

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

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 manifesto sets 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, the implementation of the Government's cross-cutting and departmental priorities, and the efficient use of resources. 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 and succession planning. In delivering this Permanent Secretaries will take responsibility for championing difference and leading in accordance with the principles set out in the values of the Civil Service Leadership Statement.

Lin Homer is the Chair of the people Board and the Learning Board, as well as being a member of the Civil Service Board, Senior Leadership Committee and the Corporate Management Board. She is also 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.

What we do

We are the UK's tax and customs authority, responsible for making sure that the money is available to fund the UK's public services and for helping families and individuals with targeted financial support. Through our customs service we facilitate legitimate trade and protect our economic, social and physical security.

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 2015/16 are set out overleaf.

Objectives

Strategic priorities - ensure that HMRC delivers its commitments in the Government's manifesto, outlined in this section, by developing a Single Departmental Plan, by March 2016, which sets out how manifesto commitments and efficiency improvements will be delivered over the course of the Parliament.

| Objective | How will progress be achieved and measured? |
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| Raise an additional £5 billion a year by 2019 to 2020 by tackling avoidance and tax planning, evasion and compliance, and by addressing imbalances in the tax system | (i) Propose and develop policy options for announcement at 2015/16 fiscal events. (ii) Introduce legislation through Finance Bill and other programme Bills. (iii) Develop a pipeline of further measures for ministers to consider to meet the commitment across future fiscal events |
| Ensure global companies pay their fair share in tax by supporting the government's leading role in the reform of international tax rules | (i) work with BIS to deliver Beneficial Ownership changes (abolish bearer shares, implement central register, input to EU/OECD tax reporting and tax transparency work) (ii) Deliver secondary legislation to bring into force country by country reporting for large UK headed multinational groups, with effect from 1 January 2016 |
| Support the Government to make it a crime when companies fail to put in place measures to stop tax evasion in their organisation, making sure that penalties are large enough to punish and deter | (i) deliver consultations on civil sanctions to tackle offshore enablers and a new corporate offence for failure to prevent tax evasion (ii) Work with MoJ to consider merits of a new corporate criminal offence and civil sanctions for failure to prevent wider economic crime |

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| Support the Government to end the payment of Child Benefit and Child Tax Credit to children living abroad | Work with No10, CO and HMT to deliver changes to EU legislation as part of the EU welfare and immigration reform agenda. Represent and advance UK interests to enable political agreement with member states, EU commission and European Parliament. Deliver EU law change by end 2017. |
| Continue to help businesses take on new workers through the Employment Allowance | Maintain and improve take-up of Employment Allowance (currently take-up is 1 million against an estimated eligible population of 1.25 million). (KPI – take-up rate) |
| Ensure developing countries have full access to global automatic tax information exchange systems and continue to build the capacity of tax authorities in developing countries | <ul style="list-style-type: none"> (i) continue to provide technical assistance and secondments of HMRC staff into DFID country offices and host country revenue authorities (ii) Deliver capability building targeted technical assistance to developing countries on OECD tax avoidance and evasion priorities (iii) support developing countries to implement the World Trade Organisation Trade Facilitation Agreement by funding an HMRC partnership with the World Customs Organisation and the UN Committee for Trade & Development (£3m over 3 years) |

1. Business Priorities

| Objective | How will progress be achieved and measured? |
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| <p>Maximise Revenues</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/ joint HMRC/DWP additional £1 billion loss reduction challenge by 2017/18].</p> | <p>(a) Deliver additional compliance revenues through HMRC compliance and enforcement activity of £26.3 billion in 2015-16 (KPI - compliance yield)</p> <p>(b) Reduce losses through error and fraud in the tax credits system towards 5.5 per cent of finalised tax credit entitlement. (KPI – value of Tax Credits losses prevented Tax Credits % Error and Fraud)</p> |
| <p>Improve customer service and transform service delivery</p> | <p>Stabilise customer service during the year and continue the move to online accounts in order to deliver good customer service measured by satisfaction.</p> <p>(i) Achieve a consistent level of service across our helplines, handling at least 80 per cent of calls in 2015-16 (KPI - % call attempts handled)</p> <p>(ii) Reply to at least 80 per cent of customer correspondence and complaints within 15 working days and 95 per cent in 40 days (KPI - % of post dealt with within 15 days, % of post dealt with within 40 days)</p> |

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| | <p>(iii) 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>(iv) Deliver a digital tax account for individuals and businesses by December 2015, with more than one million users by the end of January 2016. Ensure that digital tax accounts are available to all individuals and businesses by April 2016.</p> <p>(v) Develop and publish plans to transform the tax system, via the Making tax digital roadmap</p> |
| Design and deliver a professional, more efficient and engaged organisation | <p>(i) Make sustainable cost savings in 2015/16 of £205 million and continue work on HMRC's transformation to ensure delivery of future savings. (KPI – value of sustainable efficiency savings delivered)</p> <p>(ii) Drive up People Survey engagement scores</p> <p>(iii) Develop a credible plan for ensuring Apprentices make up 2.3% of the workforce each year over the course of the Parliament.</p> <p>(iv) Continue to develop a ten-year modernisation programme to create a tax authority fit for the future - announcing the next stage of HMRC's locations strategy, which will reduce HMRC's estate costs by £100m per year by 2025.</p> <p>(v) Develop digital solutions that meet common standards set by the Government Digital Service and support the development of</p> |

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| | <p>and utilise cross-government platforms and services wherever this demonstrates the best value for money solution for the government</p> <p>(vi) Continue to build the Department's commercial capability and work with the Crown Commercial Service to deliver the Government's commitment to 33% of spend with SMEs by 2020.</p> |
| Drive forward the implementation of Tax-Free Childcare | <p>(i) Ensure collaborative working with and through HM Treasury, National Savings and Investments, (and their supplier ATOS) to give practical effect to the Childcare Payments Act and supporting regulations</p> <p>(ii) Ensure best practice Programme Management disciplines are followed,</p> <p>(iii) Deliver to agreed plans on time, within budget forecasts and to agreed specifications while at the same time maintaining stakeholder confidence</p> |
| Ensure the UK tax system and tax policy, as determined by the Government, are administered in such a way to encourage economic growth, including supporting UK Trade and Investment (UKTI) to encourage companies to set up HQs in the UK | <p>(i) Ensure collaborative working with HM Treasury (HMT) and other Government Departments to deliver better tax policy and a more efficient tax system.</p> <p>(ii) Ensure that businesses in genuine short-term cash flow difficulties are supported through time-to-pay arrangements.</p> <p>(iii) Provision of relationship management and tax rulings services to large businesses operating in the UK and new inward investors, administering tax incentives for investment, administering customs controls to facilitate international trade,</p> |

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| | providing HMRC and Other Government Department (OGD) education and support to Small and Medium Enterprises (SMEs) |
| Deliver Columbus (formerly Aspire Replacement Programme) | (i) MPRG and Chancellor approval of Programme Business Case in summer 2015. (ii) GovCo established to house incoming staff in autumn 2015. (iii) Strategic partner procured to support transition in autumn 2015. |

2. Diversity

| Objective | How will progress be achieved and measured? |
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| (a) Achieve progress on key performance measures for diversity and inclusion through delivery of departmental diversity and inclusion plans. Ensure that these plans are aligned with the Talent Action Plan. | <ul style="list-style-type: none"> Increasing declaration rates for ethnic background and disability status for overall departmental workforce (including executive agencies) to Civil Service average Increasing declaration rates for ethnic background and disability status for departmental SCS workforce (including executive agencies) to Civil Service average Increasing representation rates of women, BAME and disabled individuals in departmental SCS workforce (including executive agencies) to Civil Service average Increasing representation rates of women in SCS roles at Pay Band 2 and above (including executive agencies) to Civil Service average |

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| <p>(b) The HMRC ExCom has agreed the departmental priority is to address issues affecting BAME and Disabled staff. People Survey data shows HMRC had an overall positive score of 69% on inclusion and fair treatment but this falls to 67% for BAME staff and 64% for disabled staff. As part of our work to strengthen leadership I will address this through:</p> <ul style="list-style-type: none"> • Promote take-up of Inclusive Leadership development for all SCS and G6&7s as part of Leadership Academy • Promotion of relevant Civil Service Learning products. • Communication to support HMRC participation in National Inclusion Week 2015 (21st - 25th September). • Actively encourage the identification and visibility of SCS Inclusive leader role models. <p>Support the communication of good practice in HMRC Lines of Business involving effective use of Inclusive Leadership toolkit.</p> | <ul style="list-style-type: none"> • Reducing the difference between disabled and non-disabled staff on the “inclusion and fair treatment” theme in the Civil Service People Survey <p>(b) Regular progress reports to ExCom on take-up of Inclusive Leadership inclusive learning and development products offered by Leadership Academy and CSL.</p> <p>Review of 2015 People Survey results - significant increases in percentages of survey respondents registering positive responses in both areas of the survey.</p> <p>Positive staff feedback from Phase 3 Building Our Future events (autumn 2015), staff diversity networks through ExCom diversity champions, monitoring of Hot Seat questions, feedback following publication of case studies.</p> |
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3. Personal leadership

| Objective | How will progress be achieved and measured? |
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| <p>Ensure HMRC has the leadership and management capability to deliver departmental transformation and improve business performance by taking actions to:</p> <p>(i) Promote and Embed the Civil Service Leadership Statement</p> <p>(ii) Build the leadership capability of HMRC leaders</p> | <ul style="list-style-type: none"> • Emphasise importance through visibility and time commitment • Introduce 360 feedback tool rolling out to all SCS 15/16 • Align leadership statement to HMRC generic Leadership |

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| | <p>Key Work Objectives</p> <ul style="list-style-type: none">• Develop and monitor progress and impact by utilising available data sources to assess the impact of the statement on Leadership, Engagement and Culture• Invest in five days leadership learning in addition to five days learning and development every year• Launch the HMRC Leadership Academy to provide leaders with access to HMRC Leading our Future leadership offer which will include some essential and some elective elements• Monitor progress and impact by utilising available data sources to assess the impact of the programme and the return on investment• Build Leading and Managing Change growth plans (Civil Service Reform Plan) to inform the Cabinet Office Annual Skills Review and measure progress against existing capability levels |
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