



National Audit Office

The UK's independent public spending
watchdog

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Reference FOI-1671
Date 07 December 2023

Dear

HMRC STAFF PRODUCTIVITY LEVELS IN 2018 COMPARED TO 2022

Thank you for your request of 15th of November 2023 to the National Audit Office. You requested what were HMRC staff productivity levels in 2018 compared to 2022. Your request was considered in accordance with the terms of the Freedom of Information Act 2000 (FOIA).

Having reviewed our audit records, I can confirm that we do hold some of the requested information within the scope of your request which has been detailed below.

An analysis on the productivity of compliance staff was published in the [Managing tax compliance following the pandemic \(nao.org.uk\)](#) report in December 2022, specifically Figure 14 on page 47. The data collected by the NAO was part of this specific work study and is not something we routinely collect.

You may also wish to contact HMRC, who might be able to help you with any up-to-date information you seek. Details of how to contact them can be found here: [Publication scheme - HM Revenue & Customs - GOV.UK \(www.gov.uk\)](#).

I hope this information is helpful. For your reference, your specific request has been reproduced in **Annex A**. **Annex B** sets out the steps you may wish to take if you are not satisfied with the way we have handled your request.

Yours sincerely

NAO FOI Team

Annex A

Request for information about: 'HMRC staff productivity levels'.

(Your request is in italics below)

"What were the productivity levels for HMRC staff in 2018 compared to 2022".

Annex B

Statement of Policy

Our policy is to respond to requests made under the Freedom of Information Act 2000 as helpfully and promptly as possible, having regard to the principles set out in the Act. I therefore hope you are happy with the way we have handled your request. If you are not, then you should take the following steps.

In the first instance, within 40 working days, write to the National Audit Office Freedom of Information (FOI) Team at FOI.requests@nao.org.uk or by post to:

FOI Team, Green 2, National Audit Office, 157-197 Buckingham Palace Road, London, SW1W 9SP.

The Head of FOI will arrange a review, which will be conducted by a senior member of staff who was not involved in decisions relating to your original request. Once the review has been completed, we will write informing you of the outcome. If you are not content with the outcome of the internal review, you have the right to apply directly to the Information Commissioner for a decision. The primary way of escalating your concerns to the Information Commissioner is at: www.ico.org.uk/foicomplaints. Alternatively, you can contact the ICO at [Contact us | ICO](#) or Information Commissioner's Office Wycliffe House Water Lane Wilmslow Cheshire SK9 5AF.