



HM Revenue
& Customs

HM Revenue & Customs Charter Committee Appointments



Candidate Pack

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Welcome Message from Lin Homer and Edwina Dunn



Lin Homer
HMRC Permanent Secretary and Chief Executive



Edwina Dunn
HMRC Board Non-Executive Director and
Board Charter Champion

We are committed to making sure that we are rigorously tested against our Charter promises. We are therefore pleased to announce that we will strengthen Charter governance by creating a sub-committee of HMRC Board which will include external members.

Our [Annual Report](#) highlights another good year for HMRC, and details many improvements across HMRC business areas. The New Charter Committee is an example of how the organisation is seeking to evolve.

We recognise that our ambitious transformation agenda means that we have many challenges ahead of us.

HMRC's key objectives, set by the government, are to:

- maximise revenues
- make sustainable cost savings
- improve the service that we give our customers.

We have added a fourth objective to include and involve our people in how we meet these key objectives and ensure that we invest in increasing capability across our business.

The Charter Committee, as well as raising the profile of 'Your Charter' and Charter governance, can support us in providing a better experience for our customers and increase capability across the business.

The recent review of 'Your Charter ' identified three key areas for change:

Content: Condense 'Your Charter' to a shorter document and in doing so update the tone & language in line with HMRC's 'Building our Future' ambition.

Reach: Embed 'Your Charter' within HMRC (ensuring that the customer is at the heart of everything we do) and increase access to 'Your Charter' for customers.

Governance: Refine and strengthen how HMRC is tested/measured against Charter Principles; ensuring that customers are fully represented in holding HMRC to account.

As a result a new Charter will be published and we have started work on embedding Charter values across HMRC.

HMRC faces a number of issues particularly in our customer facing areas and we rely on customers to tell us where we need to improve. The Charter Committee has a vital role so we want the committee to be representative of our broad customer base, principally individuals - SA/PAYE customers including small businesses.

Charter Committee members will individually bring their experience/expertise and contribute to discussions and the committee will agree on how best to take matters forward. This process will of course evolve along with HMRC and there is the potential for the Committee to have a significant impact.

We aim to be transparent in running this open recruitment exercise. We are eager to test new ways of working so the recruitment process is very different to the way HMRC has enlisted external assistance in the past. It may or may not work so please bear with us as we try this new approach.

We are confident that with the support of the Charter Committee we can introduce a robust and inclusive Charter governance process and we look forward with enthusiasm to working with the Committee.

Background to HM Revenue & Customs

As one of the UK's largest organisations, with around 58,000 employees, collecting over £500 billion in tax revenue, and serving 45 million individuals and 4.8 million businesses, HM Revenue & Customs (HMRC) is a major non-ministerial government department with a clear sense of purpose and impact across the UK.

HMRC plays a vital role ensuring that money is available to fund the UK's public services and to help families and individuals with targeted financial support.

In doing so, we reach almost every single adult and business in the UK. Customers are at the heart of everything HMRC does, and our employees are passionate about helping the honest majority to get their tax right and actively pursuing the dishonest minority who cheat the system.

As an effective, efficient and impartial tax and payments authority we are making a real difference to the UK at a crucial time. For some areas of our responsibilities we work in partnership with other government departments to deliver objectives, for example in collecting student loans and in enforcing the National Minimum Wage. And we influence policy decisions, working closely with HM Treasury to develop robust tax policies.

Our business priorities are to maximise the revenues we collect that pay for essential public services, improve the services we deliver to our millions of customers and to do so whilst reducing costs. To enable us to deliver these objectives we need to find a balance between all three. Our strategy is to use our understanding of our customers to focus our efforts where we can have the most effect, and tailor our services and interventions to the needs, abilities and behaviours of our customers, whilst creating a better working environment for our staff, increasing our professionalism and transforming our performance through making the best use of IT services. At the same time, we aim to increase tax revenues by encouraging greater voluntary compliance, and crack down on tax avoidance, evasion and fraud. Our 2014 to 2016 Business Plan sets out our plans for achieving our strategic objectives and is available online [here](#).

Like any good organisation, we need continually to adapt to the times we're in. HMRC's ambitious change programme - *Building our Future* - is shaping how we will transform over the coming years, and begins to set out what HMRC will be like in 2020 and beyond. For our customers, this will mean digitised services so they can do more for themselves online and in real time. It will mean changing how HMRC is organised to deliver services, with teams working across business lines to bring services together for customers in one place. It will mean investing in skills and analytics to improve our data-led, risk-based compliance approach to reduce evasion, avoidance and fraud. It will mean working with agents and intermediaries in new ways. It will mean new ways of working for staff. And it will mean fewer staff working in more highly-skilled roles in fewer locations. All of this is to be delivered at lower costs, while meeting revenue and customer service targets.

To find out more go to: [Our governance - HM Revenue & Customs - GOV.UK](#)

Background to the Charter Committee

'Your Charter'

Customers are at the heart of everything we do. HMRC is committed to improving our relationship with customers, through changing behaviours, attitudes and the ways we work with customers.

HMRC has a statutory obligation to report annually “reviewing the extent to which HMRC has demonstrated the standards of behaviour and values included in ‘*Your Charter*’ ” as well as a legal obligation to periodically review the content.

‘*Your Charter*’ has been in place since 2009 (an updated version will be published later this year). It sets out the rights and obligations of customers when dealing with HMRC. It is available to customers through the Department’s internet site [GOV.UK](https://www.gov.uk). Alternative formats may be available on request. Further information can be found at: [Your Charter - Publications - GOV.UK](#)

We have made considerable progress towards achieving our vision for improved customer experience. We know that we have more to do to meet the expectations of our customers, and an updated ‘Your Charter’ will set out clearly how we will do that. It will link the rights and obligations to specific areas of our work, so customers can see more clearly how we are delivering on our promises and commitments.

Charter Governance

We are looking for four external members to join a new sub-committee of the Board, the ‘Charter Committee’. This Committee will have 8 to 10 members and will be chaired by the Board’s Non-Executive Charter champion, Edwina Dunn. Its membership will include HMRC Executives, non-Executives and a range of external stakeholders who represent HMRC’s broad range of customer groups.

Being a member of the Charter Committee

The Role of the Charter Committee

The new Charter Committee's aim is to monitor and challenge HMRC's performance against the Charter principles, bringing the voice of all customers to the highest level of decision making. The Committee will also advise the Board on whether HMRC's strategies, policies, practices and measurement of performance in these areas are effective and appropriate and how they might best be developed and improved to fulfil Charter commitments. In order to discharge its duty the Committee will be informed by a range of performance and management information, and information which is representative of the views of all customer groups.

Role Specification

Committee members will have between them the range of expertise required to produce effective recommendations. While all members of the Committee participate in all discussions, it is intended that each also has a particular area of expertise.

Committee members will be expected to spend a minimum of 8 days a year on Charter Committee matters and promote the Charter which might include:

- bringing the voice of the customer into the room
- constructively challenging HMRC and suggest innovative, realistic solutions
- having an understanding of HMRC as a large organisation and contributing ideas to improve customer service
- having connections to organisational bodies in order to test and bring new ideas to help the Committee fulfil its responsibilities.

Person Specification

HMRC is seeking four individuals to join the Charter Committee who between them represent HMRC's broad customer groups, and who will constructively challenge and advise the Board on fulfilment of the Charter commitments. The persons selected will represent, and have specific expertise relating to, one or more of the following four customer groups:

- Individuals who pay income tax either as an employee (PAYE) or those who pay by means of self-assessment
- Tax Credit claimants
- Small Businesses and/or small / micro Employers
- Vulnerable and disabled customers.

You will have the opportunity to indicate which group you are applying to represent as part of the application process.

Essential criteria

Those selected will be appointed in a personal capacity. To be successful in the role, individuals will need to have:

- experience relating to HMRC's work from using our services, as a member of one or more of the customer groups referenced above
- excellent interpersonal and communication skills, with an ability to influence and persuade stakeholders at the highest level within public, private and third sector organisations as well as a clear ability to probe and challenge constructively.
- the ability to examine and understand data/information, engage in team discussions to agree a course action and be part of a workable solution.
- a strong customer service ethos and be passionate about improving and delivering services to all HMRC customers

Eligibility

No formal professional qualifications are required.

Please note that you will not be eligible for these positions unless you can demonstrate that:

- you have been a UK tax payer for a minimum of 5 years with a proven record of compliance for both direct and indirect taxes including timely submission of individual and/or corporate tax returns, and
- you are neither currently the subject of a tax investigation either as an individual, or as an officer of a company nor have you been the subject of a successful tax investigation previously, and
- you do not have any existing criminal convictions or pending criminal proceedings.

Please be aware that HMRC reserves the right to carry out whatever checks are deemed necessary to confirm tax compliance and criminal record.

Nationality

To be eligible for appointment you must be a national from the following countries:

- The United Kingdom
- The Republic of Ireland
- The Commonwealth*
- A European Economic Area (EEA) Member State
- Switzerland
- Turkey

Certain family members of EEA, Switzerland and Turkish nationals are also eligible to apply regardless of their nationality.

(*Commonwealth citizens not yet in the UK, who have no right of abode in the UK and who do not have leave to enter the UK are ineligible to apply.)

Terms and Conditions of Appointment

Remuneration

Charter Committee members do not receive remuneration but HMRC reimburses expenses reasonably incurred in carrying out their duties such as standard class travel and travel on public transport. Further details will be provided to successful candidates when they take up appointment.

Period of appointment

It is not intended to give a fixed period of appointment, as membership of the Charter Committee will be refreshed on a regular basis, with members being in place for up to 3 years, subject to an annual (or other periodic) review. Subject to the conditions set out in the Committee's terms of reference, a single 18 month reappointment may be possible.

Location

Meetings will normally take place in London, however, Charter Committee members may be required to occasionally travel to attend site based meetings elsewhere within the UK.

Meetings are scheduled to allow time for travel. We therefore welcome applications from individuals who are based across the UK and who meet the eligibility criteria.

Time input

It is expected that Charter Committee members will spend a minimum of 8 working days a year on Charter Committee matters.

Termination

The appointee may resign at any time by writing to the Chair of the Charter Committee. The appointment may also be terminated in light of performance, conduct or conflict of interest, or a decision that the Committee is no longer required.

The Chair also reserves the right to change the composition of the Committee to reflect the changing nature of HMRC's business priorities.

Security Clearance

Due to the nature of some of the information Charter Committee members may need to see to undertake the role, appointments will be conditional on successfully undergoing security vetting.

Charter Committee members should also be aware of the obligation of confidentiality that applies to them under s18 of the Commissioners for Revenue and Customs Act 2005. Section 3 of the same Act requires Charter Committee members to sign a declaration of confidentiality acknowledging their obligation.

Conflicts of interest

Applicants are asked to consider any potential conflicts of interest before applying to work for HMRC, including their tax affairs. Members must promptly inform the Chair if they believe that a conflict of interest affects their ability to carry out their role as a member of the Charter Committee.

Political activities

You will be subject to certain restrictions on national and local political activities. These include standing as a candidate in parliamentary elections, canvassing on behalf of candidates and expressing views on matters of political controversy in public speeches or publications.

Other outside activities

You should not do anything or take on any outside work which might conflict with the interests of HMRC or which is inconsistent with your role on the Committee.

Pre-appointment enquiries

HMRC will carry out enquiries into the successful candidate's nationality, health and other matters before a formal offer of appointment is made. This will include checks in to previous tax compliance. Subject to satisfactory completion of all pre-appointment enquiries, you will be invited to take up the post as soon as possible.

Application Process

How to Apply

In order to progress your application please complete the diversity monitoring form in the annex and submit the form together with following completed documentation:

- a CV with educational and professional qualifications and full employment history;
- a statement of suitability (maximum two pages), which should give evidence of strength and depth of your ability to meet the essential criteria for these positions, and in response to the following questions:
 1. We want you as a committee member to see HMRC through the eyes of the customer. What are your experiences of using HMRC's services?
 2. Describe how you have constructively challenged and suggested realistic and common sense solutions, successfully influencing senior stakeholders in doing so.
 3. How will your digital expertise add value to the work of the Committee?
 4. Not relating to your dealings with HMRC, how have you delivered improvements to the quality of customer service in an organisation?
 5. Why would you be a valuable member of this Committee?
- Please indicate in your statement of suitability which group(s) you have specific expertise of and could therefore represent as a member of this committee:
 - Individuals who pay income tax either as an employee (PAYE) or those who pay by means of self-assessment
 - Tax Credit claimants

- Small Businesses and/or small / micro Employers
 - Vulnerable and disabled customers.
- names of at least two referees who may be contacted at short list stage, *before* final interview;
 - confirmation from you that you are content for HMRC to undertake any necessary background checks, including tax, career, credit and qualifications, or similar, post short list stage;
 - daytime, evening and mobile telephone numbers, together with an appropriate, confidential and acceptable e-mail address for all correspondence relating to your application;

Your CV, suitability statement and monitoring form should be sent to:

scs.recruitment@csresourcing.gsi.gov.uk

Or by post to: Barry Menzies, Civil Service Resourcing, Room LG73, and 100 Parliament Street, London SW1A 2BQ

The deadline for submitting these documents is noon on Monday 9 November 2015.

How we will handle your application

- We will acknowledge safe receipt of your application.
- Applications will be reviewed to select those demonstrating the best fit with the role.
- Shortlisted candidates will be contacted with full details of the next stage of the selection process. This could include a meeting with a member of HMRC Executive Committee prior to the final panel interview to learn more about the role and the organisation.
- You will only be notified of your outcome if you have been shortlisted. If you have not received an invitation to the next stage by 18 November 2015, you

should assume that you have not been successful. We are unable to provide individual feedback to unsuccessful candidates following the shortlisting stage.

- References will be taken up if candidates are selected for interview.
- It is anticipated that interviews will take place between 25 and 27 November 2015. Expenses incurred by candidates during the recruitment process will not be reimbursed by the Department except in exceptional circumstances and only when agreed in advance.
- The panel will make its final selections based on the assessment of candidates' performance at interview. It will also have regard to the need to have a range of expertise on the Committee to ensure that the four specific customer groups referenced in this pack are represented. Therefore, the most meritorious candidate in each group will be appointed.

Selection Panel Membership

The panel will be chaired by Lin Homer, HMRC Permanent Secretary and Chief Executive. Lin will be joined on the panel by independent members. You will be notified of their names in your invitation letter.

Reserve Lists

If we receive applications from more suitable individuals than we have vacancies at this time, we may hold suitable individuals on a reserve list and future appointments to this Committee could be made from this list without further competition.

For further information please contact: scs.recruitment@csresourcing.gsi.gov.uk