



**HM Revenue
& Customs**

LBS 2007-08 Challenge

LBS 2007-08 Challenge

- Contribute to Departmental PSA targets
- Begin to deliver Review of links recommendations
- Six key priorities to help us meet this challenge
- One key priority is to implement an effective risk framework – already covered in Geoff Dickinson's session
- Other key priorities described in this presentation

LBS Key Priority for 2007 - 08

Engaging our staff

- To deliver the changes, a top priority is to engage all our staff so that they can start to take ownership through workshops and accountability for the change in their areas
- Using workshops (the PaceSetter programme) to share the change challenges with LBS staff, get staff to define the challenges in their work areas and start to come up with ideas about how to implement in their area. Staff best placed to decide on this
- All sectors will have events of this type by early July
- Further events focussed on new ways of working in the autumn
- Good communication essential

LBS Key Priority for 2007-08

Project - based working

- Introduce project based ways of working for all LBS work, which we share and implement with HMRC colleagues to allow us to:
 - Effectively resource to risk
 - Deliver customer expectations of speed, clarity and certainty
- Action plans to be developed for each issue and shared with customers
- Tool to be used to implement Review of Links Proposal 8 though applies to all issues

LBS Key Priority for 2007- 08

Performance Management

- Ensure everyone in LBS is clear about how LBS is measuring its performance, and what and how they are expected to contribute to that, supporting leaders to make this happen
- Sector based performance information to support sector management teams in managing our business

LBS Key Priority for 2007- 08

Professionalism

- Re-invigorate our professional skills by agreeing and implementing a people strategy that will begin to deliver benefits this year
- Focus on tax professionalism, but also need to develop commercial awareness, team-working and relationship management skills to deliver Review of Links
- Link with Review of Links recommendation on improving commercial awareness

LBS Key Priority for 2007 - 08

LBS Geography and Customer Population

- Agree our future locations and customer population with a start being made on the transition during this year
- On locations: aim is a smaller number of locations than now with co-location of direct and indirect tax staff working on each customer. Implementation to be phased up to 2010
- On customer population: looking to rationalise the criteria used to determine determine which customers are dealt with in LBS and to have LBS responsible for all tax work on LBS customers. Implementation timetable to be developed
- Next steps will be announced to staff in late June/early July

Any questions?