

## PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2012/13

<b>Name</b>	<b>Department</b>
Lin Homer	HM Revenue & Customs

1. Business delivery objectives	Performance Measures	Milestones
<ul style="list-style-type: none"> <li>a. Maximise additional revenues and tackle evasion, avoidance and criminal attack</li> <li>b. Maximise the revenues that flow without the need for compliance intervention</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from the Exchequer Secretary to the Treasury, No 10, Cabinet Office, lead NED, Cabinet Secretary and Head of the Civil Service</li> <li>• Bring in £22bn<sup>1</sup> in additional tax revenues per year by 2014/15</li> </ul>	<ul style="list-style-type: none"> <li>• Agree budget allocation with HM Treasury</li> <li>• Deliver total additional revenues of £17bn in 2012/13<sup>2</sup></li> <li>• Improve transparency and public confidence in the tax system, appointing an Assurance Commissioner in 2012/13</li> </ul>
<ul style="list-style-type: none"> <li>c. Deliver the HM Revenue and Customs (HMRC) and Department for Work and Pensions (DWP) joint strategy to minimise error and fraud in Tax Credits</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce Tax Credit losses to no more than 5% of finalised entitlement<sup>3</sup></li> <li>• Ensure HMRC's full contribution to the cross-Government taskforce on Fraud, Error and Debt</li> </ul>	<ul style="list-style-type: none"> <li>• Prevent 2012/13 losses of £1.6bn and reduce debt to £4.0bn by end March 2013</li> </ul>
<ul style="list-style-type: none"> <li>d. Improve the customer experience while reducing the cost of dealing with HMRC</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the overall customer experience, with a 2015 survey score target of 76%</li> <li>• Handle 90% of call attempts by 2013/14</li> <li>• Deal with 80% of post in 15 working days and 95% within 40 working days</li> <li>• Process UK tax credit and Child Benefit claims and</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver a measurable improvement in the customer experience in 12/13 from the baseline of 72.8% in March 2012 towards the 2015 target of 76%</li> <li>• Handle 75% of call attempts in 2012/13 and achieve a sustainable run rate of 90% by the end of March 2013</li> <li>• Develop a richer set of experience measures that</li> </ul>

<sup>1</sup> The figure of £22bn is HMRC's published commitment as per the settlement agreed with HM Treasury at Autumn Statement 2012.

<sup>2</sup> The additional revenues target specified here for 2012/13 is the £17bn target published in the Spending Review and reiterated at Autumn Statement 2012.

<sup>3</sup> It is now clear that this target will not be met in 12/13 and we are therefore revisiting our methodology and approach to tackling error and fraud and will update further as required once that work is complete

	<p>changes in an average of 22 calendar days and international claims and changes in an average of 92 calendar days, while maintaining 92% processing accuracy</p> <ul style="list-style-type: none"> <li>• Achieve accuracy of 95% in Pay As You Earn (PAYE)/Self Assessment (SA) processing</li> <li>• Reduce red tape by tracking the costs to business of dealing with the tax system with a goal of achieving an overall reduction in those costs by 2015</li> <li>• Promote business growth by minimising compliance burdens on businesses and administering tax in a way that assists growing and distressed businesses.</li> </ul>	support HMRC in becoming more customer focused
e. Deliver sustainable cost reductions and secure the effective delivery of the agreed Efficiency & Reform action plan	<ul style="list-style-type: none"> <li>• Deliver efficiency savings of 25% in real terms before reinvestment by 2014/15, including savings of 33% in admin budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Remain within resource budget of £3,724.7m and a capital budget of £152.3m in 2012/13</li> <li>• Deliver total savings of £578m against 10/11 baseline, of which £487.5m are sustainable efficiencies</li> <li>• Remain within an administration budget of £953m</li> </ul>
f. As Senior Responsible Owner, ensure successful implementation of the HMRC Change Programme. Deliver Real Time Information (RTI) in support of both the PAYE system and Universal Credits, while migrating existing Tax Credit customers.	<ul style="list-style-type: none"> <li>• Maintain best-practice programme and project management disciplines to the satisfaction of the Major Projects Authority</li> <li>• Meet key programme deliverables and maintain the confidence of senior stakeholders</li> <li>• Create a demonstrable improvement in HMRC's staff perception of how well change is managed</li> </ul>	<ul style="list-style-type: none"> <li>• Stabilise the PAYE system clearing pre-National PAYE Service open cases by December 2012 and completing the clearance of all legacy backlogs by March 2013</li> <li>• Deliver an RTI pilot from April 2012, paving the way for all employers ahead of RTI launch in October 2013</li> <li>• Support the development of Universal Credit, ready for the start of the transitional period in 2013</li> <li>• Recruit, transfer and retrain staff to fill 2000 roles in Enforcement and Compliance</li> </ul>
g. Ensure that the UK tax system and tax policy, as determined by the Government, are administered in such a way as to encourage economic growth.	<ul style="list-style-type: none"> <li>• Ensure collaborative working with HM Treasury to deliver better tax policy and a more efficient tax system.</li> <li>• Drive take-up of tax reliefs for UK based business</li> <li>• Promote awareness of the attractiveness of the UK as a place to locate.</li> <li>• Reduce the time that tax-compliant businesses spend in meeting their obligations to HMRC.</li> <li>• Ensure that businesses in genuine short-term</li> </ul>	<ul style="list-style-type: none"> <li>• Support the Government's objective to have the most competitive tax system in the G20, reduce complexity, improve fairness and reduce the scope for evasion and avoidance</li> </ul>

	cash flow difficult are supported through time-to-pay arrangements.	
<b>2. Capability building objectives</b> <ul style="list-style-type: none"> <li>Improve staff engagement</li> </ul>	<b>Performance Measures</b> <ul style="list-style-type: none"> <li>Year-on-year, narrow the gap between HMRC's employee engagement index score and the Civil Service benchmark</li> <li>Achieve 70% Senior Civil Servant (SCS) engagement by March 2013</li> </ul>	<b>Milestones</b> <ul style="list-style-type: none"> <li>Undertake a personal programme of regular engagement right across the organisation</li> <li>Improve leadership at all levels (including refreshed activity to drive up SCS engagement and performance management)</li> <li>Refresh the talent management programmes</li> <li>Build a new executive team and embed strong corporate culture throughout HMRC.</li> </ul>
<ul style="list-style-type: none"> <li>a. Work with internal and external stakeholders to improve HMRC's reputational standing</li> <li>b. Ensure Senior Civil Servants are delivering against clear and measureable objectives</li> <li>c. Deliver improved performance management</li> </ul>	<ul style="list-style-type: none"> <li>Increase key customer and stakeholder benchmarking scores by 5% during the period to 2014/15</li> <li>Establish effective accountability mechanisms, ensuring senior leaders are delivering against all their objectives</li> <li>Establish programme of activity to establish performance culture within HMRC, including milestone work-streams</li> </ul>	<ul style="list-style-type: none"> <li>Agree a personal programme of engagement with third-party external stakeholders and influencers</li> <li>Work with third-party external stakeholders through the effective influencers to help improve the Department's reputation and delivery of its key objectives</li> <li>Performance management: charge new executive team and SCS Directors with responsibility for leading the shift to a performance based culture, by November 2012</li> <li>Personally sponsor the launch of new performance management processes in March 2013, supported by new executive team.</li> </ul>

3. Corporate objectives	Performance Measures	Milestones
<ul style="list-style-type: none"> <li>a. Lead the cross-Government group on Pay, Performance and Employee Relations</li> <li>b. Support Civil Service Reform</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from other Permanent Secretaries, Head of the Civil Service, Cabinet Secretary and the Minister for the Cabinet Office</li> <li>• Develop and communicate the overall narrative for Civil Service Reform</li> <li>• Create a compelling new offer for all people working in the Civil Service</li> <li>• Lead the Unified Reform Theme and the Fast Stream Task and Finish Group and actively participate at the Civil Service Board, the Civil Service Reform Board, the Senior Leadership Committee and ACE</li> </ul>	<ul style="list-style-type: none"> <li>• Oversee progress and make recommendations to the Civil Service Board</li> <li>• Provide leadership on ongoing employee relations issues that fall into the remit of the New Offer for the Civil Service working group</li> </ul>
<ul style="list-style-type: none"> <li>c. Secure the effective delivery of the agreed Efficiency and Reform Action Plan for HMRC and actively support implementation of the Government's efficiency and reform agenda</li> </ul>	<ul style="list-style-type: none"> <li>• As agreed with the Cabinet Office, although this measure will not override the remit letter from the Chancellor as monitored by the Exchequer Secretary to the Treasury</li> <li>• Support the cross-Government Fraud, Error and Debt Taskforce, driving forward a programme of work that seeks to reduce levels of fraud and error across Government</li> <li>• Continue to put the reform principles into effect e.g. through our work on procurement, where HMRC is supporting work across government to manage contracts more effectively</li> <li>• Deliver sustainable progress against every action within the HMRC Efficiency and Reform Action Plan in line with milestones specified in that Plan</li> </ul>	<ul style="list-style-type: none"> <li>• As agreed with the Cabinet Office, although this milestone will not override the remit letter from the Chancellor as monitored by the Exchequer Secretary to the Treasury</li> <li>• Pilot a number of initiatives that promote the Open Public Services principles of Choice, decentralisation, Diversity, Fairness and accountability</li> </ul>

<p>d. Lead work on diversity as Disability Champion for the Civil Service</p>	<ul style="list-style-type: none"> <li>• Raise disability confidence in leaders and managers across the Civil Service</li> <li>• Challenge and inspire other leaders to take action</li> </ul>	<ul style="list-style-type: none"> <li>• Work with the Diversity Champion (Paul Jenkins) and the Director of Diversity &amp; Equality (Janet Hill) for the Civil Service, to assist with direction and safe landing across the Civil Service of a centralised adjustments service</li> <li>• Chair a Top 200 Task &amp; Finish Group to increase innovation and implement ideas</li> </ul>
<p>e. Delivery of Civil Service Reform objectives</p>	<ul style="list-style-type: none"> <li>• Improved performance management with managers encouraging and rewarding good performance, while dealing rigorously with poor performers</li> </ul>	<ul style="list-style-type: none"> <li>• SMART objectives, reflecting ministerial policies, are put in place for the senior civil service and cascaded below by managers</li> </ul>