

THE ASSIGNMENT

To help HM Revenue and Customs implement its Pacesetter programme by achieving a major national productivity improvement in processing via the introduction of Lean thinking in twenty-eight locations across the UK. Also to transfer skills to HMRC's own newly formed team of experts, so that the benefits obtained during implementation are sustained in the long term and continuously improved upon.

THE RESULTS

"The Department (HMRC) estimates that implementing Lean across processing will deliver increased productivity of 30 – 50%.

This amounts to £440 million cash savings."

Source: National Audit Office Report, June 2007 Accuracy in Processing Income Tax.

OUR APPROACH

In each of the twenty-five PAYE locations a detailed Diagnostic was carried out to tailor a standard implementation plan to local needs and also to agree targets with Local Managers.

For National Insurance, Child Benefit, VAT Registration and Tax Credit processing, new Lean standard processes were developed and tested with pilot teams before being rolled out across each of these business units.

Over 1,000 HMRC people visited Unipart sites to see both the tools and the culture in action.

At each HMRC location, Value Stream Maps of the processes were produced and detailed analysis of performance was carried out to establish the Baseline state. This data was used to work out the number of teams required to operate the new processes and the local KPI targets. Visual Control Boards were set up for each team as the new layout was implemented. Coaching and close support was then provided for each team until the new standardised ways of working were fully embedded.

At each location HMRC Experts were trained in the specific tools and techniques and were then able to lead the later implementation themselves with support from Unipart Practitioners.

WHAT DID WE ACHIEVE?

Pacesetter is a large programme that was delivered to twenty-eight separate locations:

- Over 100 Diagnostics were carried out to identify waste, set baselines and agree targets
- 500 Pacesetter teams were set up and trained
- 152 HMRC Experts were trained to lead future expansion of the programme
- A model office was created to help guide expansion and sustainability
- New Lean tools were designed for HMRC and implemented to meet their specific needs