

Transformation Director

SCS Pay Band 2

Vacancy Reference: 2501-030L

Closing Date: 23:55 on 16 November 2025



HM Revenue
& Customs



Introduction to HMRC

HM Revenue and Customs (HMRC) is the UK's tax, payments and customs authority. We're one of the largest organisations in the country, with more than 60,000 employees, and we collected £875.9 billion in tax receipts in 2024-25.

Our work touches the lives of almost everyone in the country. Transforming how we deliver compliance through new tools, technologies and processes are key to delivering a better experience for our customers and people.

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.

We're investing in our technology, our people and their skills to make it as easy as possible for customers to pay the right tax from the outset, fixing problems at source and allowing us to focus our interventions where they can make the biggest difference.

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.

"I am delighted you are considering HMRC as a career choice.

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

Transforming how we deliver compliance through new tools, technologies and processes are key to delivering a better experience for our customers and people.

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 it's everyone's responsibility to contribute to it."

John-Paul Marks, Chief Executive and First Permanent Secretary



Our Vision & Strategy

5 Strategic Objectives that Power Our Purpose

Our strategic objectives and business plan will guide us through the 5-year Spending Review period 2025 to 2030.

They build on the progress made so far in delivering the Exchequer Secretary to the Treasury's priorities for HMRC, and they also reflect how we're meeting the government's challenge for the Civil Service to be more productive, agile and efficient in serving the British public.

Our **strategic objectives** are:

- close the tax gap
- improve day-to-day performance and the overall customer experience
- reform and modernisation of tax and customs administration
- build a high-performing organisation with a skilled and engaged workforce
- support wider government economic aims through HMRC's work

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](#).

In 2017, HMRC colleagues co-created 4 core values to describe how we should work together as an organisation, every day.



Why Join Us?

Customer Compliance Group (CCG) is one of the biggest delivery organisations in government. We are growing to over 32,000 people; our passionate and committed team includes tax professionals, analysts, and criminal justice professionals. We work together with colleagues across HMRC and the wider public sector, in the UK and internationally, to safeguard a tax system that funds vital public services and depends on public trust. In 2024/25 we secured over £39bn of tax that would not otherwise have been paid.

In its first year the government announced the biggest ever package of measures, certified by the Office for Budget Responsibility to close the tax gap, delivering £7.5 billion of additional tax revenue by 2029/30. Closing the remaining areas of the tax gap will require us to tackle some of the toughest areas of compliance risk.

HMRC published its [roadmap](#) for the transformation setting out the initiatives that will enable us to be more efficient and effective which will transform the way we work in compliance. It is imperative that we deliver on that transformation in order to further close the tax gap and this role is key to our achieving that commitment through the delivery of new digital services and analytical tools to deter and prevent deliberate non-compliance including those who engage in criminality, evasion and tax avoidance.

You will find your experience is valued and your professional and leadership insight put to great use in an exciting, fast paced and supportive environment, where we look to bring out the best in each other and our colleagues, while challenging ourselves all the time to do better.

You will have the opportunity to help us shape and deliver these major changes in our business and to make sure that we achieve the benefits that we have promised in return for investment.

If you are ready for your next challenge and are interested in joining our team, I look forward to hearing from you.

Penny Ciniewicz



Penny has been Director General, Customer Compliance Group (CCG) since 2017. She is the Race Champion in HMRC.

Previous roles have included: Chief Executive of the Valuation Office Agency (VOA) and Director of Knowledge, Analysis and Intelligence in HMRC, Director Aerospace & Defence in DTI, and Principle Private Secretary to the Cabinet Secretary.

Penny Ciniewicz CB
Director General, CCG

About Customer Compliance Group (CCG)

Bringing in tens of billions of pounds of tax that would otherwise go unpaid, Customer Compliance has unparalleled reach and impact.

CCG's role is to help safeguard a tax system that relies on public trust. Taxpayers, rightly, want to know HMRC will step in to enforce the rules where necessary, creating a level playing field for individuals and businesses. The National Audit Office's report on Managing Tax Compliance concluded that our work is value for money, and we bring in roughly £18 for every £1 we spend.

In CCG we segment customers and tailor our compliance activity based on their behaviours, capabilities and the level of risk. This allows us to identify compliance risks and customer needs, and to adapt our approach where necessary – to support people to get their tax right, or to take targeted action against avoidance, evasion and criminal activity. The rules are the same for everyone, but segmenting our customers helps us to respond in targeted, proportionate and effective ways.

This work has helped HMRC to reduce and then maintain a record low tax gap, but now we want to go even further, and close the tax gap, raising an additional £7.5bn in tax revenue by 2029/30.

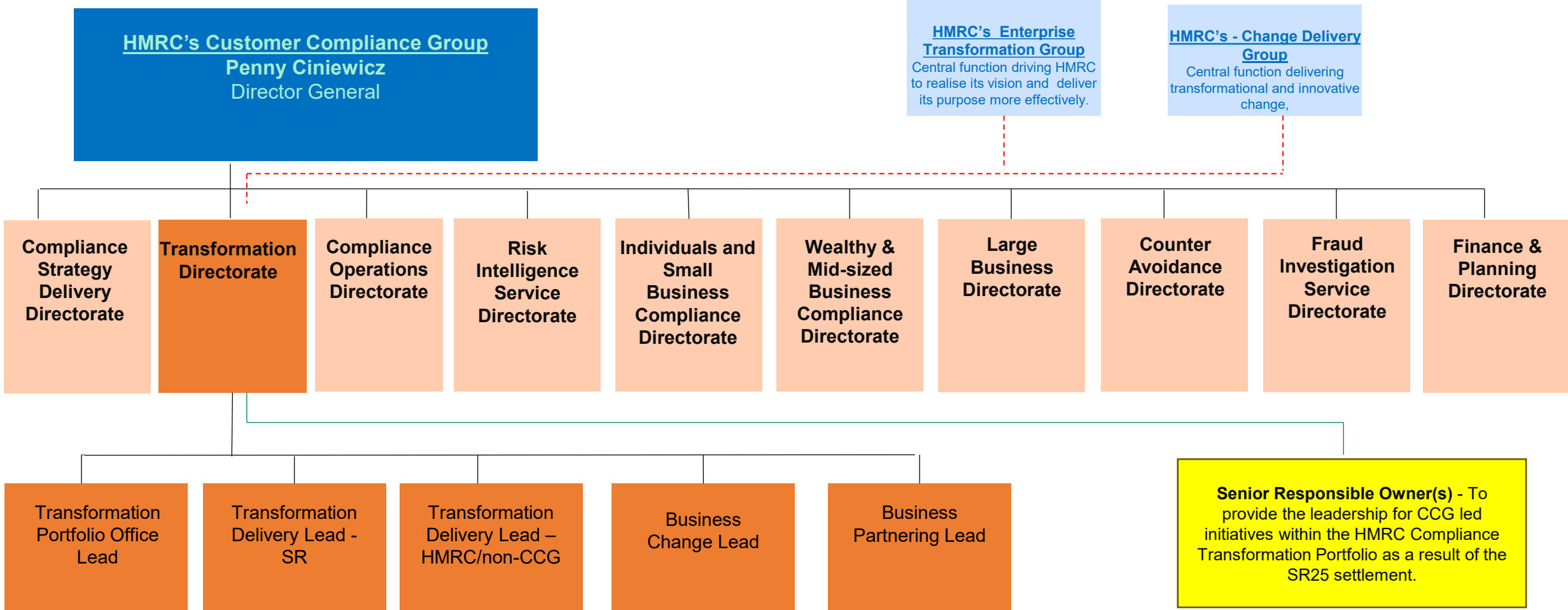
The quality of our customers' experience is important in helping us to build trust – as is our ability to recognise the personal circumstances that sometimes lie behind unpaid tax. When issues come up, our aim is to work with customers promptly and professionally, so we can get them back on the right track.

As Transformation Director you will be the lead for compliance on the design and delivery of strategic change initiatives that help us close the tax gap, ensuring they align with CCG and HMRC objectives. You'll work with colleagues across HMRC to drive best practice change, develop and help implement innovative solutions, and work closely with senior stakeholders to deliver transformative business outcomes. You will have a key role in shaping the future of tax compliance and deliver significant benefits for the Exchequer.



HMRC – CUSTOMER COMPLIANCE GROUP

Organisation Chart – Transformation directorate strand



About the Role

Job Title

SCS2 Transformation Director

Location

Belfast, Birmingham, Bristol, Cardiff, Edinburgh, Glasgow, Liverpool, Leeds, London (100 Parliament Street, Croydon or Stratford), Manchester, Newcastle, Nottingham and Portsmouth.

Regular travel across the UK to CCG sites will be required as well as frequent Senior Leadership meetings in London. We currently work on a hybrid basis with 60% of our time working in an office location

Salary

£100,000 up to circa £130,000 per annum, dependent upon experience

For existing Civil Servants, [standard Civil Service pay rules](#) apply. SCS colleagues may also be considered for end of year and in year non-consolidated performance bonuses subject to individual performance.

Contract Type

Permanent, full-time. This role has a [probationary period](#) of 6 months and a minimum [assignment duration](#) of 3 years.

Security Clearance

Please note, the successful applicant will need to hold or apply for SC clearance.

Pension

Your Civil Service pension is a valuable part of your total reward and is one of your biggest benefits.

When you join the Civil Service, you get access to the alpha pension with a generous employer contribution of 28.97% and some of the lowest member contributions in the public sector.

Please visit [Civil Service Pension Scheme](#) for more information.

Annual Leave and Bank Holiday Allowance

25 days annual leave, increasing to 30 days after 5 years' service (allowance pro-rata for part-time colleagues).

This is complemented by one days paid privilege leave to mark the King's Birthday and is in addition to your public holidays.

Equality, Diversity & Inclusion

The Civil Service values and supports all its employees.

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.

We embed inclusion in everything we do. Senior Civil Servants play a crucial role in promoting and maintaining inclusive behaviours, addressing disparities and reporting progress.

Our [HMRC equality objectives 2024-2028](#) describe how we are working to become a more inclusive and representative organisation reflective of our values.

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Role Responsibilities

The Transformation Director is a key member of the senior leadership team in Customer Compliance Group (CCG), keeping transformation and change at the forefront of planning and delivery. You will report to the CCG Director General.

The CCG Transformation Directorate was formed in 2019, to shape and drive benefits-focused, transformational change, delivering CCG and HMRC strategic objectives. Its vision is to lead, deliver and champion best practice change and transformation across CCG in collaboration with colleagues across HMRC.

Key responsibilities:

- To shape and oversee delivery of a set of ambitious plans to Close the Tax Gap set out in HMRC's transformation [roadmap](#) which underpin delivery of an additional £7.5bn of tax revenue that would not otherwise be collected by 2029/30.
- Leading on delivery and updating of the CCG Target Operating Model, which sets out what CCG needs to do to achieve its goals in support of HMRC's vision and purpose.
- Leading c.230 people in the CCG Transformation directorate, building skills and empowering effective delivery; managing an annual budget (in 25/26) of c.£17m and c.£167m delegated in projects and programmes.
- Advising the Director General and her senior leadership team on the portfolio of changes being delivered across HMRC which enable the closing of the tax gap or which impact CCG, and any action required to ensure achievement of benefits in line with our plan to close the tax gap
- Leading on the design and Transformation Roadmap for the compliance components of the HMRC five-year plan.
- Leading across CCG on the shaping of transformation and change. Working with the compliance senior leadership team and Senior Responsible Owners across HMRC to interrogate plans and to understand their practical implementation, costs and performance impact, and helping orchestrate business transformation.
- Managing senior responsible owners (SROs) of key programmes within the Compliance Portfolio.
- Making transformation a real-time activity that reflects current business priorities and strategy.
- Building capability within CCG so change initiatives are structured, planned and integrated in the most efficient way so that we optimise the way we work and change lands well within the business. Embedding sustainable change across CCG, considering the impacts on people, performance and future strategy.
- Supporting and challenging change propositions working with the CCG Finance Director to ensure CCG and HMRC can invest with confidence and secure benefits, working in line with HMT guidance.
- Ensuring the robust and consistent (initiation to closure) governance of new and in-flight programmes, with accurate and insightful reporting at tactical and strategic levels.
- Advising on the prioritisation and hierarchy of initiatives.
- Identifying, tracking and realising benefits within CCG
- Acting as the voice of compliance in key senior governance bodies.

Person Specification

The successful applicant will need to demonstrate relevant experience and effective delivery of the following essential criteria and skills

Essential Criteria:

- Experience of successfully designing and delivering complex portfolios of change to achieve a transformational shift in business delivery.
- Track record of successful delivery in a senior transformation or change leadership role, showing capability to drive benefits in a large, complex organisation.
- Experience as Senior Responsible Owner (SRO) of large-scale complex transformation involving large scale data and technology.
- Ability to work collaboratively as part of a senior leadership team in a large and complex business, contributing strategically across the full range of business decision-making, and building a strong understanding of the delivery business to inform change design and delivery.
- A track record of successfully influencing senior stakeholders both internally and externally.
- Excellent leadership and management skills with the ability to build a capable, motivated and impactful team operating across multiple locations.
- The personal resilience to handle ambiguity and manage a significant level of responsibility, remaining calm under pressure.
- MPLA graduate, APM chartered project manager or accredited government project professional (or a commitment to work towards one of these in the first 12 months in post)

Skills:

- Adept at turning strategy into a portfolio of change and realising the benefits
- Collaborative with business leaders, strategy, portfolio, architecture, technology, commercial and change delivery.
- Commercially astute and able to work well with suppliers
- Adept at transforming performance and enabling organisations to reach their potential through transformation and innovation.
- Confident in driving digital solutions
- Able to bridge the gap between business delivery and strategic transformation, engaging stakeholders in a way that is impactful and influential.

How to Apply

This campaign is being managed on behalf of HMRC by **Russell Reynolds Associates**.

Please submit your full application by email to responses@russellreynolds.com using reference number **2501-030L**. Closing date for applications is **23:55 on Sunday, 16 November 2025**.

Your submission should include:

- A **CV** detailing your career history, key responsibilities and achievements. Please explain any employment gaps within the last two years.
- A **Statement of Suitability** (no longer than 2 pages) demonstrating how your experience meets the essential criteria.
- A completed **Diversity Monitoring Form** [available here](#). Please note the information you provide will help support monitoring HMRC's recruitment processes to ensure they are fair to all and allow us to attract diverse and talented candidates.

Your CV and suitability statement will be assessed against the criteria set out in the person specification. Please include your full name on both documents.

Should you wish to speak with someone before submitting an application, please contact responses@russellreynolds.com in the first instance.

Diversity & Inclusion

HMRC is a great place to work and champions diversity and inclusivity in its workplace. As part of your application, you will be asked to complete a diversity questionnaire. If preferred, you may select 'prefer not to say'. All data is treated confidentially and will not be disclosed to the selection panel.

Indicative Timeline

The anticipated timetable is below – exact dates will be confirmed with shortlisted candidates.

Please be as flexible as you can to meet these dates however it may not be possible to offer alternative dates for assessments or interviews.



Closing date 23:55 on Sunday, 16 November 2025



Longlist meeting w/c 17 & 24 November 2025



Shortlist meeting w/c 15 December 2025



Assessments w/c 5 & 12 January 2026



Interviews w/c 19 January 2026

Our Privacy Commitment

HMRC is committed to protecting the privacy and security of your personal information. Please refer to the [HMRC Privacy Notice](#) for more information about our data protection policy and procedures.

Interview & Assessment

Selection Panel

Christopher Pilgrim - Civil Service Commissioner & Chair

Penny Ciniewicz - Director General Customer Compliance Group, HMRC

Suzanne Newton - Director General Change Delivery Group, HMRC

Justin Holliday – Chief Finance Officer, HMRC

Shortlist

The panel will assess the evidence provided in your CV and statement. Candidates whose applications best meet the essential criteria will be selected for interview.

HMRC is a Disability Confident leader and guarantees an interview to candidates applying under the [Disability Confident Scheme](#) and who successfully meet the minimum selection criteria outlined in the person specification.

Due Diligence

Candidates should declare any perceived conflicts of interest at application, and this may be discussed with you at interview. Appointment is conditional upon shortlisted candidates successfully completing a [Tax Probiity](#) check

Informal Conversation

Shortlisted candidates will have the opportunity to speak to Penny Ciniewicz prior to interview. This is an informal discussion to allow you to learn more about the role and is not part of the assessment process.

Assessment

If shortlisted, you will take part in the following assessments:

- **Individual Leadership Assessment** – a combination of psychometric assessments
- **Staff Engagement Exercise** – a presentation and Q&A with a representative staff group from across HMRC.

Assessments are designed to support the panel's decision making and highlight areas for further exploration at interview and do not result in a pass or fail decision.

Interview

You will attend a panel interview for a more in-depth discussion of your previous experience and professional competence. This will include a 5-minute verbal presentation (further information will be issued in advance).

Interviews are expected to take place in person at 100 Parliament Street, London.

Offer and Feedback

Unfortunately, due to the anticipated number of applicants for this role, we are unable to provide feedback to those not successful at shortlist stage.

Candidates who are shortlisted and attend an interview will be offered feedback from a member of the interview panel. We will also send you a copy of the report for any assessment you have undergone.

Frequently Asked Questions

Can I apply if I am not currently a civil servant?

Yes. This role is open to suitably qualified people in the external market and those in accredited non-Departmental Bodies.

Is this role suitable for part-time working?

This role is offered on a full-time basis. Flexible working arrangements (including existing job share partnerships) will be considered and should be discussed with HMRC Executive Resourcing if you are invited to interview.

Where will the role be based?

The role can be based in any of the locations indicated. Regular travel across the UK to CCG sites will be required as well as frequent Senior Leadership meetings in London.

HMRC is unable to reimburse relocation costs.

Is security clearance required?

Yes. Appointment is conditional upon achieving the required level of security clearance. You are required to have or obtain the national security vetting clearance level as indicated.

More information about the vetting process can be found [here](#).

Can I claim back any expenses incurred during the recruitment process?

Unfortunately, we are unable to reimburse you, except in exceptional circumstances and only when agreed in advance.

What nationality do I need to hold to apply?

This role is broadly open to the following groups:

- ✓ UK nationals
- ✓ Nationals of the Republic of Ireland
- ✓ Nationals of Commonwealth countries who have the right to work in the UK
- ✓ Nationals of the EU, Switzerland, Norway, Iceland or Liechtenstein and family members of those nationalities with settled or pre-settled status under the [European Union Settlement Scheme \(EUSS\)](#)
- ✓ Nationals of the EU, Switzerland, Norway, Iceland or Liechtenstein and family members of those nationalities who have made a valid application for settled or pre-settled status under the [European Union Settlement Scheme \(EUSS\)](#)
- ✓ Individuals with limited leave to remain or indefinite leave to remain who were eligible to apply for EUSS on or before 31 December 2020
- ✓ Turkish nationals, and certain family members of Turkish nationals, who have accrued the right to work in the Civil Service.

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.

Frequently Asked Questions

As a disabled candidate, what reasonable adjustments can be made?

We are committed to making reasonable adjustments to support job applicants and ensure that you are not disadvantaged in the recruitment and assessment process.

For example, reasonable adjustments could include; allowing extra time during selection tests; ensuring that information is provided in an accessible format or; by providing training.

If you feel you may need a reasonable adjustment or require a hard copy of the information, or in an alternative format (e.g. Audio, Braille or large font) please contact responses@russellreynolds.com.

What is a conflict of interest and when should I inform you?

Candidates must note the requirement to declare any interests that might cause questions to be raised about their approach to the business of the Department. If you believe you may have a potential conflict of interest, please contact responses@russellreynolds.com.

What are standard Civil Service pay rules?

If moving on level transfer your salary will remain the same. If successful on promotion, your salary will be the higher of either a 10% pay increase or the pay band minimum. The 10% increase is to your base pay and does not include allowances.

What is a tax probity check?

Tax probity checks are carried out to minimise the risk that prospective candidates have behaved in ways likely to bring the tax system into disrepute and to protect the integrity of HMRC.

Candidates will need to provide necessary personal information to allow HMRC to conduct the check. Further information will be provided if shortlisted for interview.

Will I be subject to a probation period?

From 1st April 2025, if you are new to the Civil Service, you will need to successfully complete a minimum probationary period of 6 months, during which your performance, attendance, conduct and behaviour will be assessed. The assessment is concerned with ensuring you can meet the standards required by HMRC in these key areas.

What is an assignment duration?

An assignment duration is the time a Senior Civil Servant is expected to stay in a position to achieve key business goals while enhancing their expertise. By taking this role, you agree to the specified assignment period, though it isn't a change to your contract.

This expectation isn't legally binding and may be affected by personal circumstances or business needs, such as family leave. However, it remains an important commitment, so we seek your confirmation on the set duration.

Role of the Civil Service Commission

Will this role be overseen by the Civil Service Commission?

Yes. As this role is one of the more senior posts within the Civil Service, a Commissioner will oversee the recruitment process and chair the selection panel.

What is the role of the Civil Service Commission in relation to recruitment into the Civil Service?

The Civil Service Commission has two primary functions:

- To provide assurance that selection for appointment to the Civil Service is on merit based on fair and open competition as outlined in the [Civil Service Commission's Recruitment Principles](#). For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel.
- To hear and determine appeals made by civil servants under the Civil Service Code which sets out the Civil Service values – Honesty, Integrity, Impartiality and Objectivity – and forms part of the relationship between civil servants and their employer.

What do I do if I want to make a complaint?

If you feel that your application has not been treated in accordance with the recruitment principles and wish to make a complaint, then you should contact scs.resourcing@hmrc.gov.uk in the first instance.

If you are not satisfied after departmental investigation, you can contact the [Civil Service Commission](#) at info@csc.gov.uk or in writing to:

Civil Service Commission, Room G/8, 1 Horse Guards Road SW1A 2HQ



Follow Us

Thank you for your interest in working for HMRC.

For more information on HMRC please visit [Civil Service Careers](#), [Life at HMRC](#), or join our [Talent Network](#).

You can also follow us on:



Facebook



LinkedIn



X (formally Twitter)



Our work is regulated by the Civil Service Commission



HM Revenue
& Customs

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