Spotlight on HMRC’s Charter Stakeholder Group

Briefings



23 September 2025

HMRC’s Charter Stakeholder Group is a key advisory body established to provide external insight, challenge and support regarding how HMRC lives up to the commitments set out in the HMRC Charter (see tinyurl.com/2ec22wcb). The Charter outlines the standards of behaviour and service that individuals and businesses can expect when interacting with HMRC, including values such as respect, professionalism, fairness and responsiveness.

The Charter Stakeholder Group plays a crucial role in ensuring that HMRC remains accountable to the public and continues to improve its services and interactions with taxpayers.

Purpose of the group

The primary purpose of the Charter Stakeholder Group is to advise HMRC on how well it is meeting the expectations and values set out in the Charter. It acts as a

bridge between HMRC and the individuals, businesses and tax professionals who use its services, offering a direct channel for constructive feedback and challenge.

Established in response to the government's emphasis on improving transparency and service standards in public bodies, the group aims to make the customer experience central to HMRC's operations.

Key functions of the group

1. **Monitoring HMRC's performance against the Charter:** The group regularly reviews HMRC's performance in light of the Charter's commitments. It provides feedback on customer experience, operational delivery and service quality. The group may comment on issues such as how HMRC treats customers, whether guidance is clear and accessible, and how effectively HMRC resolves disputes or errors.
2. **Providing stakeholder insight and challenge:** Made up of a diverse range of representatives from professional bodies and voluntary sector organisations, the group brings a wide range of perspectives. It challenges HMRC to consider how its policies and practices affect real users, particularly those who are vulnerable or may face barriers in dealing with the tax system.
3. **Advising on improvements and priorities:** The group offers recommendations on areas where HMRC could improve how it delivers services or communicates with taxpayers. It may help to shape priorities for customer service improvements, digital transformation or better accessibility.
4. **Contributing to the Charter's Annual Report:** Each year, HMRC publishes a report on how it has performed against the Charter. The group contributes an independent section to this report which is now included in HMRC's Annual Report and Accounts, offering a candid assessment of HMRC's progress, successes and areas for development. This provides a degree of transparency and accountability to Parliament and the wider public.
5. **Fostering engagement and trust:** By involving external voices in assessing performance, the group helps to build public trust in HMRC. It reassures taxpayers that HMRC is open to scrutiny and committed to listening to those it serves.

The HMRC Charter Stakeholder Group plays a vital role in holding HMRC to account on how it treats taxpayers and delivers its services. Through its independent insight, it aims to make the Charter more than just a set of principles, and instead a living

document that shapes how HMRC engages with the public. By doing so, the group supports the objectives of continuous improvement, better customer outcomes and greater confidence in the UK’s tax system.