication and professionalism of our people. We work in diverse, inclusive workplaces where everyone feels respected, can perform at their best and is able to achieve their full potential. We want HMRC to be a great place to work, and a place to do great work.

"Thank you for your interest in working with HMRC.

HMRC is going through an exciting time as we undertake a major transformation to modernise our services for our customers.

We are delivering cutting-edge digital services, which will affect all our customers and colleagues.

We can only achieve this with the help and support of our people.

We offer challenging, interesting work and fulfilling, rewarding careers.

We value a diverse range of people and ensure that every colleague in HMRC works in a fully inclusive environment where they feel safe to speak up if they need to.

This is a key priority in HMRC and its everyone's responsibility to contribute to it."

Jim Harra, Chief Executive and First Permanent Secretary

Our Vision & Strategy

Under the new government, and with the Exchequer Secretary to the Treasury, now chair of the HMRC Board, we are focused on delivering three key priorities:

Closing the tax gap

We're recruiting 5,000 more compliance officers over the next 5 years to help close the tax gap. We will reduce customer error by helping people get things right first time, and use our powers to tackle avoidance and evasion, ensuring everyone pays the tax that is due.

Improving day to day performance and the experience of our customers

We will improve our phone and post-performance and support more customers to self-serve online or on the HMRC app where they are able – especially for simpler tasks. This will free up our advisers to help taxpayers who need extra support.

Modernising and reforming the tax and customs system

We're becoming a digital-first organisation, with a roadmap to be published in spring 2025 to digitalise more of the UK tax and customs system - such as our flagship Making Tax Digital programme - and to increase the resilience of our systems.

We're proud of the role we play in supporting businesses, employees and families in carrying out our vital purpose - collecting the money that pays for the UK's public services and giving financial support to people. We do this through the professionalism of our people, by living our values, and by treating our customers in line with the standards in Our Charter.

Return to contents

OFFICIAL-SENSITIVE

Customer Service Committee

The Commissioners for HM Revenue and Customs invite applications from suitably qualified and experienced individuals to take on the role of Independent Advisor for the Customer Service Committee.

The HMRC Board is chaired by the Exchequer Secretary to the Treasury and oversees performance and delivery of the organisation. The Board establishes sub-committees to oversee specific areas of work and to provide appropriate advice and recommendations to the Board.

The Customer Service Committee is a subcommittee of the Board and is chaired by a non-executive of the Board. The Committee provides advice and challenge on proposals to improve customer service and experience against the backdrop of long-term customer strategies and makes recommendations on any additional proposals to make improvements to customer service performance and efficiency.

To do this the Committee supports, scrutinises and challenges the executive on the committee's key priorities:

- Service performance: ensuring that HMRC meets its service standards in telephony and post channels
- HMRC's journey to becoming a digital first organisation, including publication of digital transformation roadmap
- End to end management of the customer journey which includes the importance of customer communications, guidance and education
- HMRC's services for customers who need extra help, including those who are digitally excluded.

The Committee also focuses on policy and process simplification; the journey for customers who are in a compliance check; and how to better support colleagues to improve service performance.

Role of Independent Advisor

Independent Advisors use their skills and personal experience to contribute to the work of the subcommittees. They support the committee chair, the responsible Director General, senior officials and ultimately the Minister in the delivery of the government's priorities for the department. Independent Advisors are experts in their field and provide sound judgement.

All Independent Advisors will:

- adhere to the ethical standards outlined in the Seven Principles of Public Life
- attend the meetings of the committee, contributing constructively across the full range of committee business.
- act as a sounding board and critical friend to the committee chair and to the executive.
- provide advice, help and guidance – making recommendations as to how to improve relevant plans and policies.
- draw on professional experience to strengthen the quality of advice provided to the Board and to the department.

Specific Duties and Expectations:

You will specifically support, scrutinise and challenge the executive on the committee's key priorities:

- Service performance: ensuring that HMRC meets its service standards in telephony and post channels.
- HMRC's journey to becoming a digital 1st organisation, including publication of a digital transformation roadmap
- End to end management of the customer journey which includes the importance of customer communications, guidance and education
- HMRC's services for customers who need extra help, including those who are digitally excluded

The Committee will also focus on policy and process simplification, the journey for customers who are in a compliance check and how we can better support colleagues to improve service performance.

Person Specification

We particularly seek individuals with a reputation for personal integrity, professional conduct and credibility.

Diversity is key to making sure we reflect the society we serve, which is why we want to reach the widest possible range of applicants.

The Independent Advisor should demonstrate most or all of the following criteria:

- Board or senior-level leadership experience, as an executive or non-executive.
- A track record of successfully improving outcomes or services in complex delivery organisations.
- The ability to analyse information and exercise judgement across a broad spectrum of policy and organisational issues. [or reword as appropriate to the committee]
- Proven experience in building relationships, influencing decision-making and offering appropriate challenge at senior organisational levels

Whilst each Advisor is not expected to have experience in all fields, a combination from the range below is required:

- Customer experience transformation: Experience of operating at scale to gain organisation-wide support to achieve successful customer-oriented transformation in their organisations, for the benefit of both customer and employee
- Data analytics: First-hand experience in the smart use of data. They will be able to demonstrate experience in manipulating large data sets and applying the insights in pursuit of continuous upgrading in customer service.
- Digital: Experience of working in a large organisation responsible for digital service delivery and the associated cultural change this can bring – including marrying technology capability with managing and prioritising activity during transition; and at the same time, managing customer expectations during that transition
- Marketing & communications: Expertise in defining, planning and executing multi-channel strategies, designed to address different audiences, resulting in a superior, end-to-end customer experience.

Return to contents

OFFICIAL-SENSITIVE

Terms of Appointment

Period of Appointment

This is an Independent Advisor position, and the length of term is two years. There is also a possibility to renew the term at the end of the two years.

Remuneration

This post will attract a remuneration of £4,500 per annum.

Location

Committee meetings are generally held in 100 Parliament Street, London

Estimated Time Commitment

Appointees are expected to attend 6 subcommittee meetings a year and other occasional meetings as necessary outside of formal committees.

Confidentiality

The appointee will have access to confidential information and is required to sign a declaration of confidentiality.

Nationality

This role is open to UK nationals, Commonwealth citizens, and nationals of EU states who have the right to live and work in the UK.

For more information on job nationality requirements and the right to work in the UK, please see the Civil Service Nationality rules and the UK Visas and Immigration rules.

Travel Expenses (T&S)

We will reimburse reasonable expenses incurred while undertaking the duties of an Independent Advisor.

Conflict of Interest

Applicants should consider any potential conflicts of interest before applying. A conflict of interest, actual or perceived, could prejudice your ability to perform the duties and responsibilities objectively.

Applicants are expected to have conducted their own tax affairs with probity, and will not have participated in, promoted or enabled tax avoidance arrangements.

Equal Opportunities

We embrace diversity and promote equality of opportunity, and welcome applicants from all backgrounds.

Independent Advisors are not employees of HMRC. Accordingly, nothing in this, or any other document, shall be construed as or taken to create a contract of employment between the Committee member and HMRC.

Application Process

Please submit your application online via Public Appointments, no later than **23:55pm on Sunday 24th November 2025**.

Please include the following in your application:

- A **CV** setting out your career history, with key responsibilities and achievements. Please include evidence from your career which best demonstrates your suitability.
- A **Statement of Suitability** (two pages maximum) explaining how you meet the essential criteria.

Applicants **must** be independent from HMRC. Current HMRC employees are unable to be considered for this position.

Diversity & Inclusivity

All candidates are asked to complete a Diversity Monitoring form at point of application which will be stored separately from your application and will play no part in the selection process.

Conflict of Interest Declaration

All candidates will be asked to declare any perceived conflicts of interest and political activity of note. Anything declared will be provided to the panel and may, if appropriate, be discussed with you during interview.

If you believe you may have a conflict of interest and would like a discussion before applying, please contact Nigel Dominey at scs.resourcing@hmrc.gov.uk

Shortlist and Interview

The selection panel will be chaired by **Myrtle Lloyd, Director General, Customer Services Group**. The full panel will be confirmed prior to interview.

Shortlisting is expected to take place **w/c 25th November 2025,** and all candidates will be notified of the outcome shortly thereafter.

Interviews are expected to take place in person **w/c 16th December** and are expected to be held at 100 Parliament Street, London (full instructions will be issued prior to interview).

Financial Probity Check

Candidates shortlisted for interview must complete a self-certification of their tax compliance and provide personal information required for HMRC to perform this check.

All data is handled with utmost confidentiality, and the results will only be shared with the vacancy holder. Appointment is conditional upon receiving a successful outcome.

Security Clearance

Appointment is conditional upon holding or obtaining **SC** national security vetting clearance level. More information about the vetting process can be found here.

Indicative Timeline

Closing date

Sunday 24th November 2025

Shortlist Meeting

w/c 25th November 2025

Interviews

w/c 16th December 2025

Please note, dates are only indicative at this stage and could be subject to change.

Candidates are asked to note the above timetable, exercising flexibility through the recruitment and selection process. If you are unable to meet these timeframes, please let us know in your application letter or at the point of shortlisting.

Equality, Diversity & Inclusion in HMRC

'The HMRC Board and sub-committees fully support HMRC's Equality, Diversity and Inclusion aims'.

At HMRC we want to create great places to work that are welcoming to all – where there is a strong sense of belonging and community.

Our vision is to be an organisation that is inclusive, respectful and reflective of the customer communities we serve.

Diverse perspectives and experiences are critical to better decision making and problem solving; helping to deliver an effective, modern service to our customers.

Our HMRC equality objectives 2020-2024 describe how we are working to become a more inclusive and representative organisation reflective of our values.

The objectives are designed to eliminate unfair disparities and increase accountability for addressing them.

In delivering our objectives, our approach is to embed inclusion across everything we do and how we work in HMRC.

We want to recognise that building inclusive workplaces inclusion is everyone's responsibility and something that benefits all of us.

Our approach is moving us towards our vision by:

- supporting every colleague to take responsibility for inclusion in HMRC.
- considering relevant diversity characteristics, as well as other priorities such as socio-economic background and caring responsibilities.
- clearly defining the roles and responsibilities for embedding inclusion throughout the organisation.
- having evidence-based action, monitoring and evaluation at its heart, to make better and faster progress.

We have numerous Diversity Champions and staff networks supporting us to meet our objectives. You can find out more about our approach to diversity and inclusion at the Life at HMRC blog.

disability confident LEADER

Contact Us

If you would like to discuss the role in more detail, or you require assistance with the recruitment or application process, please contact Nigel Dominey at scs.resourcing@hmrc.gov.uk

HM Revenue & Customs

Return to contents