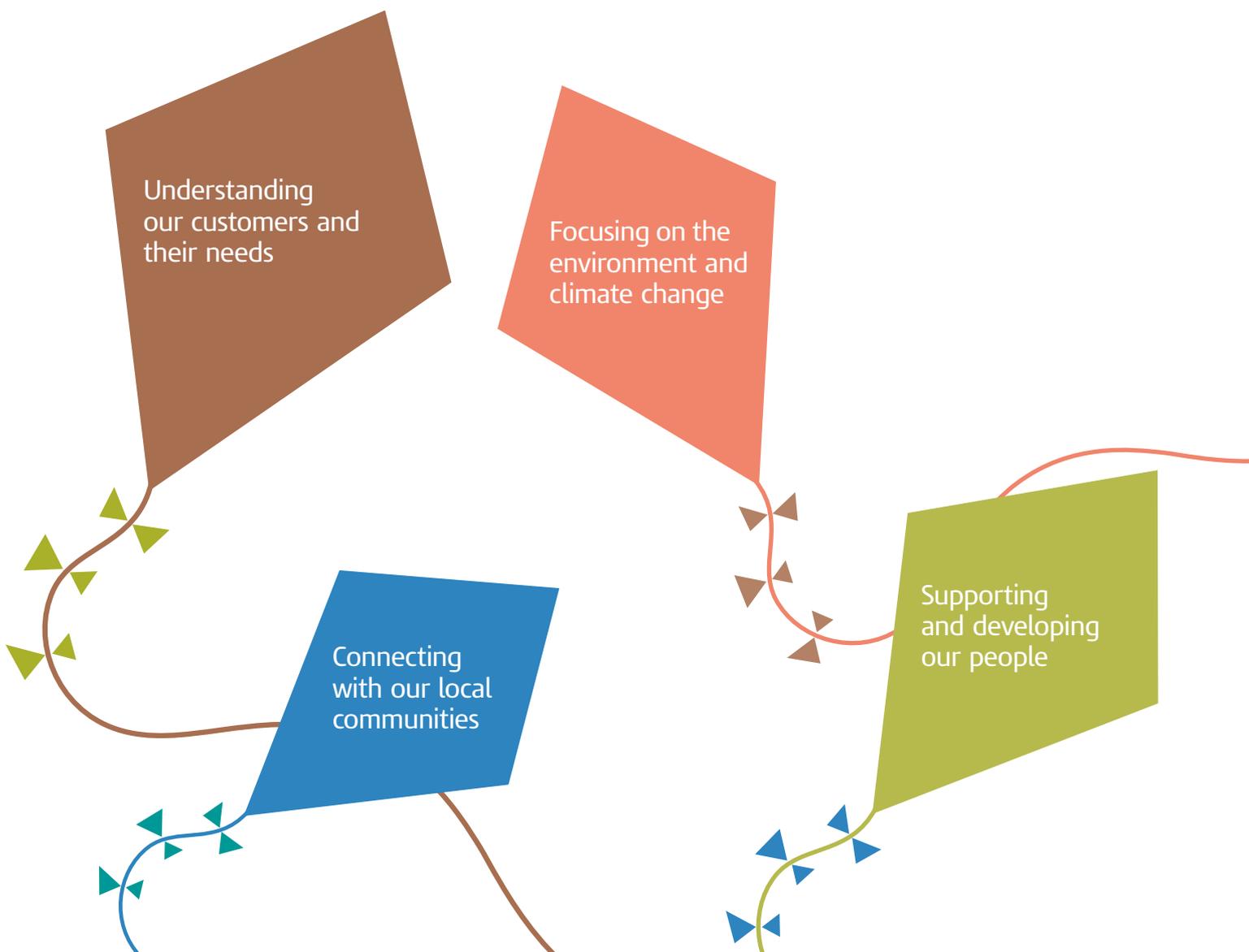
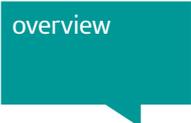
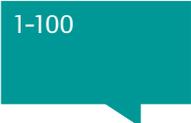


Corporate Responsibility in Action 2011-12



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Our Purpose, Vision and Way

This is our expression of what we are here to do (Purpose), what we are aiming to achieve (Vision) and how we will achieve it (Way). It was developed to provide a clear statement of our approach to administering the tax and benefits system for the UK, for customers, stakeholders and staff.

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

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

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

Corporate Responsibility at HMRC

Strong corporate responsibility makes good business sense. Ultimately, the most successful organisations are those that act fairly, responsibly, with integrity and which use their scarce resources most wisely.

In HMRC, our commitment to the principles of corporate responsibility helps us to be more effective in collecting tax revenues to fund the UK's public services and in providing targeted financial support to families. It also helps us to attract the best talent, reduce our environmental impact and costs, and make a positive contribution in the many communities throughout the UK in which we are based.

The structure of this report is built around 100 examples of corporate responsibility in action across HMRC. This is just a selection of the good work that goes on every day across the department.



Awards and benchmarks



During the year, a number of our achievements received external recognition

The Civil Service Leadership Award

Jackie Heron, a senior officer from HMRC's Benefits and Credits team in Belfast, was recognised for her outstanding leadership skills. This award followed her earlier success in being named Leader of the Year in HMRC's own People Awards.



Jackie Heron receiving her award from Sir Gus (now Lord) O'Donnell

Photography by Paul Heartfield

Civil Service a:gender Equality Index

We gained first place in this benchmark, which measures how organisations are meeting their legal obligations towards transgender people in both their workplace and customer facing policies and processes. We won particular praise for listening to feedback from our workforce and customers, developing awareness training and pioneering a special leave policy for gender reassignment. This is the second year running that HMRC has been ranked as best department in the Civil Service for transgender equality.



Civil Service Award for Leading Change in Diversity and Equality

Melanie Dawes, our former Board-level Disability Champion, received this award for the range of projects she sponsored to make life easier for our disabled customers and staff, such as raising awareness of the challenges they face and developing practical solutions for overcoming them.

The Times Top 50 Employers for Women

We were named by The Times as one of the organisations leading the way in gender equality in the workplace. This was in recognition of our policies for flexible and remote working, taking part in the Childcare Voucher Scheme, introducing a Carer's Passport, and offering development schemes, including mentoring and coaching.



Awards and benchmarks



2011 National Payroll Giving Excellence Awards

We won the public sector category and a gold quality mark for the fifth year running. The award was given by the Institute of Fundraising in recognition of the work we have done to promote charitable donations via our payroll.

National Mentoring Consortium Awards

The National Mentoring Consortium named us Employer of the Year, thanks to the commitment of ten HMRC volunteers who coached undergraduates from black, Asian and minority ethnic (BAME) backgrounds at Brunel University in west London. It's the second time in three years that HMRC has won this prize. Three HMRC people won individual mentor of the year awards for their work at other universities.



Image courtesy of Brunel University

2011 Business in the Community 'Big Tick' Award for Sustainable Travel

Awarded in recognition of our success in cutting business travel, including the use of new technology for enhanced video and telephone-conferencing.

Energy Savings Trust's Fleet Heroes Award

We won this award for the third year running. It acknowledged our commitment to reducing carbon emissions from our motor vehicle fleet and the choices our people make to reduce the environmental footprint of our business travel.



Contact Centre Association Awards

Laura Buchanan from the Debt Management telephone centre in Cumbernauld took both the Overall Professional of the Year and the Agent Award for delivering outstanding quality in customer service. Gordon Mutter from Personal Tax Operations in Glasgow was named Professional of the Year in the team leader category.



Awards and benchmarks



Climate Week Awards - Best Initiative by a Government Body category

We were a finalist in 2011 for making environmental targets a business priority, and again in 2012 for our 'closed loop' paper recycling scheme. Closed loop works by recycling our waste paper into desktop-quality, 100 per cent recycled paper, which is sent back to HMRC to be re-used. The closed loop scheme was also a finalist in the National Government Opportunities Excellence in Public Procurement Awards. It is now being rolled out across government by HMRC's centralised procurement Office Solutions team.



Green IT Awards - Team of the Year

HMRC's Green IT team became the first public-sector organisation to win this accolade. It triumphed for its significant contribution to the environmental performance of HMRC's IT systems and also its contribution to the wider green IT industry. Our Greening ICT programme received the runners-up award in the 'Real IT Awards' Corporate, Social and Environmental category.



Clear Assured

We are proud to be 'Clear Assured', a recruitment industry benchmark awarded in recognition of our commitment to identifying and removing barriers from recruitment policies, processes and practices, which may have the potential to exclude disabled people.



Diana Green MBE

Honours

A total of 31 HMRC people were recognised for their achievements in the Queen's 2011 Birthday Honours and the 2012 New Year's Honours lists, with the award of 22 MBEs, four OBEs and five CBEs. Those given honours included Brian Collins, who joined the Civil Service 35 years ago and has been a magistrate for more than 20 years, and Diana Green, for her role in managing HMRC's environment data and as chair of governors for one of the biggest primary schools in the UK.

Understanding our customers and their needs

All our customers The work we do in HMRC touches the lives of almost every adult and business in the UK. From students and single mothers to the largest multi-national corporations, almost everyone comes into contact with us at some point. This makes customer service central to everything we do.

HMRC Charter At the end of 2009, and following an extensive consultation exercise with our customers, we published a Charter setting out our commitment to improve how we work with our customers and how they should deal with us. The Charter was developed to make sure that we apply the same standards and behaviours across all our business areas, and to all our customers. Balancing our objectives to maximise revenues, reduce costs and improve our customers' experience has been especially challenging during these times of austerity. We have focused on developing our customer understanding so that we can target resources in the areas of greatest customer need and risk.

individual performance agreements.

Improving performance Our contact centre performance results show a marked improvement: we handled 74 per cent of all calls in 2011-12 compared with 49 per cent last year. We recognise that this is still not good enough and below private sector standards, so our aim is to reach the industry standard of answering 90 per cent of calls first time in March 2013, and then to maintain that level on average in 2013-14 and 2014-15.

Supporting the Olympics This year we had one additional, very important role, with more than 200 HMRC people working with the London Organising Committee for the Olympics & Paralympic Games (LOCOG), the UK Border Agency and Border Force in preparing for the tremendously successful London 2012 Games. We produced an unprecedented level of guidance and advice to support our customers who helped to deliver the Games. And in order to fulfil the UK's obligations to the International Olympics Committee, temporary tax exemptions were introduced for athletes, competition judges and other officials visiting the UK for the Games.

Highlights



New professional standards introduced to improve the level of customer service provided by our staff working in customer-facing roles

Customer service



More than 200 HMRC experts provided guidance and advice in support of preparations for the Olympic and Paralympic Games

Providing extra help We have concentrated our face-to-face services on those who need help the most, and backed this up with additional assistance through funding and working with voluntary sector organisations. For example, we helped produce a tax credits information sheet for Citizens Advice staff and we also worked with the Low Incomes Tax Reform Group to develop its internet site, 'Revenue Benefits', which provides advice and guidance for the wide range of intermediaries who support our customers.

Raising standards Our Operational Delivery profession was launched in April 2011 to support the 60 per cent of HMRC staff who work in customer-facing roles. Charter standards have been embedded into the way they do their work and their

Supporting and developing our people

Leadership and professional skills

Our challenge is to continue to improve our performance despite a difficult economic climate. To do this, we have invested in developing strong leadership to build an engaged workforce - people who are motivated to go that extra mile to achieve good customer service.

We have also placed a renewed emphasis on professional, technical and business skills. The new Operational Delivery Profession will help us to achieve industry standards for excellent customer service - and our new Tax Academy is raising professional standards. We're also investing in the development of people in the many other professions within HMRC, including economists, accountants, policy makers, lawyers, statisticians, procurement professionals, investigation officers and communications professionals - just some of the people who make up our diverse workforce.

Working flexibly and working longer

We offer a wide range of flexible working patterns and arrangements, including term-time working, to help staff to balance their working day with home and family commitments. It's not just people with younger family responsibilities who are seeking alternative working patterns; staff of all ages welcome these flexibilities. More than 5,000 of our staff are 60 years of age or older and more than a fifth of our workforce have been with us for at least 30 years. We value the knowledge and experience that these people bring to the workplace.

Diversity and inclusion One of our strengths lies in the diversity of our workforce and the way that helps us to understand our customers and respond to their needs. We have 11 very active diversity networks offering our people the opportunity to share experiences, support each other and comment on new initiatives. We encourage people from under-represented groups to compete effectively for promotions and challenging developmental roles. It is encouraging that over the year the representation of black, Asian and minority ethnic (BAME) people in our workforce rose from 7.6 per cent to 8.1 per cent and the representation of women (at 58.6 per cent) and disabled employees (at 16.3 per cent) held steady as the size of our workforce reduced.

Highlights



Sickness absence reduced by 22 per cent



Ensuring excellence in tax

A new Tax Academy to raise the professional standards of 18,000 tax-based staff

Hotseat

More than 1,700 replies from senior managers to issues raised by staff, via our intranet Hotseat



Involving our staff By involving people at all levels of HMRC in the drive to transform the way we deliver services, we're aiming to make HMRC a better place to work and an organisation of which our employees can be proud. Our PaceSetter way of working encourages the experts - the people who do the work every day - to suggest how it can be done better and to test ideas in practical ways.

Well-being The well-being of our people is very important to us and we have taken significant steps to support them and their managers with advice on preventing and protecting against ill health. Through specific safety initiatives - such as our 'slip, trip and falls' campaign - we've been able to identify hazards and make our workplaces safer.

Focusing on the environment and climate change

Environmental taxes and duties

We manage environmental taxes and duties - climate change levy, landfill tax and aggregates levy - which means we have a key role in supporting the government's strategy to change the behaviour of individuals and businesses towards the environment.

With our large estate, the commitments we have made to reduce our environmental footprint also play an important part in helping to deliver the government's green targets for 2015.

Self Assessment tax returns coming in through the internet - 80.9% of the total. This has significantly reduced the carbon emissions associated with printing, postage, storage and transportation.

Our estate Across our estate, we reduced voltage supplies to our equipment and improved our monitoring of energy consumption and use of lighting. Further savings in our energy usage came from changes to our information technology, such as increasing the temperature in our data centres and server rooms to reduce the need for air conditioning. As a result, we have already beaten the government's 2015 target to reduce emissions from offices and domestic travel - achieving a 27 per cent reduction in emissions between 2009-10 and the end of 2011-12.

Climate change We have considered the potential impact of climate change and severe weather events on our business. During the prolonged period of bad weather in February 2012, we recognised the vital role that farmers play in keeping roads clear and rural communities moving by relaxing the rules that prevent them from using red-diesel in the tractors they use to grit public roads.

Sustainable purchasing We have also worked closely with our suppliers to ensure that sustainable development principles are in place throughout our supply chain. This positive approach to the environment can be seen across our procurement activity - from the steady reduction in the carbon emissions from our cars as a result of the purchase of low-emission vehicles, to the recycling of the plastic packaging we use to secure sensitive data in transit. All the furniture we buy complies with the government's sustainable timber procurement standards, and all products provided through HMRC's office supplies contract are assessed against 'best in class' ethical and sustainability standards.

Green volunteers Our network of around 500 'green volunteers' support us in reducing HMRC's environmental impact by encouraging their colleagues to recycle, travel less and check that lights and appliances are switched off when they're not in use. They have been particularly active in promoting telephone and video conferencing as an alternative to meetings, thereby reducing business travel as well as benefiting the well-being of our staff from fewer journeys.

Customer service We've made our customer service greener by improving our internet presence and encouraging our customers to interact with us online. A new online filing record has seen 7.65 million

Highlights



Supported a network of 500 'green volunteers'

Reduced carbon emissions from our offices by 20,700 tonnes and cut our water use by more than 91 million litres



Reduced our waste by 1,400 tonnes and recycled or reused more than 1,000 tonnes of IT waste

Connecting with our local communities

Supporting voluntary organisations

We invest approximately £2 million each year in supporting voluntary sector organisations, who provide help and advice to some of our most difficult to reach customers.

The projects we've supported this year include Gingerbread's work in Manchester and London delivering the 'Moving On, Keeping Strong' programme, which gives single parents the opportunity to share experiences and understand how HMRC can provide targeted support to help them and their families. The programme has also trained advisers, who are expected to reach more than 11,000 single parents in the next year, offering them practical advice about benefit entitlements. Another funded programme in Scotland and the north east of England has supported 2,000 customers with advice on Working Tax Credits and Self Assessment issues. It has also assisted 400 adults with significant physical and mental health issues to become self-employed.

We also support the Commonwealth Association of Tax Administrators, hosting two flagship training courses a year, with the vast majority of attendees drawn from developing countries.

Staff volunteering We encourage our staff to get involved in their local communities in order to really understand the needs of our most vulnerable customers or to support young people, who are our future customers. This year we gave 5,837 days of staff time to voluntary activities, public duties such as school governors and magistrates, and The Prince's Trust team programme. Much of our voluntary work builds on the government's youth employability aims, and includes the use of 'Tax Matters', our online interactive learning package, which helps to educate school and college students about their future tax and financial responsibilities.

Charitable giving Our people support numerous charitable causes, and have the opportunity to donate to their chosen charity direct from their pay using our Payroll Giving Scheme. In the last two years, more than one in ten of our staff donated £1.7 million in this way. We achieved the Institute of Fundraising's Gold Quality Mark for the fifth year running in recognition of this achievement. Staff also raised more than £121,000 for the BBC's 2011 Children in Need Appeal, beating the previous year's total by £13,000.

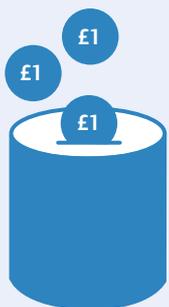
Highlights

A total of £2 million 'Grant in Aid' funding awarded to support voluntary sector organisations

£2 million



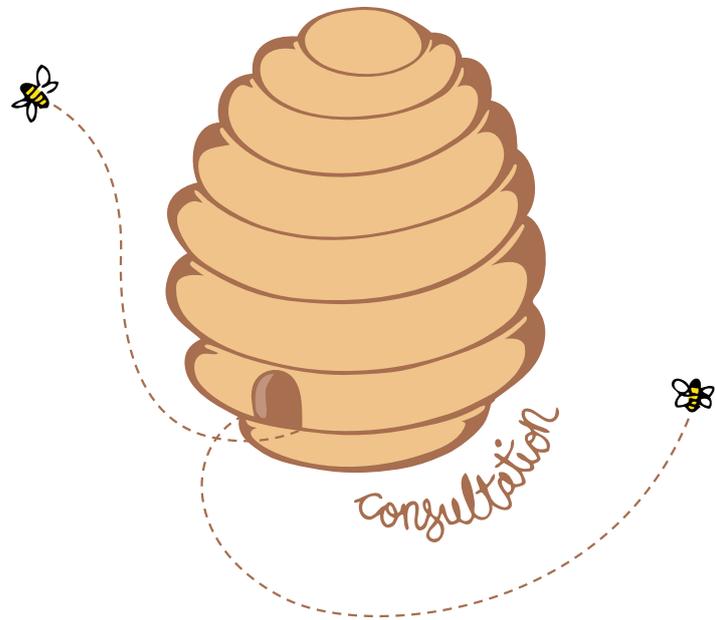
Volunteering activity totalling 5,837 days



Staff donated £1.7 million to charitable causes

100 highlights of corporate responsibility in action

Understanding our customers and their needs



1

Faster post

By replacing multiple HMRC postal addresses with PO Box numbers, linked to regional post rooms, we cut the average time it takes post to reach the right place in HMRC from six to two days. This change is improving our service to millions of customers and is predicted to save more than £4.9 million over four years.

2

Clearing open cases

We cleared 11.7 million PAYE open cases, where our systems had not previously been able to reconcile customer records, to ensure the correct amount of tax was paid at the end of the year. We are on track to clear all remaining legacy cases by the end of 2012.

3

Tackling tax evasion

We introduced 12 specialist taskforces in 2011-12 to catch traders who deliberately choose to break the rules and evade their tax obligations. This new approach focused intensive bursts of activity on business sectors where there is evidence of a high risk of tax evasion, such as businesses dealing mainly in cash, food outlets declaring false sales of zero-rated goods, and businesses that employ illegal workers and avoid paying National Insurance or PAYE.

4

Giving businesses time to pay

We continue to adopt a sympathetic approach to businesses that have genuine short-term difficulties in paying the tax they owe, and to do what we can to help. In March 2012, we had nearly 600,000 'Time to Pay' arrangements in place, amounting to £1.4 billion in value.



£1.4bn

600,000 'Time to Pay' arrangements

5

Email support

Our customers told us that they like to be contacted by email, so we have started to use this quick and convenient communication route to help our business customers to fulfil their tax obligations. Around 250,000 newly self-employed individuals are being contacted by email, with the offer of additional help and support on tax matters.



6 National Minimum Wage

In 2011-12, our national minimum wage teams identified more than £3.5 million owed to workers, benefiting more than 17,000 people who were previously underpaid or not paid at all.



7 Civil disorder helpline

In August 2011, we provided a dedicated helpline, available seven days a week, to support businesses and individuals adversely affected by the summer's rioting and looting. This included giving practical advice to businesses and individuals who were unable to pay their tax bills due to short-term financial difficulties, or whose records had been destroyed during the disturbances.

8 24/7 advice

We developed online presentations and webinars to give businesses and the self-employed 24/7 access to advice and support on a wide range of subjects – from 'how VAT works' to 'taking your first steps as an employer'. We want to make tax as hassle free as possible and give our customers the information they need, at a time that suits them. Live webinars allow people to participate in live debates and ask questions. The pre-recorded options are available for people to watch at any time of night or day.

9 YouTube

Some of our customers prefer to receive information through the internet in bite-sized, easy-to-digest chunks. Our YouTube videos are proving very popular, with our new video aimed at childminders receiving more than 3,000 hits in December alone.



10 New mobile apps

Working with the software industry, we supported the development of new, simple record-keeping mobile 'apps' to help small businesses and self-employed people below the VAT registration threshold to maintain good records and estimate their tax liability.

11 HMRC Twitter account

This was set up in November 2010 and has expanded since then to provide deadline reminders, information about online services, notes to agents, business and employees, warnings of email 'phishing' scams and even reports of significant criminal prosecutions. With more than 15,000 followers and more than 1,600 tweets, it is playing an increasingly important role in the way we communicate with our customers and their representatives.

12 Answering contact centre calls

We used Tweets to give our customers accurate and up-to-date information on call centre availability.



13

Reducing caller costs

To reduce our customers' call costs, we introduced an 0345 telephone number for Tax Credits customers, which means that all calls from private telephones, including mobiles, are charged at a local rate.

14

Targeted advice

Our customers have very diverse and specific needs, so we produced education packages targeted at a range of business sectors, including: hair and beauty salons; childminders and foster carers; driving schools; farmers; the building industry; doctors and dentists.

15

Adoption and fostering

We worked closely with the British Association for Adoption and Fostering, Barnados, Fosterline, and the National Association for Foster Providers to develop an e-learning programme for foster carers. The programme gives foster carers information on how to register as self-employed and explains the Qualifying Care Relief, which is available for certain categories of carer. Foster carers who call our Tax Credits Helpline can now benefit from a specialist helpline service, introduced in 2011 with specially-trained HMRC advisers.



16

Engaging with agents

We engaged with more than 16,000 agents (our customers' representatives) through our Agent Account Manager Service, and received positive feedback for our proactive approach to identifying and resolving their clients' issues and for running education workshops to help them get things right first time.

17

Prisoner rehabilitation

Working with The Prince's Trust Enterprise Programme and the Ministry of Justice prisoner rehabilitation teams, we provided business start-up advice to 3,399 vulnerable young people who were venturing into self-employment.

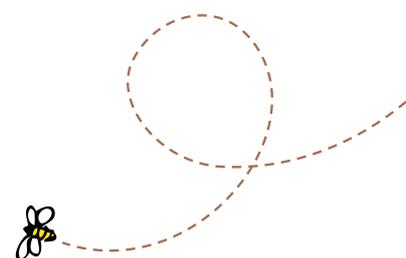
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Supporting disabled customers

We worked closely with a group of voluntary sector representatives to gain a better understanding of the specific needs of our disabled customers. Our training events for disability advisers have also reached more than 21,000 people, helping them to understand the tax implications of the Carer's Allowance.

Support

Training given to
21,000
Disability Advisers



19 Business starter support

In collaboration with other government departments and through Job Centre Plus Enterprise Clubs, we supported people starting their own business and people leaving military service, as they go through the Ministry of Defence exit programme. Between April 2011 and March 2012, we helped 2,387 people at 129 Ministry of Defence events.

20 Times Top 50 Employers for Women

Our recognition for this award extended to our work with customers. For example, the grant funding scheme, which has enabled many female customers to claim their entitlements, and our lead in an initiative to protect the information of both parties where there has been domestic violence.

21 Retired customers

Staff at our Cardiff office introduced a Pensioner Helpline to gain a better appreciation of the needs of our older customers. We worked closely with retired customers and the organisation Tax Help for Older People to learn about the issues that this particular group sometimes face in their day-to-day contact with HMRC.

22 Pension early-release schemes

With the Pensions Regulator and the Financial Services Authority, we provided advice for consumers by warning them of the dangers of pension early-release schemes. Due to the economic downturn, an increasing number of people have been tempted to enter into these arrangements, unaware of the financial consequences and significant tax charges they incur.

23 Lesbian, gay, bisexual and transgender (LGB&T) customers

We attended a number of Pride events to promote our information booklet on taxes and benefits information for our LGB&T customers. The booklet was launched in response to feedback from customers who said they wanted to know more about the impact of civil partnerships on taxation and claiming tax credits in same sex couples, or who were concerned about the confidentiality of taxpayer information, especially for transgender people.

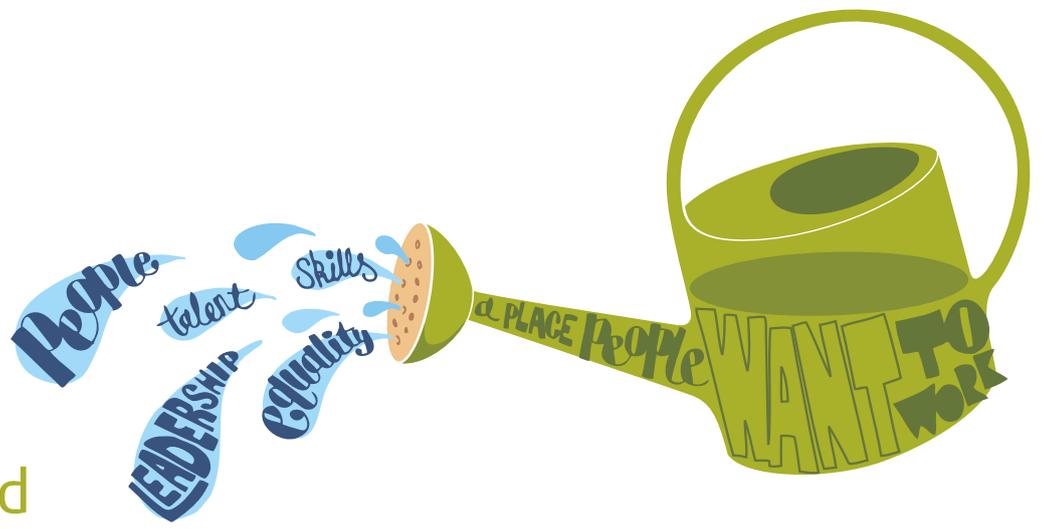


24 Olympic and Paralympic Games

We worked with partners across government to prepare for the delivery of London 2012 through the use of internet guidance, events, media releases and a dedicated helpline. Our frontline operational directorates provided education and support to businesses directly involved or associated with London 2012, for example by offering advice at Olympic construction sites, and providing information to employers, employees and local businesses. In partnership with the UK Border Agency, we actively monitored games-related imports and exports, ensuring that simplified temporary admissions processes were in place to facilitate the movement of games-related goods at the border.

25 Illegal medicines

Our Cardiff-based Express Industry team worked with the police and the Medicines Health Regulatory Agency to prevent a shipment of medicines and drugs - including a drug known to be used in executions - from illegally leaving the UK. HMRC Customs Policy staff also worked with the UK Border Force, Metropolitan Police, Medicines Health Regulatory Agency and INTERPOL in a global crackdown on illegal medicines. More than one million doses of unlicensed and counterfeit drugs, worth approximately £2 million, were seized.



Supporting and developing our people

26 New opportunities

We filled 2,150 new jobs within our Enforcement and Compliance business stream, which are needed to ensure we achieve our compliance and customer service targets. Around 70 per cent of these roles were filled through internal promotions, securing career progression opportunities for our people.

27 Tax Academy

Our newly-established Tax Academy is raising professional standards among the 18,000 members of staff working across the range of taxes and duties we administer. The Academy will ensure they have the expert knowledge required to advise our customers and their representatives.

28 Professional skills

In April 2011, we officially launched the 'Operational Delivery Profession' for our 43,500 employees who work in customer-facing roles. This new professional strand aims to improve customer service by building professional capability and achieving industry standards for excellent performance.

**Operational
Delivery
Profession**

29 Spring School

132 junior members of staff - people who haven't had experience of management - attended our 'Spring School' developmental programme to help them develop their leadership skills, try out some new ways of working and support our drive for continuous improvement. The aim of the programme is to increase knowledge, skills, experience and confidence in ways that will encourage people to take responsibility for making a difference in HMRC.



30 Well-being

We developed a new focus on well-being in order to create an environment where people feel supported to perform to the best of their abilities. This included offering the services of the Right Corecare Employee Assistance Programme to give staff and managers a 24/7 helpline, legal advice and counselling support.

31

Celebrating success

Our first HMRC People Awards allowed us to recognise and celebrate inspirational colleagues and teams from across the organisation.



32

Civil Service award for leadership

HMRC manager Jackie Heron won the Civil Service award for leadership at a ceremony in London. The award, presented by former Cabinet Secretary and Head of the Home Civil Service, Sir Gus (now Lord) O'Donnell, highlighted excellence in public service.

33

Our employee deal

We introduced 'One HMRC One Deal', a set of principles that clarify what our people can expect from HMRC and what it expects from them in return. The principles cover the range of behaviours shown here and have been recognised as good practice examples.

Straight talking

Valuing people

Organisational purpose

Continuous improvement

People development

Work-life balance

34

How we feel

We have explored how people feel about working in HMRC and how managers can engage, motivate and involve their people. Our approach has been highlighted as good practice by the Chartered Institute of Personnel and Development.

35

Building engagement

We ran workshops to help our senior leadership teams to build staff engagement. These workshops have given leaders the opportunity to discuss and challenge their assumptions and to formulate plans to improve levels of engagement.



36

Managing reductions

As jobs across the organisation changed, we placed 578 people in new roles, including 28 who moved to other government departments. In managing our staffing reductions, we have avoided making anyone redundant without their agreement or without first offering them a job within reasonable daily travel.

37

People survey

We conducted the annual Civil Service-wide People Survey to canvass the views of our people on a range of themes, such as the work itself, the way change is managed in HMRC, leadership, learning and development. We will continue to act on the results and ensure all our leaders take steps with their teams to make HMRC a better place to work.



38

Taking our pulse

In addition to the Civil Service People Survey, we also ran interim 'pulse' surveys to help us respond to the factors that can impact on staff engagement. The surveys gave our leaders an indication of how their employee engagement strategies were working so they could be fine-tuned as necessary.



39

In the Hotseat

Senior managers have welcomed feedback and ideas from people across HMRC. During the year they answered 1,761 written questions put to them via our Hotseat channel on the intranet.



40

Reducing sickness absence

We consulted staff, managers and unions on improved process and guidance, aimed at supporting people to return to work when well enough. We developed new training for managers, as feedback highlighted the need to improve their confidence in handling challenging situations and using their judgement and discretion when following the process. A 22 per cent reduction in working days lost through sickness was achieved during the year.

41

Occupational health

We put in place a new occupational health contract in February 2012 and are already on target to reduce referral turnaround times and complaints by 25 per cent compared to the previous year. The service helps managers and members of staff when someone's health is affecting the way they do their job, or their work affects their health. It also provides advice on putting in place reasonable adjustments for disabled staff, advice on specialist equipment and work-related vaccinations.

42

Mental health

We commissioned a mental health review to improve our approach to staff with mental health problems. The review's recommendations resulted in better guidance for managers and staff, support for managers having difficult conversations, and communications to raise awareness of mental health issues and the help that's available.

43

Improved eye care

We provide free eyesight tests for staff who regularly use a computer or laptop, as part of their work. We significantly reduced the cost of our eyesight testing contract, while at the same time increasing take-up levels. The basic eye-test service includes retinal photography, which can detect conditions like diabetes or optic nerve disease, as well as other serious health conditions.



Free eyesight tests for staff who regularly use a computer at work





44 Focus on healthy living

The focus of our healthy living campaign is on how health and well-being at work can improve performance and reduce absence levels. Through our Employee Assistance Programme, we provide factsheets on a range of issues: debt and relationships, better budgeting, sleep, resilience, family and friends, and summer exercise.



45 Civil Service physical activity challenge

Launched in July 2011 and inspired by the 2012 London Olympic and Paralympic Games, the challenge aims to motivate people to become more active. We have signed up to the challenge and many of our staff have organised events to encourage their colleagues to exercise during their working week.

46 Diversity networks

Our diversity networks have flourished and play an increasingly important role in making HMRC a better place to work for everybody. For example, our black and Asian minority ethnic (BAME) networks facilitate effective mentoring relationships and run knowledge-sharing events to enhance skills and boost confidence.

47 Talent

We provide a range of programmes to identify the untapped talent that exists within HMRC. Twenty-one people joined our centrally managed 'Fast Stream' programme, giving them access to a range of varied and complex work opportunities to test and develop their potential to reach senior grades.

48 Lesbian, gay and bisexual people (LGB)

Building on our success in the 2010 Stonewall Equality Index, when HMRC was named as one of the top ten gay-friendly employers in the UK, we conducted a ground-breaking survey of our LGB staff to establish the extent to which they feel included and comfortable to be themselves at work. The results were very encouraging with 90 per cent reporting that they are open about their sexual orientation, either to all or to some of their colleagues.



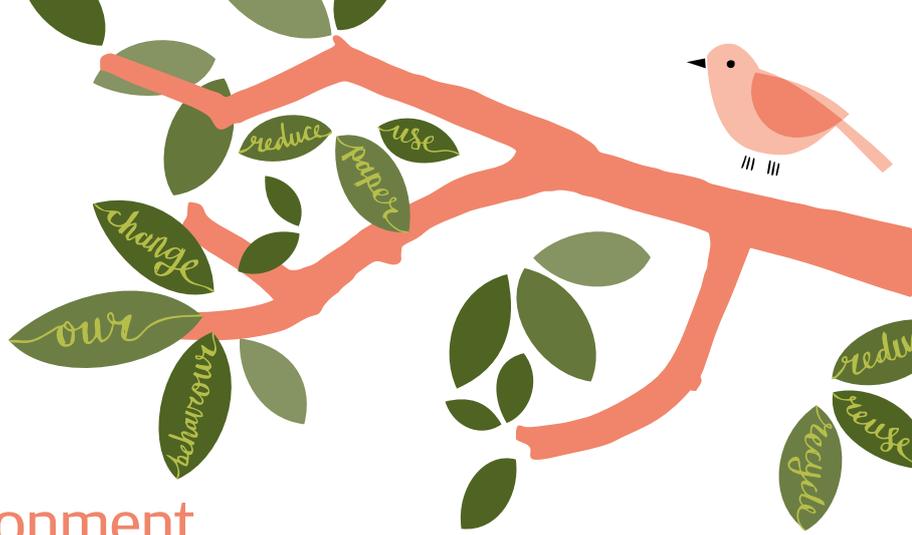
49 Reasonable adjustments

In response to feedback from our disabled staff, we established a Reasonable Adjustment Support Team, which provides expert advice to managers who need to put adjustments in place to enable their staff to work without barriers. The adjustments are recorded in a Reasonable Adjustment Passport, which travels with a member of staff every time they change job, location or manager.

50 Support for carers

We worked with the Charity for Civil Servants to introduce the Carer's Passport to HMRC. The passport provides staff with caring responsibilities, and their line managers, with a full set of information about their needs in the workplace and identifies solutions to those needs.





Focusing on the environment and climate change

51 Environmental footprint

We achieved big reductions in HMRC's environmental footprint, cutting greenhouse gas emissions from offices and UK-based travel combined by more than 13 per cent; waste by 11 per cent; and our use of photocopier paper by almost ten per cent.



52 Reducing emissions

Greenhouse gas emission reductions across our estate have come from office closures, making better use of our office space, voltage improvement projects at four sites, lighting improvements and a very successful behaviour change campaign. Further savings were made as a result of changes to our information technology, such as cutting the number of servers in our data centres and increasing the temperature in computer server rooms to reduce the need for air conditioning.

53 Office space

We reduced our office space, and therefore the amount of energy we use, by cutting the floor area we occupy by 128,126 square metres. At the end of the year, our people were working in 391 offices at 284 locations spread across the UK.

54 Water usage

We cut our water consumption by 11 per cent from 2010-11. This is a saving of over 91 million litres, which is enough to fill 36 Olympic-size swimming pools.



36 Olympic-sized swimming pools

55 'Green IT' model

We introduced a programme to 'green' our information technology. Using our 'Green IT' model, we track and measure our IT carbon footprint and work with suppliers to improve energy efficiency. As key members of the government's Green IT Delivery Unit, we also helped to develop a Greening Government IT Strategy and Progress Report.



56

Green volunteers

Such is their popularity, we now have around 500 'green volunteers'. They offer advice and promote 'green thinking' across our estate, encouraging people to take small steps to reduce their personal environmental impact, both at work and at home.

"We are tackling issues that affect local people"

Sheila Ferguson, Green Volunteer,
Personal Tax, Cleveland

57

Reporting problems

We developed new procedures to encourage our staff to report building-related problems to our landlords' helpdesks as soon as possible. These simple arrangements meant that issues, which could otherwise have led to wasted energy or water, were resolved swiftly.

58

Reducing business travel

We improved our video and telephone-conferencing facilities to reduce the need for business travel and, where travel was necessary, we encouraged a shift from road to rail. As a result, road travel emissions over the year fell by 11.6 per cent.



11.6
per cent
reduction
in road travel
and emissions

59

Green fleet

Where road travel was necessary, we encouraged our staff to use our low-carbon, fuel-efficient 'pool' cars. Through the purchase of more energy-efficient vehicles, we were able to reduce the average CO₂ emissions of these cars by 30 per cent.



60

Recycling

We extended recycling facilities for paper, cans and plastic, as well as printer toner cartridges and batteries, to the majority of our offices. We also recycled, resold or redeployed 1,038 tonnes of information technology waste.

61

'Closed loop' recycling

Our innovative 'closed loop' recycling scheme ensures that we recycle our confidential waste paper into the copier paper we use in our offices. In 2011-12, we recycled 3,792 tonnes of paper through the closed loop system. Other government departments are following our lead, as our closed loop system is introduced across central government.

62

Paper cuts

We've cut our paper usage by 30 million sheets over the last two years. The installation of low-energy, duplex printers across our estate - for automatic double-sided printing - played an important role in cutting the amount of paper we use and saved an estimated 470 tonnes of CO₂ in energy over the year.

▼
30m
fewer sheets used



63

Online returns successes

We encourage our customers to submit their returns to us online, rather than using the traditional paper-based method. The online option also allows our customers to do business with us at a time that suits them, for example 1,100 online Self Assessment returns were submitted on Christmas Day and 3,512 on Boxing Day. At its peak, our online service handled more than 440,000 Self Assessment submissions in a single day.



64

'Swap Shop'

Our on-line 'Swap Shop' facility allows staff to offer unwanted office supplies to other offices across HMRC, reducing waste and the amount we need to buy. Items that were successfully 'swapped' ranged from envelopes and staplers, through to a hard hat, triangular bandages and a briefcase.

65

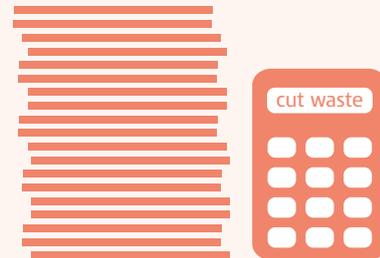
Cashcheques

We worked with the Department for Work and Pensions to reduce the volume of cashcheques issued to customers receiving benefit or credit payments. This change has reduced carbon emissions, paper and printing, as well as making payments more secure and timely. However, we have been careful to retain cashcheques for customers who are unable to operate a direct bank account, and provide a dedicated team to support customers who need information on banking options.

66

Environmental waste calculator

We developed an environmental waste calculator and encouraged business areas and individuals to use this tool to calculate the cost and carbon emissions of their paper, printing and postage, office equipment and travel. By identifying and measuring these costs, our staff can identify ways to reduce their environmental impact and quantify the cash and carbon savings they've made.



67

Sustainable procurement

We require our key suppliers to monitor their environmental, social and economic performance by using an online tool called CAESER (Corporate Assessment of Environmental, Social and Economic Responsibility). All our key suppliers now have a strategy in place to reduce their greenhouse gas emissions. Working with the Home Office, we hosted a round-table discussion in Climate Week, bringing together our key suppliers to identify ways of strengthening further the sustainability of our supply chain.

68

Office moves

We carried out sustainability appraisals of office moves, part vacations and office rationalisations to identify and minimise any significant environmental impacts from the moves.



69

Climate change

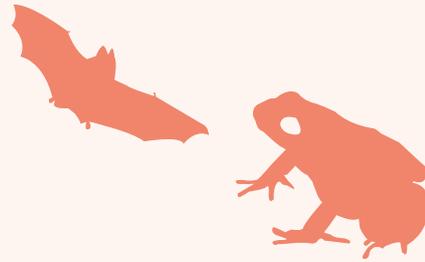
We developed plans to ensure we can continue to meet our objectives and commitments in a changing climate. We also improved our understanding of the risks and potential impact of flooding, drought, subsidence and higher temperatures on our business and the way we manage our buildings and IT.



70

Biodiversity

We conducted habitat assessments at our five biodiversity enhancement sites. We surveyed bat populations and carried out an additional amphibian survey at our Lawress Hall site, near Lincoln, which adjoins a large pond. We are prioritising locations across our estate for future biodiversity improvement.



71

Cycle to work

We consulted our people to gauge levels of interest in a cycle-to-work scheme. As a result of their positive response, we introduced a scheme during 2012.

72

Spectacle recycling

HMRC staff sent 3,761 pair of spectacles to the Vision Aid Overseas spectacle recycling scheme, bringing our total donations to date to 13,450.

13,450 
pairs of spectacles donated to date

73

Lights off

More than 200 offices across our estate turned off their lights on 31 March 2012 to demonstrate support for Earth Hour.

74

Certification

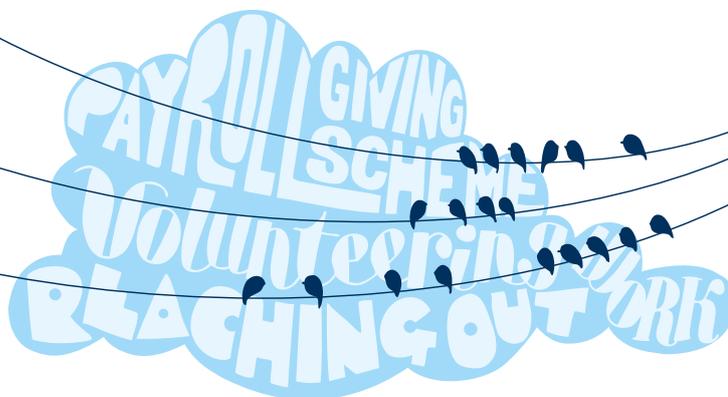
We renewed ISO14001 certification (an industry-recognised environment standard) for our large site at Longbenton in Newcastle and maintained the same certification at our headquarters at 100 Parliament Street, in London.

75

Antiques and artefacts

As the size of our estate reduced, we sold 501 surplus artefacts and pieces of antique furniture and donated a further 220 artefacts or antiques to museums, ensuring that important items of historical interest are protected for the future.





Connecting with our local communities

76

Grant in Aid

The Royal National Institute for the Blind (RNIB) received £65,000 of funding from our Grant in Aid programme. It will continue to be funded for the next two years with the aim that over the life of the project the RNIB will contact more than 40,000 newly-blind and partially-sighted people from communities across the UK, providing them with advice and guidance on tax issues.

77

Tax Matters

HMRC volunteers worked with local Education Business Partnerships and Young Enterprise to help deliver our 'Tax Matters' programme in secondary schools. Tax Matters is an interactive online package, which ties into the national curriculum and uses a combination of videos, games and quizzes to educate young people about their future tax and financial responsibilities.

78

National Mentoring Consortium

We were named 'Employer of the Year' for the second time in three years, in recognition of the time and commitment given by 55 of our people as volunteer mentors for the National Mentoring Consortium. This programme, which runs in 15 universities across the UK, aims to enhance the employability of BAME students and those with a disability or dyslexia by pairing employees with undergraduates.

79

Payroll Giving

We try to make it as easy as possible for HMRC people to donate to charity. More than one in ten of our people give to charity through Payroll Giving, which allows them to donate direct from their salary. In 2011-12, the number of HMRC people giving money in this way increased to 8,669 - and since 2007, HMRC people have used this route to donate £2.7 million.

80

The Prince's Trust

We are a major supporter of The Prince's Trust team programme, which helps young people who are unemployed, under-skilled, or leaving the criminal justice or care system. In 2011-12 we were the largest supplier of employed volunteers to the programme, providing 45 per cent of employed participants. Our involvement is acknowledged by The Prince's Trust as being absolutely key to its work.



Prince's Trust

81

Young Enterprise Challenge

Working with the Paddington Academy in west London, we developed a unique business enterprise package by bringing HMRC volunteers together with year 10 and 11 students to show them what they can achieve as young entrepreneurs and business leaders of the future.

82

Olympics volunteers

We encouraged HMRC people to volunteer as 2012 Olympics 'Games Makers' in roles that range from interpreting, first aid and checking tickets, to giving travel advice to London visitors.



83

Get Britain Working

We supported the Department for Work and Pensions 'Get Britain Working' initiative by piloting a programme to provide high-quality work experience for long-term unemployed young people. The programme focused on restoring confidence and giving people without a good employment history some valuable, transferable work skills.

84

Internships

We took part in the 2011 Whitehall Internship Programme by offering internship opportunities for young people from under-represented groups, including black, Asian and minority ethnic (BAME) communities, to give them an insight into life at the heart of the Civil Service.



85

Mowgli Foundation

In Bristol, we worked with the Mowgli Foundation, a not-for-profit body that encourages fledgling entrepreneurs. One of our senior managers mentored a social enterprise leader in a year-long partnership, and business advice staff talked to new business leaders about tax and National Insurance at a 'speed mentoring' event.

86

Job coaching for homeless people

Volunteers from the north west of England and the West Midlands joined up with staff across the Civil Service to assist the charity Business in the Community with its 'Business Action on Homelessness' programme - acting as job coaches for homeless people, equipping them with the skills to gain and sustain employment.



87

Work experience in Stockton

Staff in our Stockton-on-Tees office work with a local homeless academy to provide two-week work placement opportunities, which include helping homeless people with CV writing and mock interviews. The project has been praised by the homeless people themselves for giving them back their self respect. It has also twice been a runner-up in the Civil Service awards.

88

Ready to Work Programme

Volunteers in Greater Manchester worked with Business in the Community to identify barriers to homeless people sustaining employment. Working directly with participating businesses and with homeless clients, they provided coaching in CV writing and interview skills, showing a group of homeless clients the 'human' face of government.

89

Business Enterprise in Wolverhampton

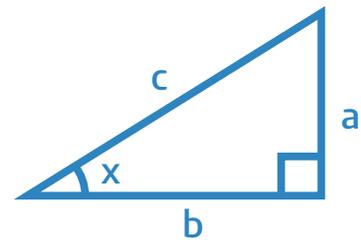
Six HMRC volunteers supported a Business Enterprise day with more than 100 year 9 students, helping them to prepare for their GCSE subject choices and to build their skills and confidence. They coached the young people in 'Dragon's Den' style activities and judged their presentations at the end of the day.



90

Maths skills

Working with their local Education Business Partnership, our volunteers delivered a maths event to pupils at Croft Community Primary School in Walsall, showing young people how maths skills are important to future career prospects and opening their eyes to potential career paths.



91

Trade Your Way

HMRC staff built on existing links with the Young Enterprise programme by taking part in Children's BBC (CBBC's) 'Trade Your Way' national roadshow. Hosted by Saira Kahn from 'The Apprentice', it visited Park Primary School in Bristol, where students participated in enterprise-inspired workshops to gain top tips and advice on how to make their business ideas succeed.

92

Inspiring the Future

More than 160 of our people signed up to support 'Inspiring the Future'; a programme coordinated by the Education and Employers Taskforce that helps young people to achieve their potential. Volunteers share their job, career and education experiences through giving talks to students at state schools and colleges, to raise young people's aspirations and help them make informed career choices.



93

Supporting disabled students

Staff from our Gloucester office facilitated a training day to help 90 students with mild to severe learning disabilities develop employability skills. Attendees reported improved confidence, communication and team working skills and a better understanding of HMRC's role in collecting the money that funds the UK's public services.

94

Public duties

A total of 551 HMRC people from the most junior grades to senior civil servants served their communities as school governors, magistrates and through other voluntary public duties, such as members of a Local Authority, Police Authority or Children's Panels (Scotland).

95

Helping children out of a difficult place

Several volunteers from our East Kilbride Contact Centre served on Children's Panels in South and North Lanarkshire and the Glasgow area, hearing more than 50 cases each. Children's Panels are independent lay tribunals in Scotland, which make vital and difficult decisions about vulnerable children in need of care and protection or who have committed criminal offences.

96

Supporting charities

Our people raised £883,291 in 2011-12 for our three centrally-supported charities. The biggest single beneficiary was The Charity for Civil Servants (CCS), which received £760,528. The CCS helps around 10,000 former and current civil servants each year by providing them with financial support, advice and information. A further £1,149 was raised for The Lifeboat Fund, which supports the work of the RNLI.

97

Children in Need

Our staff donated £121,614 to the BBC's 2011 Children in Need appeal. 390 HMRC staff in three contact centres also volunteered their own time to take more than 9,500 calls from the public, raising a further £318,519.



98

Blood donors

108 people based in our East Kilbride office donated 86 pints of blood during a single visit by the National Blood Service. Staff from our Benton Park View office in Newcastle were invited to a special 'thank you' ceremony at St James' Park by NHS Blood & Transplant in recognition of the 2,200 units of blood donated by staff there over the past five years. One blood donation can potentially save the lives of up to three people.



99

Christmas cheer

HMRC staff in the south west of England co-ordinated a campaign - 'Pants for Christmas' - across a number of government departments by collecting clothing, blankets and toiletries for homeless people and supporting over 25 charities. At the same time, staff in our office at Bootle, agreed not to send Christmas cards but spend the money instead on helping the homeless by donating food and blankets to a shelter in Liverpool over the Christmas period.

100

Milestones Trust

Brian Hearn, a volunteer from our Local Compliance business area, used his specialist IT skills to help the Milestones Trust - a charity that supports people with learning disabilities, mental health needs and dementia - to set up a marketing database. Brian began volunteering prior to retiring; something we encourage our people to do as a way of contributing to their local community as they move from work into retirement.

Our corporate responsibility commitments for 2012 to 2015

Our commitment is to:

<p>For our customers</p>	<p>Improve the customer experience and the UK business environment by:</p> <ul style="list-style-type: none"> • reducing the costs on our customers • making our products and processes easier for them to access and simpler to use • answering 90 per cent of calls to our contact centres first time.
<p>For our people</p>	<p>Develop strong leadership and create a working environment that motivates our people to give of their best by:</p> <ul style="list-style-type: none"> • improving our professionalism and developing the skills and confidence of our leaders and managers • continuing to develop a diverse workforce. By 2013, we expect our senior grades to comprise at least 35 per cent women, 8.6 per cent disabled staff and 5.1 per cent BAME employees. We'll look to increase each of those levels by five per cent by 2014-15 • identifying the people and locations we need for the future; building on a culture that supports our people and drives transformational change.
<p>For the environment</p>	<p>Achieve the 2015 targets set for all government departments by:</p> <ul style="list-style-type: none"> • reducing greenhouse gas emissions by 25 per cent from our estate and business-related travel (from 2009-10 levels) • cutting the amount of waste we generate by 25 per cent, bringing water consumption in line with best practice, and reducing domestic flights by 20 per cent • procuring sustainably and reducing the environmental impact of our supply chain.
<p>For our communities</p>	<p>Encourage our staff to participate in volunteering that brings us closer to our customers, and support fundraising campaigns by:</p> <ul style="list-style-type: none"> • giving at least 15,000 days of staff time for voluntary activity during the period 2012-15 (including at least 100 volunteer leaders per year to the Prince's Trust team programme) • retaining Gold Quality Mark status from the Institute of Fundraising by having ten per cent or more of our staff donating to charity via our payroll • continuing to support fundraising campaigns for The Charity for Civil Servants, the Lifeboat Fund and the BBC's Children in Need appeal.



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