



HM Revenue
& Customs

Sir Jim Harra KCB
Chief Executive and First
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Sir Geoffrey Clifton-Brown
Chair of the Public Accounts Committee
House of Commons
Palace of Westminster
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21 January 2025

Dear Sir Geoffrey,

Third Report of Session 2024–25: HMRC Customer Service and Accounts

I am writing regarding the Committee's report and related press notice on HMRC's Customer Service and Accounts, shared with me under embargo. I am disturbed by the Committee's claims that HMRC is deliberately degrading its customer services performance as a matter of policy and that service levels continue to deteriorate. I refute these claims in the strongest terms. They expressly contradict the oral evidence my colleagues and I provided during the oral evidence session on 28 November 2024 (see question 55 of the [transcript](#)).

HMRC has always deployed its available resources to maximise its performance across all customer services channels and continually strives to meet its service standards. In 2023-24, there was a growing taxpayer population with more complex needs. Combined with budget constraints, this meant that we were not able to meet our service standards. We have apologised for the inconvenience which this caused our customers.

HMRC received extra funding earlier in this financial year to enable us to recruit more customer service advisers to improve our telephony service performance. Since then, we have made strong progress towards meeting our telephony and correspondence service standards and wait times have reduced. We aim to maintain this improved performance through the remainder of 2024-25 and meet our service standards through 2025-26.

In 2024-25 to November, HMRC has answered 69% of phone calls where the caller wished to speak to an adviser. This is below our service standard; however, it shows strong progress in improving telephony performance during the year. In October and November, we met our service standard, with an average across both months of 85% of phone calls to advisers being answered.

Information is available in large print, audio and Braille formats.
Text Relay service number – 18001



Similarly, our performance in responding to correspondence has seen steady improvements throughout October and November, close to our 80% service standard. We aim to maintain this upward trend through Quarter 4.

For the 2024-25 year to November, we have seen consistently high levels of customer satisfaction with our phone, webchat and digital services – nearly 80% of customers said they were either 'satisfied' or 'very satisfied'.

HMRC online services and the HMRC app are convenient to access 24/7 and we encourage taxpayers to self-serve online where they can. This will enable HMRC advisers to focus on helping those who need support and providing them with a prompt service.

We are continuing to expand our online services and in spring 2025 we will publish a digital roadmap which will set out how we will further implement our digital-first strategy.

We will, of course, respond in detail to the Committee's recommendations via a Treasury Minute in due course.

Yours sincerely,



Jim Harra
CHIEF EXECUTIVE AND FIRST PERMANENT SECRETARY