



Delivering our Vision

Business Plan 2009-10



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HMRC Purpose, Vision and Way

In November 2008, we launched our Purpose, Vision and Way to make it clear to everyone what the Department is here to do, where it is going and how we will deal with customers and each other.

Our Purpose

- We make sure that the money is available to fund the UK's public services
- We also help families and individuals with targeted financial support

Our Vision

- We will close the tax gap, our customers will feel that the tax system is simple for them and even-handed, and we will be seen as a highly professional and efficient organisation

Our Way

- We understand our customers and their needs
- We make it easy for our customers to get things right
- We believe that most of our customers are honest and we treat everyone with respect
- We are passionate in helping those who need it and relentless in pursuing those who bend or break the rules
- We recognise that we have privileged access to information and we will protect it
- We behave professionally and with integrity
- We do our own jobs well and take pride in helping our colleagues to succeed
- We develop the skills and tools we need to do our jobs well
- We drive continuous improvement in everything we do

Foreword



The last year has seen a great deal of change at HMRC in the way we run and govern the Department and in the many different ways we deliver our customer services. I joined HMRC as its Chief Executive and Permanent Secretary five months ago and in that short space of time have become immensely proud of what we have achieved through our people and the use of technology to transform our services. Our recent success in managing the Self Assessment peak, with over 5.8 million returns filed online, is proof we are capable of the highest standards of customer service.

Yet we cannot rest on our laurels. Our Spending Review 2007 settlement has imposed greater demands on our finances than ever before. Our challenge is to meet increased demand on our services while the resources available to us substantially reduce by 2011. In effect, we need to do much more with less as we respond to the current economic climate and the needs of our customers. Whether they be individuals in need of benefits and credits or businesses needing time to pay the taxes they owe, we have to meet our obligations head on and I am confident we will achieve what is expected of us. Global events have an almost daily impact on the working of HMRC and it is vitally important we continue to respond to these changes, often at short notice.

This plan describes our response to those challenges by placing our Departmental strategic objectives at its very centre. Last November we set a clear direction for HMRC when we launched our Vision. The strategic objectives are the next step in prioritising our activities on the basis of the contribution they make to the outcomes this Department exists to deliver. Focusing on key areas of work as we continue to transform will not only help us deliver excellent services to our millions of customers, it will also support our workforce of 89,000 people across the UK whose work is vital to our country's public services. By extending our PaceSetter way of working we can motivate and increase the skills of our people who actually deliver our front-line services, whilst improving the way we work and our overall efficiency.

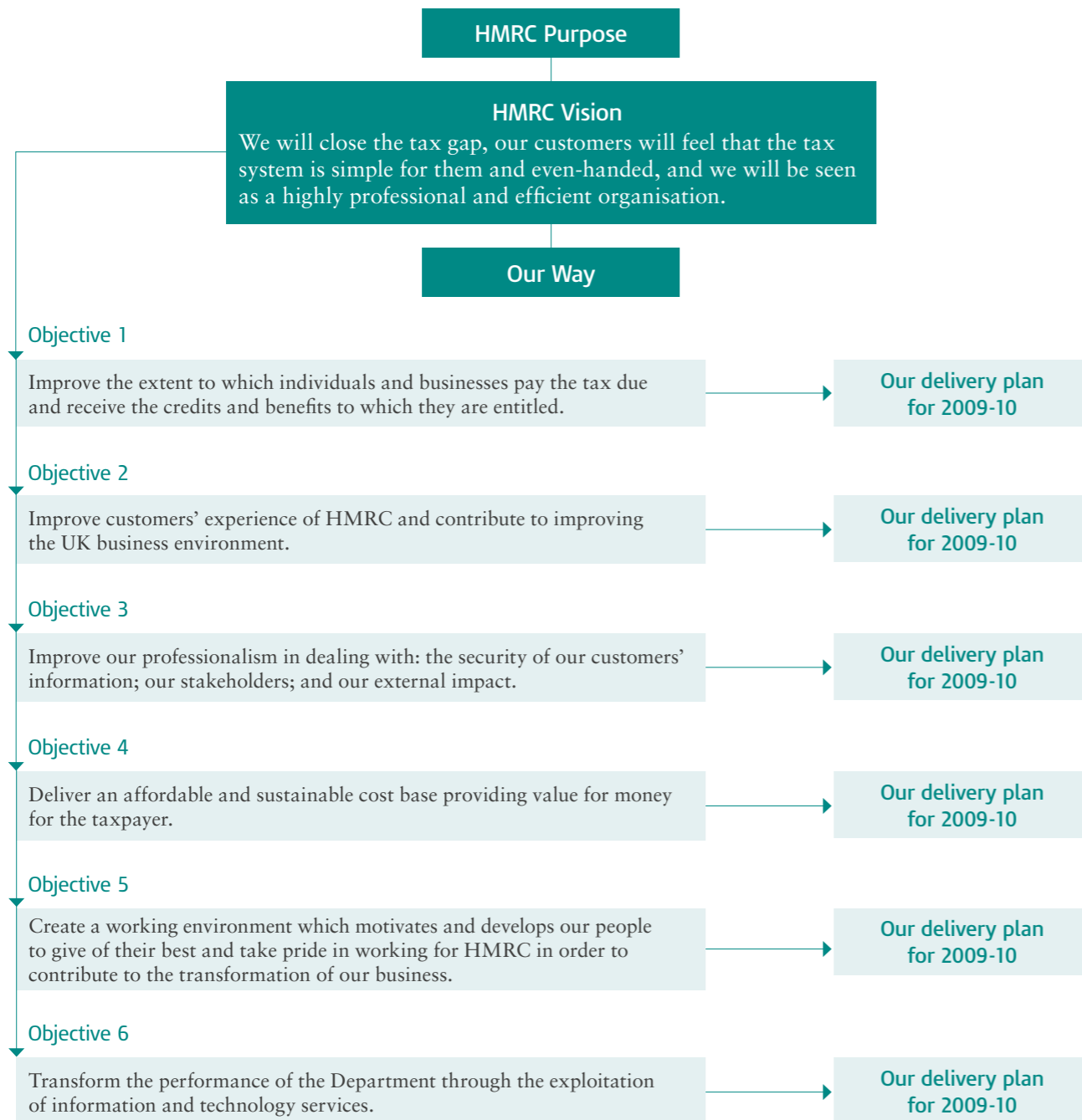
Inevitably, the Department will be shaped by changes in the wider economy and we may well need to adapt to changing circumstances and refresh some of our approaches. If this is the case, we have to be ready as a Department to embrace these changes. What will remain constant however, are the strategic objectives and our focus on delivering against them.

A handwritten signature in black ink, appearing to read 'Lesley Strathie', written over a light blue horizontal line.

Lesley Strathie
Chief Executive

Delivering our Vision

Our Vision describes what we want to achieve as a government department with six strategic objectives underpinning its delivery. These strategic objectives are the priorities for the Department and each have plans attached to them. The plans describe what we will do in 2009-10 to achieve our strategic objectives and deliver the Vision.



Strategic objectives

“We are passionate in helping those who need it and relentless in pursuing those who bend or break the rules.”

Objective 1: Improve the extent to which individuals and businesses pay the tax due and receive the credits and benefits to which they are entitled.

The majority of our customers want to pay the right tax and receive the right entitlements at the right time. In the current difficult economic climate it is more important than ever that HMRC helps and supports customers fulfil these obligations while relentlessly pursuing those who bend or break the rules. Our objective is to reduce tax losses by a further £2.4bn in 2009-10.

What we are going to do

1. Make it easier for individuals and small and medium enterprises (SMEs) to interact with us
2. Match resources to risk for large business
3. Tailor our activity to particular customer groups
4. Respond robustly to tax avoidance
5. Tackle deliberate non-compliance and fraud
6. Help our customers claim what they are entitled to
7. Improve our management of debt while helping those in temporary difficulties

How we are going to do it

1. Make it easier for individuals and small and medium enterprises (SMEs) to interact with us

We will simplify our requirements and processes so that they are more easily understood. We will continue to support those who want to get their tax right by giving clear advice and guidance.

We will introduce a more varied set of compliance checks based on SME needs and risks. We will work to provide time-to-pay arrangements for those in short term financial difficulties.

2. Match resources to risk for large business

We will focus greatest resource on customers and issues of highest tax risk. Our low-risk regime will

encourage customers to improve transparency and openness with us, provided their governance, systems and tax strategy meet our criteria.

3. Tailor our activity to particular customer groups

We will continue to work in partnership with employers, advisers and other intermediaries to help them get things right on behalf of those they represent. We will work with the voluntary and community sector to reduce errors and support vulnerable customers.

We will establish a High Net Worth Unit to deal with wealthy customers, building a better understanding of their overall tax position and their particular needs. This will enable us to communicate with them and their advisers effectively, thereby improving compliance.

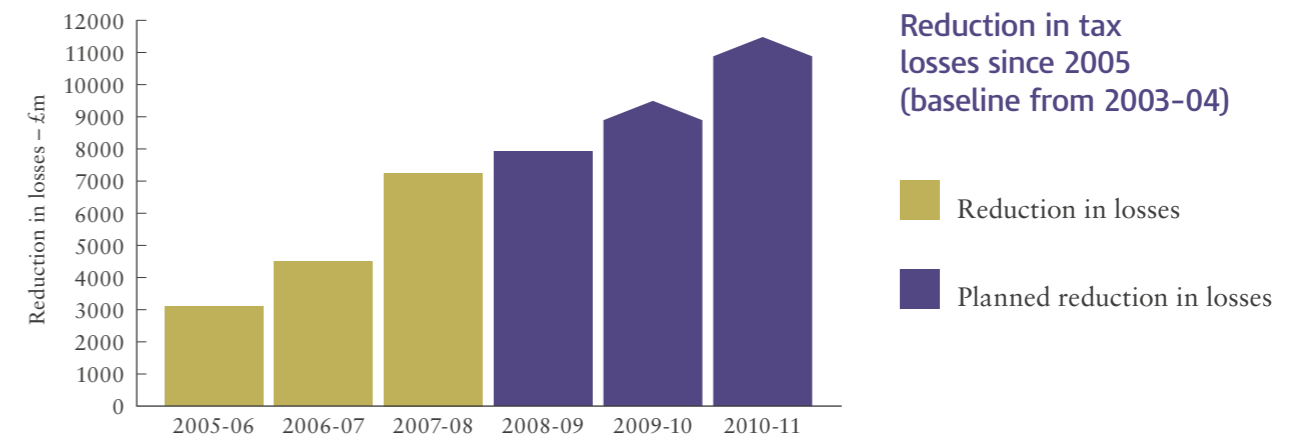
4. Respond robustly to tax avoidance

We will take necessary action to ensure the disclosure regime remains effective by engaging actively with our customers and through investigation and legal action.

We will advise Ministers on new legislation to close down avoidance schemes and on simplifying current anti-avoidance legislation to make it easier to operate and understand while preserving its effect.

5. Tackle deliberate non-compliance and fraud

We will relentlessly pursue the minority of businesses and individuals who choose to bend or break the rules. We will do this by using new IT tools,



dedicated expert teams, new powers and penalties, information given to us by the public, and will pursue through the courts where appropriate.

We will streamline our enquiry and investigation processes to improve productivity, ensuring we put our resources where there is the most risk of non-compliance.

We will deter criminal activity by improving our processes and changing the rules where necessary and through mounting criminal investigations and prosecutions across the full range of tax offences.

We will work closely with the UK Border Agency in tackling smuggling and have made agreements on how we work together to achieve this goal.

6. Help our customers claim what they are entitled to

We aim to drive up take-up of Working Tax Credit and maintain the take-up of Child Benefit and Child Tax Credit.

We are working in partnership with other organisations, other government departments and local authorities to promote Working Tax Credit in innovative ways. This includes working alongside Jobcentre Plus, ensuring that people who find employment receive integrated advice on the support available, trialling tax credit outreach work to promote tax credits and Child Benefit, and introducing new services tailored to the needs of customers.

7. Improve our management of debt while helping those in temporary difficulties

We want to improve the time taken to collect debt and to help individuals and businesses with short-term financial difficulties.

We will do this by agreeing payment schedules tailored to individual circumstances, adopting new ways of debt management focused on tailoring our approach to the risk profiles of our customers.

We will continue to improve our telephone service for those customers who require one-to-one contact with HMRC and improve our processes in order to prevent debt being created unnecessarily, or wrongly.

How we will measure success

We will measure the overall reduction in the tax gap and the contribution made to this by each of the taxes we administer. Through this, we will develop a clear view of long term trends so we can put resources where the greatest risk has been identified.

We also plan to develop ways of tracking our success in recovering debt within 30 and 90 days of the debt becoming due.

For benefits and credits we will reduce the amount of error and fraud down to 5% (of finalised entitlement) by March 2011.

“We want all our customers to feel that the tax system is simple for them and even-handed.”

Objective 2: Improve customers' experience of HMRC and contribute to improving the UK business environment.

We have about 28 million individual customers and 4.5 million small and medium sized business customers who are 'active' taxpayers. We pay benefits and credits to millions of people to help achieve the government's objective of halving the number of children in poverty by 2010-11, on the way to eradicating child poverty by 2020. Approximately 8 million customers use agents to help manage their tax affairs, of which 50% are businesses. Large businesses are a relatively small but highly significant group of customers.

What we are going to do

1. Make customers feel it has become simpler for them to do business with us
2. Work with agents and employers
3. Continue to build effective relationships with large business
4. Provide a better service for all our customers
5. Launch the HMRC Charter
6. Reduce administrative burdens on business

How we are going to do it

1. Make customers feel it has become simpler for them to do business with us

We will make the guidance material available for our customers and staff easier to use and understand. This will reduce unnecessary customer queries and unnecessary contact with us.

We will introduce a new PAYE automated system that will enable us to improve the accuracy and quality of the customer experience.

We will make it easier for customers who pay by instalment, particularly those in short-term financial difficulty.

We will reduce the amount of unnecessary information in the Department and the burden it places on us and our customers.

2. Work with agents and employers

We will extend the use of relationship and agent account managers and deliver improved targeted services, such as our Agent Dedicated Lines and new agent and adviser Internet pages.

3. Continue to build effective relationships with large business

Improving the openness and transparency of our relationship will enable us to better understand business needs, settle cases quicker and reduce the number of small issues we take up.

Through a more open relationship we will be better placed to respond quickly to businesses who want HMRC's view on the possible tax implications of large business transactions. We will continue to undertake consultation on all key legislative proposals which impact on large business and will develop guidance on new legislation in conjunction with them.

4. Provide a better service for all our customers

Our aim is to create a tax credits and Child Benefits system which is understood and trusted by customers.

We will meet our customers' needs by delivering a service based on the individual and their requirements.

We will be more efficient and cost effective through the continued use, and expansion, of PaceSetter which focuses on those processes which add value to the customer.

There will also be focus on our interactions so

they are more helpful and our products more easily understandable, gaining customers' trust and enhancing HMRC's reputation.

5. Launch the HMRC Charter

The Charter will be launched after full consultation later this year and will make it clear to our customers what they can expect from the Department and what we expect from them.

6. Reduce administrative burdens on business

We will take further action to reduce the cost to business of dealing with us.

We will continue to measure our progress against targets which calculate the financial impact of our processes on UK business.

How we will measure success

We will use the HMRC Customer Survey to find out what those individuals, small and medium sized business and agents who have had recent tax dealings with us think of the quality of our service. This survey measures whether the customer found it easy to understand what they had to do and how easy it was to contact us. It also measures the ease of completing our processes and how well customers felt HMRC was providing a service designed with their needs in mind.

For benefits and credits we have set stretching targets for timeliness and accuracy of payment and will monitor performance against our delivery plans.

For large business the target will be a percentage year on year improvement in customer satisfaction, with improvements measured by the annual survey of large business.



“We will behave professionally and with integrity.”

Objective 3: Improve our professionalism in dealing with: the security of our customers' information; our stakeholders; and our external impact.

HMRC wants to be – and be seen – as a highly professional and efficient organisation which prides itself on excellent public sector delivery. Improving our professionalism is essential to achieving this goal.

What we are going to do

1. Develop the skills of our tax professionals
2. Substantially reduce the number of data security incidents
3. Substantially reduce cases of customer data misuse
4. Achieve the highest levels of social and community responsibility

How we are going to do it

1. Develop the skills of our tax professionals
HMRC will continue to invest in improving the skills of our tax professionals to deliver the strategic objectives of a modern tax authority.

We will introduce tax qualifications at foundation, intermediate and advanced level for our tax professionals and ensure that they undertake continuous development. It is the responsibility of every tax professional at every level to develop their skills and keep their knowledge up to date.

2. Substantially reduce the number of data security incidents

Since the loss of the Child Benefit CDs in November 2007, we have significantly increased staff awareness of data security, improved our secure means of transferring data, clarified Board level accountabilities and improved the way in which incidents are reported and handled.

In 2009-10 we will drive towards zero the number

of data security incidents reportable to the Information Commissioner, and reduce the volume of customer data lost.

We will identify and address any incident hotspots within HMRC with targeted action to ensure these reductions are achieved.

3. Substantially reduce cases of customer data misuse

We will reduce the risks associated with staff misusing customer data and the information we hold. When it is deliberate, we will deal with the case rigorously, taking appropriate disciplinary or criminal action.

PaceSetter will play a central role in improving our performance in this area. Potential issues will be identified more quickly and structured problem solving will ensure teams are aware of risks and issues which can then be quickly resolved.

4. Achieve the highest levels of social and community responsibility

We will demonstrate a responsible and transparent approach towards our people, customers, communities and the environment by working to achieve the platinum category in the Business in the Community Index – which compares our responsible business behaviour against many of the FTSE 100 businesses.

We aim to significantly increase the number of our employees who undertake voluntary activity, aiming for ten percent of them to complete at least one day, ideally in areas of greatest need.

How we will measure success

The Tax Professionalism survey will measure whether tax professionals have the skills and knowledge to do their job. We expect to increase the number of our tax professionals who meet this criteria to 70% by 2011.

We will measure the number of data loss incidents reported by each directorate on a monthly basis and monitor the reduction by business area throughout the year.

We will measure the overall reductions in misuse of customer data cases by business area.

We will aim to reduce carbon emissions from business travel by at least 10%. We also aim to increase our employees taking part in community involvement activity by 50% over the next year.



“We will be seen as a highly professional and efficient organisation.”

Objective 4: Deliver an affordable and sustainable cost base providing value for money for the taxpayer.

HMRC’s financial settlement within the Comprehensive Spending Review 2007 commits us to make a 5% reduction in our expenditure in real terms each year through genuine and lasting efficiency measures. At the same time, we will still strive to deliver excellent customer service and continue our essential work of making sure that money is available to fund the UK’s public services and help families and individuals with targeted financial support.

What we are going to do

1. Achieve real-terms value for money savings
2. Continue to reduce our property estate
3. Continue to improve the efficiency of our routine processes
4. Use management information and professional techniques to achieve better value for money from our suppliers
5. Increase the effectiveness and efficiency of our central and support functions

How we are going to do it

1. Achieve real-terms value for money savings

This will be achieved by the further use of modern technology, streamlining our processes and obtaining best value from our suppliers.

2. Continue to reduce our property estate

Work will continue to take cost out of the estate as part of Workforce Change. We plan to make 58 full and 70 partial vacations of property during 2009-10.

3. Continue to improve the efficiency of our routine processes

We will use PaceSetter to further improve our work practices and reduce lead times. This will increase productivity, improve quality and establish standard ways of working, which means we are able to provide a more consistent service to our customers.

4. Use management information and professional techniques to achieve better value for money from our suppliers

We are investing in a wide programme of financial skills and awareness to ensure all our managers are equipped to get maximum value from the money they spend.

5. Increase the effectiveness and efficiency of our central and support functions

We will review and restructure our central and support functions in order to increase productivity and focus a greater proportion of our financial and human resources on frontline, customer facing activity.

How we will measure success

We will closely monitor reduction of costs whilst ensuring we are able to respond to challenges and maintain excellent customer service. In addition we will be looking specifically at the cost reductions we achieve in non-customer facing activities.

By 2012, we want to be in the top quartile of developed tax authorities when assessed for cost. Working with other tax authorities, we are developing a series of benchmarks for frontline delivery work, which will inform the way we will measure our performance.



“We do our own jobs well and take pride in helping our colleagues to succeed.”

Objective 5: Create a working environment which motivates and develops our people to give of their best and take pride in working for HMRC in order to contribute to the transformation of our business.

HMRC is committed to making sure our people can do their jobs well and that they have the right skills and tools. We want our employees to take pride in helping their colleagues succeed and most of all to drive continuous improvement throughout the Department.

What we are going to do

1. Provide clear direction
2. Provide clarity of training and learning for managers and colleagues through management skills pathways
3. Improve communications
4. Get the right number of people in the right places with the right skills
5. Extend PaceSetter ways of working to new parts of the business
6. Improve our performance management processes
7. Define and embed HMRC culture through our leadership development programmes

How we are going to do it

1. Provide clear direction
We will continue to increase the visibility of our most senior leaders through our Leading the Way and Town Hall events. We will support our managers with clearer communications, so that all our priorities can be linked to our Vision.
We will make sure that clear accountability is pushed through the business, so that everyone knows what they are responsible for and what doing a good job looks like.

2. Provide clarity of training and learning for managers and colleagues through management skills pathways
We will build clarity and accessibility around our learning and training so our people can map their career plan to the learning available.
We will promote the new Developing Confident Managers programme, which is mandatory for all new and returning managers.
We will examine our existing capability and then develop new ways to support our leaders to achieve better results.
3. Improve communications
We will look at ways of simplifying our communication with customers and within HMRC.
We will increase professionalism to make more efficient and effective use of communications resources across the Department.
4. Get the right number of people in the right places with the right skills
We will continue to work to get the right number of people into the right strategic sites so we can improve operational efficiency and customer service. The Workforce Change programme will be embedded into business areas with the People Function offering central advice and support.
We will continue to focus on redeploying our people across the Department or to other government departments.

5. Extend PaceSetter ways of working to new parts of the business

PaceSetter will be extended into large areas of Enforcement & Compliance and selected contact centres this year, more than doubling the total of employees working within this environment to around 43,000. Through our PaceSetter programme we will involve people and teams in continuously improving the business and improve leadership skills and behaviour among our managers.

6. Improve our performance management processes

We will put greater emphasis on our performance management processes, ensuring our people align their objectives to the Vision and strategic objectives and that individuals and teams get regular feedback on their performance.

7. Define and embed HMRC culture through our leadership development programmes

We will work with managers and leaders to define the HMRC culture which will enable us to deliver our Vision. We will then embed this culture into a new leadership development programme and all our existing management and leadership activities so that we build a cohesive Department for the future.

How we will measure success

In May 2009 we will have our first set of results from the new Civil Service-wide employee opinion survey. We will use them to set local engagement plans and target specific issues. In October, the survey will be run again, so we will have another round of feedback on our efforts to drive up engagement across HMRC.
The HMRC Skills Survey will be launched in June 2009. By autumn, we will have decided how we accurately assess the current level of skills among our workforce.



“We make it easy for our customers to get things right.”

Objective 6: Transform the performance of the Department through the exploitation of information and technology services.

HMRC is heavily dependent on being able to access and use secure information at the right time. The Department’s IT infrastructure is the second largest in the UK, supporting over 650 business critical applications and storing data equivalent to an average of 1.1 billion books.

What we are going to do

1. **Improve our compliance activity through better use of information and intelligence**
2. **Improve the resilience of IT and information systems**
3. **Support an increase in the number of customers filing their tax return online**
4. **Improve the customer experience of contact centres by using an automated handling service for certain types of calls**
5. **Review how we deliver IT services and implement ways to reduce the cost of maintaining and developing IT systems**

How we are going to do it

1. **Improve our compliance activity through better use of information and intelligence**
Working with our IT supplier, we are developing and implementing risk-based tools and technology to help better identify those who are more likely to bend or break the rules.
2. **Improve the resilience of IT and information systems**
HMRC’s IT systems are available more than 99% of the time. But the size and scale of our operation means that every time our systems are down or running slowly there is a significant impact on productivity and customer service. We will reduce by 10% the number of hours of lost time by providing

new laptops and computers to customer-critical areas and continuing to invest in improving the stability of our main systems and infrastructure.

3. **Support an increase in the number of customers filing their tax return online**
The number of customers who file their Self Assessment Return online has broken all records, with over 5.8 million received by the deadline of 31 January. We will build on that success with other taxes by carrying out research to understand the needs and concerns of different customer groups.
We will build robust, user-friendly and secure IT which is thoroughly tested before our customers use it. We will help our customers to make the transition to online by targeted marketing and easy-to-use support products.

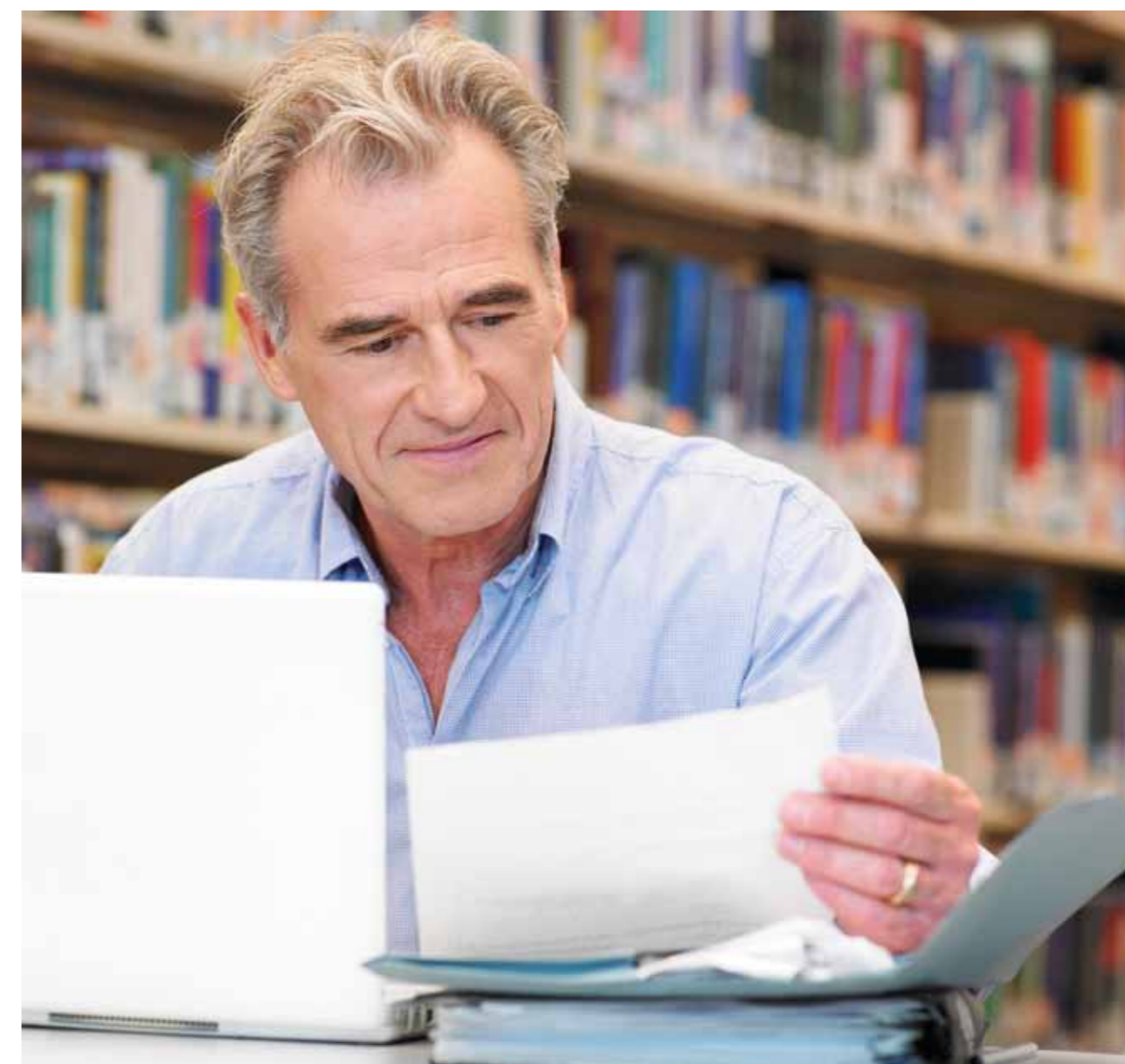
4. **Improve the customer experience of contact centres by using an automated handling service for certain types of calls**
We will introduce an automated telephone service to our contact centres to improve productivity, reduce customer waiting times, and deal with customer enquiries efficiently and consistently.

5. **Review how we deliver IT services and implement ways to reduce the cost of maintaining and developing IT systems**
Working with our IT suppliers, we will look at how we can improve the service and delivery of IT services to HMRC. Specifically we will seek to streamline system design and delivery, reduce costs through the provision of standardised products, and make sure taxpayers get the best value for money.

How we will measure success

We will use a range of measures including industry-standard comparisons to determine how well we are performing. These will include IT service availability and quality, customer (internal and external) satisfaction, levels of usage of online

services, time taken to log into a computer, and the ability to access and transfer information and data securely. We will also measure improvements in contact centre performance.



Major transformation programmes 2009-10

“We drive continuous improvement in everything we do.”

HMRC's main change and transformation programmes are known collectively as the Departmental Transformation Programme (DTP). They are designed to deliver our Vision and strategic objectives, in addition to our UK and EU legislative and Ministerial commitments. In 2009-10, DTP will make significant investments in the following programmes:

Businesslink.gov – to develop a single website where UK businesses can access all relevant government services.

Carter – expand online services to customers across tax systems, including PAYE, VAT and Corporation Tax. The aim is for all businesses and individuals who can use online services to file returns online by 2012.

Customs Service Transformation – this project will help deliver EU legislative commitments including the transfer of detection work to the UK Border Agency and the introduction of electronic customs services.

Data Security – to improve our data security by implementing recommendations from the Poynter Review, following the loss of customer data in 2007.

Compliance & Enforcement Programme – improve risk analysis and target responses more effectively. Investment in this area will result in significant additional revenue and help reduce the tax gap. To apply C & E Programme techniques to Debt Management.

Estates Consolidation – an initiative to rationalise the number of our office locations which are no longer needed, achieving significant savings.

Government Banking – to deliver retail banking services for all government departments and agencies.

Leadership – to introduce a new approach to the professional development of managers and leaders. The aim is to help deliver significant performance improvements across HMRC.

PaceSetter – to develop the capability of managers and leaders, using PaceSetter tools and techniques to drive forward business performance.

PAYE Improvements – this new automated system will bring together a number of personal tax databases creating one single record of an individual's pay and tax details. This will enable us to deal with enquiries at first point of contact and manage peaks and troughs in demand more effectively.

Policy Delivery Programme – to deliver a wide range of government and ministerial initiatives.

Tax Credits Transformation Programme – to deliver targeted service improvements to reduce customer error and improve the customer experience.



How we run HMRC

“We have a collective accountability for the achievement of HMRC goals as well as specific accountabilities of our own.” Lesley Strathie

In 2008, HMRC implemented a new governance structure appointing a Non-Executive Chairman to lead the Board and a new Chief Executive to run the Department. The Chairman and the Board are responsible for the effective governance of HMRC. The Chief Executive and the Executive Committee are responsible for running HMRC.

There are very clear accountabilities for the Chairman and the Chief Executive. Setting the strategic direction and ensuring the highest standards of governance lies with the Chairman. The responsibility for delivery and expenditure lies

with the Chief Executive. The top team is further strengthened by the appointment of a Permanent Secretary for Tax who is the senior tax professional in HMRC. He is also the Deputy Chief Executive.

The Executive Committee (ExCom)

ExCom is the executive decision making body for HMRC. It oversees the Department’s overall work and is responsible for driving forward continuous improvement and change agendas.

The Board

Mike Clasper is Non-Executive Chairman of the HMRC Board. Its members include Chief Executive Lesley Strathie and Permanent Secretary for Tax Dave Hartnett. It also includes the majority of ExCom members and HMRC’s Non-Executive Directors who are senior business leaders from outside the Department providing expert advice.

The Board’s main role is to develop and approve HMRC’s overall strategy linked to business areas and their functions, approve final business plans, including the annual financial plan, and advise the Chief Executive on key appointments. It also performs an assurance role and advises on best practice.



ExCom members and their roles

Back row left to right: Mike Eland (Director General, Enforcement & Compliance), Steve Lamey (Director General, Benefits and Credits), Simon Bowles (Chief Finance Officer), Anthony Inglese (General Counsel and Solicitor), Deepak Singh (Acting Chief Information Officer).

Front row left to right: Dave Hartnett (Permanent Secretary for Tax), Melanie Dawes (Director General, Business Tax), Cathy Wilcher (Chief People Officer), Lesley Strathie (Chief Executive), Simon MacDowall (Director, Communications and Marketing), Bernadette Kenny (Director General, Personal Tax).

HMRC Non-Executive Chairman and the Non-Executive Directors



Mike Clasper,
Non-Executive Chairman



Colin Cobain



Mark Haysom



Philippa Hird



Phil Hodkinson



John Spence



Dame Sue Street

HMRC at a glance

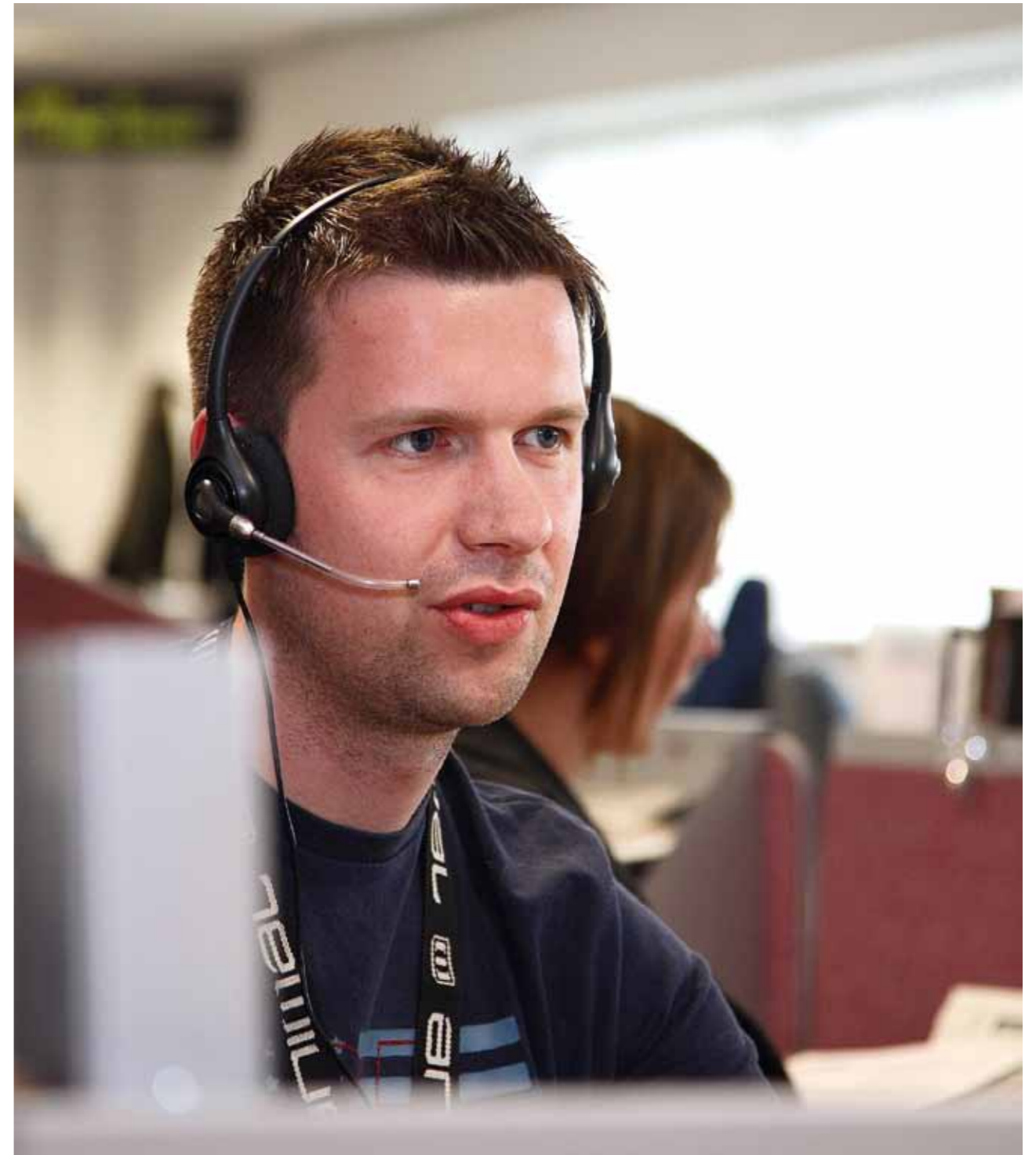
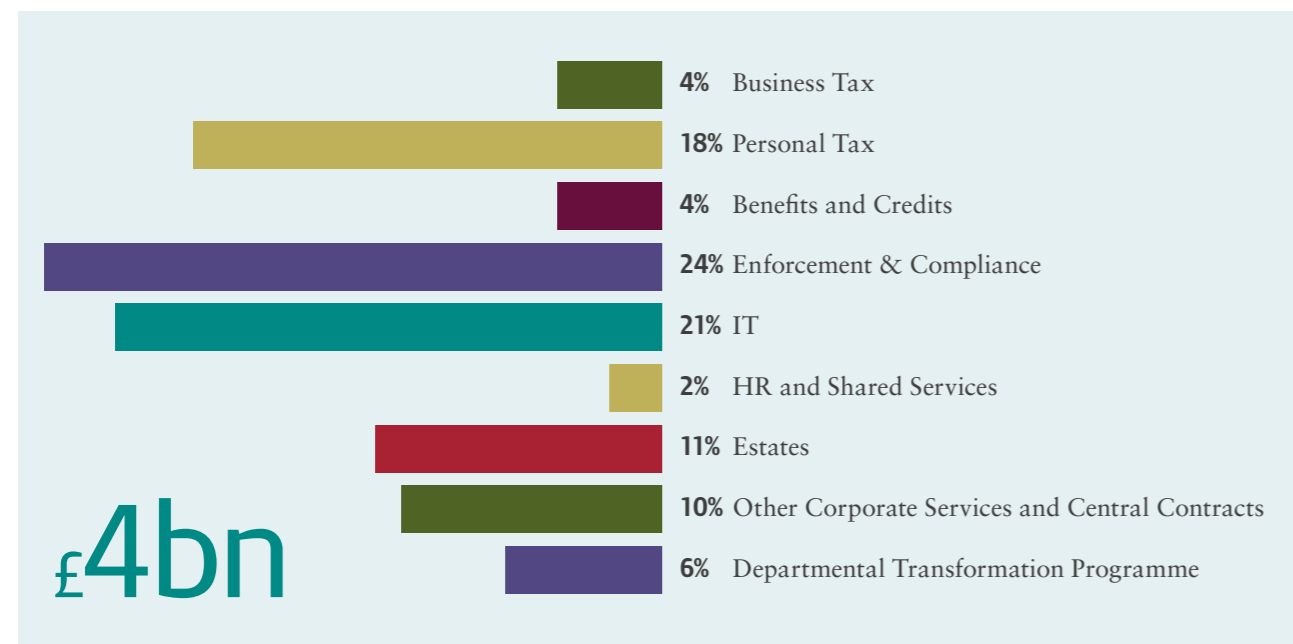
“We develop the skills and tools we need to do our jobs well.”

Our people and resources

HMRC is one of the largest government departments, needing significant numbers of people and resources to deliver its key services. We have:

88,875 employees	38 million customers each year
Over 17,000 tax professionals	About 60 million calls in 2007-08
486 staffed offices	UK's second biggest IT infrastructure
315 locations across the UK	Stored data equivalent to 1.1 billion books

Budget allocation by business area 2009-10



In summary

HMRC Purpose, Vision and Way

To deliver our Vision we have prioritised six objectives

<p>Objective 1 Improve the extent to which individuals and businesses pay the tax due and receive the credits and benefits to which they are entitled.</p>	<p>Objective 2 Improve customers' experience of HMRC and contribute to improving the UK business environment.</p>	<p>Objective 3 Improve our professionalism in dealing with: the security of our customers' information; our stakeholders; and our external impact.</p>	<p>Objective 4 Deliver an affordable and sustainable cost base providing value for money for the taxpayer.</p>	<p>Objective 5 Create a working environment which motivates and develops our people to give of their best and take pride in working for HMRC in order to contribute to the transformation of our business.</p>	<p>Objective 6 Transform the performance of the Department through the exploitation of information and technology services.</p>
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What we are going to do in 2009-10

<ol style="list-style-type: none"> 1. Make it easier for individuals and small and medium enterprises (SMEs) to interact with us 2. Match resources to risk for large business 3. Tailor our activity to particular customer groups 4. Respond robustly to tax avoidance 5. Tackle deliberate non-compliance and fraud 6. Help our customers claim what they are entitled to 7. Improve our management of debt while helping those in temporary difficulties 	<ol style="list-style-type: none"> 1. Make customers feel it has become simpler for them to do business with us 2. Work with agents and employers 3. Continue to build effective relationships with large business 4. Provide a better service for all our customers 5. Launch the HMRC Charter 6. Reduce administrative burdens on business 	<ol style="list-style-type: none"> 1. Develop the skills of our tax professionals 2. Substantially reduce the number of data security incidents 3. Substantially reduce cases of customer data misuse 4. Achieve the highest levels of social and community responsibility 	<ol style="list-style-type: none"> 1. Achieve real-terms value for money savings 2. Continue to reduce our property estate 3. Continue to improve the efficiency of our routine processes 4. Use management information and professional techniques to achieve better value for money from our suppliers 5. Increase the effectiveness and efficiency of our central and support functions 	<ol style="list-style-type: none"> 1. Provide clear direction 2. Provide clarity of training and learning for managers and colleagues through management skills pathways 3. Improve communications 4. Get the right number of people in the right places with the right skills 5. Extend PaceSetter ways of working to new parts of the business 6. Improve our performance management processes 7. Define and embed HMRC culture through our leadership development programmes 	<ol style="list-style-type: none"> 1. Improve our compliance activity through better use of information and intelligence 2. Improve the resilience of IT and information systems 3. Support an increase in the number of customers filing their tax return online 4. Improve the customer experience of contact centres by using an automated handling service for certain types of calls 5. Review how we deliver IT services and implement ways to reduce the cost of maintaining and developing IT systems
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FSC
logo here

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