

Systems and Delivery

Introduction

Systems and Delivery is about assessing the customers' ability to deliver the right tax at the right time. The CCM and the tax specialists should consider the size and complexity of the business, as well as the landscape in which it operates, when determining the systems, processes and resources needed for a customer to meet its tax obligations.

Low Risk

1. Systems and Processes: The customer employs sufficient resource to deliver timely and accurate returns, declarations, payments and claims, including accounting systems and processes that are suitable for the size and complexity of the business.
2. Sufficiently Resourced Tax Team: The customer employs sufficient resource to deliver timely and accurate returns, declarations, payments and claims, including sufficiently skilled resource in the Finance/Tax teams.
3. All returns and payments are made on time.
4. HMRC interventions have not identified significant errors.
5. The customer maintains a tax risk and controls matrix and shares this on request from HMRC.
6. The customer maintains documented tax policies and procedures and shares these on request from HMRC.
7. The customer undertakes assurance checks and testing of its policies and procedures on a regular/timetable basis.
8. Where key fiscal areas are outsourced, reasonable steps are taken to ensure the provider is suitably competent, qualified or controlled in order that transactions which impact on tax are properly accounted for.

NB. Providing Indicators 1 and 2 are met, if only one other indicator is not met a low risk rating can still be achieved.

Moderate Risk

- A customer would be expected to be rated moderate risk if it meets indicator 1 and 2 above and all but 2 of the other indicators, but is taking clear action to resolve these failures.

Moderate – High Risk

- A customer would be expected to be rated moderate-high risk if it fails to meet either indicator 1 or 2 above and /or fails to meet more than 2 of the other indicators.



High Risk

- The customer fails to meet indicators 1 and 2.

NB. In the event of serious failure of one or more indicators the CCM may determine that the failure has additional weighting and determine the level of risk accordingly.