

## PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2013/14

Name	Department
Lin Homer	HM Revenue and Customs (HMRC)

1. Business delivery objectives	Performance Measures	Milestones
<ul style="list-style-type: none"> <li>• Maximise the revenues that flow without the need for interventions to enforce compliance.</li> <li>• Maximise additional revenues through compliance interventions and tackle evasion, avoidance and criminal attack.</li> <li>• Continue to prioritise efforts to tackle tax credit error, fraud and debt and to improve performance generally on debt.</li> <li>• Ensure HM Revenue and Customs (HMRC) contributes fully to the cross-government Fraud, Error and Debt Taskforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from the Exchequer Secretary to the Treasury, No 10, Cabinet Office, lead Non Executive Director, Cabinet Secretary and Head of the Civil Service.</li> <li>• Deliver total additional revenues of £18.8 billion in 2013/14 and increase this to £22.1 billion per year by 2014/15 through compliance activity, assistance and process redesign.</li> <li>• Deliver a downward trend in the per cent of error and fraud in tax credits from the 8.9 per cent 08/09 baseline</li> <li>• Deliver an upward trend in the amount of error and fraud identified and prevented each year from a baseline of £480m.</li> <li>• Ensure HMRC contributes fully to the cross-government Fraud, Error and Debt Taskforce, including through enhanced data sharing.</li> <li>• During 2013-14, increase the use of customer insight to inform our compliance activities and to drive 'upstream' changes (e.g. to the design of products and processes) which improve compliance</li> <li>• Increase resource deployed on addressing tax avoidance – both domestic and international.</li> <li>• Maintain high clearance levels of new HMRC debt</li> </ul>	

	<p>within 30/90 days.</p> <ul style="list-style-type: none"> <li>• Further reduce year-end IDMS (Debt Management Computer System) stock debt.</li> </ul>	
<ul style="list-style-type: none"> <li>• Improve the customer experience while reducing the cost of dealing with HMRC</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver a measurable improvement in the customer experience in 2013/14 from a baseline of 73 per cent<sup>1</sup> in 2012/13 towards the 2015 target of 75.8 per cent</li> <li>• Reduce costs to compliant customers.</li> <li>• Reduce cost to business customers of £250 million by 2015</li> <li>• Handle 90 per cent of call attempts to Contact Centres in 2013/14, and answer 80 per cent of calls within five minutes</li> <li>• Deal with 80 per cent of post in 15 working days and 95 per cent within 40 working days</li> <li>• Process United Kingdom (UK) tax credit and Child Benefit claims and changes in an average of 22 calendar days and international claims and changes in an average of 92 calendar days, while maintaining 97 per cent processing accuracy.</li> <li>• Achieve accuracy of 95 per cent in Pay As You Earn(PAYE)/Self Assessment (SA).</li> <li>• Reinvigorate approach to delivering HMRC Charter commitments by March 2014.</li> <li>• During 2013-4, increase the use of customer insight and feedback, including complaints, to drive and shape the way that HMRC plans and implements change, with a particular focus on 'upstream' changes which design out service failures and/or improvements in customer experience.</li> </ul>	

<sup>1</sup> The current customer experience % is the rolling annual figure to Q3 2012/13; final outturn for 2012/13 will be available in early 2013/14

<ul style="list-style-type: none"> <li>• Design and implement HMRC strategy to enable cost-effective delivery of Ministerial objectives during the next Spending Review</li> </ul>	<ul style="list-style-type: none"> <li>• HMRC strategy provides a coherent evidence-based framework that HM Treasury and HMRC use to inform future decisions on the shape of the Department.</li> </ul>	<ul style="list-style-type: none"> <li>• Spending Review 15/16 plans completed to timetable and agreed with Ministers.</li> <li>• Budget and Autumn Statement commitments delivered in accordance with Strategy and Ministerial objectives.</li> </ul>
<ul style="list-style-type: none"> <li>• Deliver sustainable cost reductions and secure the effective delivery of the agreed Efficiency and Reform Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver efficiency savings of £723 million in real terms against the 2010-11 baseline in 2013/14. To position HMRC to deliver 25 per cent in real terms before reinvestment by 2014/15, including savings of 33 per cent in administration budgets.</li> </ul>	
<ul style="list-style-type: none"> <li>• As Senior Responsible Owner, ensure successful implementation of the HMRC Change Programme. Deliver Real Time Information (RTI) in support of both the PAYE (Pay As You Earn) system and Universal Credits, while migrating existing Tax Credit customers and commence work on introducing tax-free child care vouchers.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain best-practice programme and project management disciplines, evaluated by feedback from 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. 2012/13 staff survey was 17 per cent</li> <li>• Support the Civil Service Reform agenda by substantially improving the delivery, and transforming the leadership, of major projects</li> </ul>	<ul style="list-style-type: none"> <li>• Commence Real Time Information (RTI) in April 2013.</li> <li>• Support the development of Universal Credit, ready for the start of the transitional period in October 2013.</li> <li>• Launch the HMRC Programme and Project Management Leadership Academy by October 2013</li> <li>• Continue to support Major Projects Leadership Academy (MPLA) by nominating appropriate candidates</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure the UK tax system and tax policy, as determined by the Government, are administered in such a way as to encourage economic growth</li> </ul>	<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>• Ensure new governance arrangements reinforce accountability while protecting taxpayer confidentiality</li> <li>• Build a higher level of awareness and actively encourage take-up by business customers of tax policy measures (e.g. tax reliefs and other appropriate government instructions) that specifically support growth</li> </ul>	<ul style="list-style-type: none"> <li>• G20 discussions to progress Organisation for Economic Co-operation and Development (OECD) work on taxing multinationals</li> <li>• First pilots of digital accounts for small businesses in 2013.</li> </ul>

	<ul style="list-style-type: none"> <li>• Promote awareness of the attractiveness of the UK as a place to locate</li> <li>• Ensure that businesses in genuine short-term cash flow difficulties are supported through time-to-pay arrangements</li> </ul>	
<ul style="list-style-type: none"> <li>• To deliver fiscal consolidation by ensuring spending outturns are consistent with plans; and by putting in place credible and sustainable plans to deliver spending totals agreed for 2014-15 and 2015-16</li> </ul>	<ul style="list-style-type: none"> <li>• Treasury assessment</li> </ul>	
<b>2. Capability building objectives</b>	<b>Performance Measures</b>	<b>Milestones</b>
<ul style="list-style-type: none"> <li>• Improve staff engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Narrow the gap between HMRC's employee engagement index score (2012 – 41 per cent) and the Civil Service benchmark (2012 – 57 per cent).</li> <li>• Improve the number of people who respond to HMRC staff surveys</li> <li>• Achieve year-on-year improvements to Senior Civil Servant engagement (2012 – 66 per cent)</li> <li>• Improve the proportion of people who clearly understand where decisions are taken in the organisation and their own accountabilities.</li> <li>• Develop the new executive team with a clear focus on implementing a stronger corporate culture throughout HMRC</li> <li>• Develop and implement an accountabilities and decision making framework that gives transparency</li> </ul>	<ul style="list-style-type: none"> <li>• Personal programme of regular engagement across the organisation.</li> <li>• Step up the engagement activity of Chief Executive Officer and senior executives with the Senior Civil Service cadre through a series of planned interventions.</li> <li>• Continue to track engagement levels through deployment of Pulse surveys on a quarterly basis</li> </ul>

	and direction on placing decision making at the right level (delegated where possible).	
<ul style="list-style-type: none"> <li>Improve capability</li> </ul>	<ul style="list-style-type: none"> <li>Improve leadership and management at all levels in HMRC against baseline established in Spring/Summer 2013.</li> <li>Implement a programme of activity to drive up capability levels across all priority skill groups within the Capabilities Plan</li> <li>Deliver agreed distribution of top, met and improvement-needed performance distribution as part of the performance management culture described in Civil Service Reform</li> <li>Ensure that each member of staff receives the five days learning as set out in the Civil Service Reform paper.</li> <li>Increase professional capability and confidence across professional groups in HMRC, with Heads of Profession. This will include the deployment of talent on a corporate basis.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented Civil Service performance management and competency framework from April, including; <ul style="list-style-type: none"> <li>a rolling programme of performance management interventions through to September 2013,</li> <li>piloting workshops on generating more trust of and amongst Senior Civil Service,</li> <li>systematic application of continual assessment using new competency framework.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Work with internal and external stakeholders to improve HMRC's reputational standing</li> </ul>	<ul style="list-style-type: none"> <li>Increase key customer and stakeholder benchmarking scores by 2 per cent in 2013/14 and by 5 per cent during the period to 2014/15.</li> </ul>	<ul style="list-style-type: none"> <li>Implement a regular programme of engagement with third-party external stakeholders and influencers</li> <li>Develop a wider base of effective influencers to help improve the Department's reputation and delivery of its key objectives</li> </ul>
<b>3. Corporate objectives</b>	<b>Performance Measures</b>	<b>Milestones</b>

<ul style="list-style-type: none"> <li>• Contribute corporately and departmentally to the delivery of the Civil Service Reform Programme <ul style="list-style-type: none"> <li>• Lead the cross-Government group on Pay, Performance and Employee Relations</li> <li>• Chair the Civil Service Reform Service Delivery Implementation Board</li> <li>• Actively participate at the Civil Service Board, the Civil Service Reform Board, the Senior Leadership Committee and Association of Chief Executives (ACE)</li> <li>• Help to lead the Civil Service Forum</li> </ul> </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>• Work with sponsor Minister (Exchequer Secretary to the Treasury), Non Executive Directors, Cabinet Office and Permanent Secretary members to ensure Civil Service Reform is delivered effectively.</li> <li>• Engage department leaders in the Reform agenda and how the Civil Service can act more efficiently collectively.</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 Pay, Pensions and Employee Relations working group</li> <li>• Provide leadership on the issues which fall into the remit of the Civil Service Reform Delivery Implementation Board.</li> </ul>
<ul style="list-style-type: none"> <li>• Deliver the actions set out in the single savings plan for government once this has been agreed between Departments, HM Treasury and Efficiency and Reform Group, including all existing Public Expenditure Committee: sub committee inefficiency and Reform (PEX(ER)) mandates and those agreed during 2013/14.</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>

<ul style="list-style-type: none"><li>• Lead work on diversity as Disability Champion for the Civil Service</li></ul>	<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 and Equality (Janet Hill) for the Civil Service, to assist with direction and implementation across the Civil Service of a centralised adjustments service.</li></ul>
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