

# **PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2014/15**

## **LIN HOMER, HM REVENUE & CUSTOMS**

### **Role**

Permanent Secretaries are responsible for supporting their Secretary of State on the implementation of the Government's priorities in their Department and for responding effectively to new challenges. The Coalition Agreement and the Structural Reform Plans set out the Government's priorities in detail.

Working to the Cabinet Secretary and Head of the Civil Service, Permanent Secretaries are collectively responsible for supporting proper and effective decision making and effective implementation of the Government's overall priorities. They also have an individual responsibility to maintain the underlying capability and responsiveness of the departments they lead.

Permanent Secretaries are also responsible for the long-term health and stewardship of their Departments, in particular for ensuring the maintenance of an impartial Civil Service that commands the confidence of Ministers and MPs of all political parties. They have particularly to pay attention to the overall capability of their Departments, including through talent management, succession planning and the effective implementation of the Departmental Improvement Plan.

Lin Homer is appointed by the Treasury as Accounting Officer with responsibilities to Parliament for financial management, value for money and the running of the Department as set out in Managing Public Money.

### **2014/15 Priorities**

In HM Revenue & Customs (HMRC), the priorities in 2014/15 include maximising revenue flows to the Exchequer, improving customer service, delivering sustainable cost reductions and improving staff engagement and capability.

### **Corporate and Capability Management**

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform. Lin Homer chairs the Pensions, Pay and Employee Relations Group and is the Disability Champion for the Civil Service.

In addition to these generic responsibilities, Permanent Secretaries – like all other civil servants – have specific objectives to achieve during the course of each year. And like all other civil servants, they have responsibilities to learn, develop and acquire new skills needed to discharge their roles. Lin Homer's specific objectives for 2014/15 are set out overleaf.

Objective	How progress will be judged
<p><i>Business objectives</i></p> <p>(a) Maximise the revenues that flow without the need for interventions to enforce compliance as well as additional revenues through compliance interventions tackling avoidance, evasion and criminal attack.</p> <p>(b) Continue to prioritise efforts to tackle fraud, error and debt and to improve performance on debt, including ensuring that HMRC contributes fully to the cross-Government Fraud, Error and Debt Taskforce.</p> <p>(c) Improve the customer experience while reducing the cost of dealing with HMRC.</p> <p>(d) Implement Tax Free Childcare.</p> <p>(e) Ensure the UK tax system and tax policy, as determined by the Government, are administered in such a way as to encourage economic growth, including supporting UK Trade and Investment (UKTI) to encourage companies to set up HQs in the UK.</p>	<p>Overall: feedback from Secretary of State and lead Non Executive Director (NED), 360 feedback and People Survey.</p> <p>(a) Deliver total additional revenues of £24.4bn in 2014/15.</p> <p>(b) Deliver a downward trend in the % of error and fraud in tax credits from the 8.9% baseline to 5.5% in 14/15, resulting in a reduction in fraud and error of £500m.</p> <p>(c) (i) Reduce cost to business customers of £250m by 2015.  (ii) Maintain 80% of call attempts to Contact Centres in 14/15.  (iii) Deal with 80% of post within 15 working days and 95% within 40 working days.  (iv) Process 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 93 calendar days, while maintaining 97% processing accuracy.</p> <p>(d) (i) Support the parliamentary passage of the Childcare Payments Bill.  (ii) Ensure best practice Programme Management disciplines are followed.  (iii) Deliver to agreed plans on time, within budget forecasts and to agreed specifications while at the same time maintaining stakeholder confidence.</p> <p>(e) (i) Ensure collaborative working with HM Treasury (HMT) and other Government Departments to deliver better tax policy and a more efficient tax system.  (ii) Ensure that businesses in genuine short-term cash flow difficulties are supported through time-to-pay arrangements.  (iii) Provision of relationship management and tax rulings services to large businesses operating in the UK and new</p>

	<p>inward investors, administering tax incentives for investment, administering customs controls to facilitate international trade, providing HMRC and Other Government Department (OGD) education and support to Small and Medium Enterprises (SMEs).</p>
<p><i>Cross Government Working and Civil Service Reform</i></p> <p>(f) Contribute corporately and departmentally to the delivery of the Civil Service Reform plan, and the Efficiency and Reform Plan, including piloting agile working within HMRC.</p> <p>(g) Lead the cross-Government group on Pay, Pensions and Employee Relations.</p> <p>(h) Actively participate at the Civil Service Board, Senior Leadership Committee and Association of Chief Executives.</p> <p>(i) Deliver the actions set out in the single savings plan for Government agreed between Departments, HMT and Efficiency and Reform Group (ERG) and those set out in ERG's priorities for HMRC.</p> <p>(j) Lead work on diversity as Disability Champion for the Civil Service.</p>	<p>(f) – (h)</p> <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> <p>(i) Deliver efficiency savings of £966 million in real terms against the 10-11 baseline in 14/15. To position HMRC to deliver 25% in real terms before reinvestment by 14/15, including savings of 33% in admin budgets.</p> <p>(ii) Deliver a further £50m of efficiency savings in the Aspire contract in 14/15.</p> <p>(iii) Continued work on digital exemplars in conjunction with Government Digital Service (GDS).</p> <p>(iv) On fraud and error meet target of 5.5% of entitlement (as set out above) and £970m debt recovery (Annually Managed Expenditure), including participation in the Debt Market Integrator.</p> <p>(j) Raise disability confidence in leaders and managers across the Civil Service and challenge and inspire other leaders to take action.</p>

<p><i>Capability</i></p> <p>(k) Improve staff engagement.</p> <p>(l) Improve capability.</p> <p>(m) Ensure successful implementation of the HMRC Change Programme.</p>	<p>(k) (i) Narrow the gap between HMRC's employee engagement index score (2013 – 44%) and the Civil Service benchmark.  (ii) Achieve year on year improvements to senior civil servant engagement (2013 – 70%).  (iii) Roll out 'Building our Future', setting out HMRC's long term vision to its staff.</p> <p>(l) (i) Deliver agreed distribution of top, met and improvement-needed performance distribution as part of the performance management culture described in Civil Service Reform.  (ii) Ensure that each member of staff receives the five days learning as set out in the Civil Service Reform Plan.  (iii) Increase professional capability and confidence across professional groups in HMRC, with Heads of Profession. This will include deployment of talent on a corporate basis.</p> <p>(m) Maintain best practice programme and project management disciplines, evaluated by feedback from the Major Projects Authority and pilot further work on portfolio management.</p>
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