



National Audit Office

## **A SHORT GUIDE**

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# **The NAO's work on HM Revenue & Customs**

June 2010





National Audit Office

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This short guide is one of 17 we have produced covering our work on each major government department. It summarises our work during the last Parliament, reflecting programmes and spending before the May 2010 General Election, and as such does not reflect changes introduced by the new Government.

These guides are designed to provide Members of Parliament, and particularly select committees, with a quick and accessible overview of our recent work and how we can help with the scrutiny of government. The guides are not intended to provide an overall assessment of the departments' performance but simply to illustrate, with examples, the range of our work. Where the examples refer to specific weaknesses and recommendations, departments have in many cases taken action since to address them.

We will continue to support all select committees in 2010-11, providing further briefing on each major department and supporting specific inquiries wherever our expertise and perspective can add value.

# introduction

# about

## About the Department

### The Department's responsibilities

HM Revenue & Customs (the Department) is the principal UK revenue-collecting department, formed in 2005 by a merger of the Inland Revenue and HM Customs & Excise. Its purpose is to make sure that money is available to fund the UK's public services, by collecting UK taxes. In 2008-09, the Department collected £436 billion in revenue (opposite).

The Department also helps families and individuals with targeted financial support and in 2008-09, paid:

- £23.7 billion in tax credits;
- £11.2 billion in Child Benefit; and
- £0.2 billion in Child Trust Fund endowments.

In addition, it enforces the National Minimum Wage; collects student loans; and supervises compliance with Money Laundering Regulations for certain organisations.

The Department has one Executive Agency, the Valuation Office Agency, which values land and buildings for a variety of purposes.

### Where the Department spends its money

In 2008-09, the cost of running the Department was £4.3 billion, over half of which (£2.7 billion) was spent on staff costs.

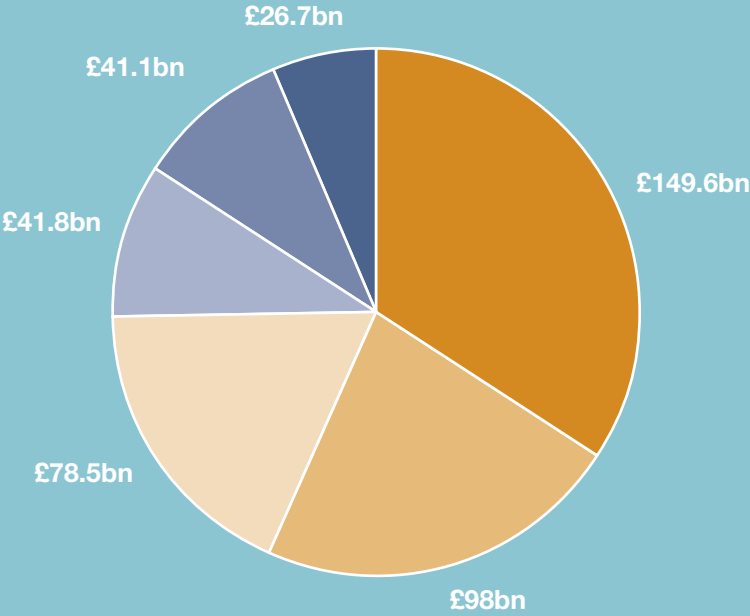
In April 2010, the Department employed the equivalent of 69,300 staff located throughout the UK.

In 2008-09, the Valuation Office Agency spent £208 million, which was recovered in the charges it levies for its work.

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# Total revenue collected £436 billion (2008-09 data)



- Income Tax
- National Insurance Contributions
- VAT
- Corporation Tax
- Excise duties
- Other taxes and duties

Source: HM Revenue & Customs Annual Accounts 2008-09

# financial management

## Financial management

The ability of departments to control costs and drive out waste requires professional financial management and reporting. In particular, departments need to be better at linking costs to services and benchmarking performance to determine whether costs are justified and value for money can be improved. To provide assurance that resources are being appropriately managed and controlled, organisations have to publish Statements on Internal Control with their annual financial statements.<sup>1</sup>

### Financial governance and reporting

We audit two accounts which show tax revenues collected and the cost of the collecting those revenues respectively. We also audit the National Insurance Funds and the Valuation Office Agency. Our audit work involves understanding the business of each organisation, examining internal controls, agreeing the accounting policies, auditing their transactions, liabilities and assets and confirming that the accounts present a true and fair view. We also consider whether the transactions of the Department are in accordance with Parliament's intentions.

In each of the last five years, we have given unqualified audit opinions on the revenues collected and the costs of their collection, reported in the Department's accounts.

The accounts of revenue collected also record expenditure on working and child tax credits. Since the introduction of the current tax credits scheme in 2003, we have qualified our opinion on the regularity of this expenditure because of the estimated levels of error and fraud. In our July 2009 [report on the Department's 2008-09 accounts](#)<sup>2</sup> we reported:

'The Department's latest estimate for 2007-08, is that error and fraud in tax credits resulted in between £1.58 billion and £1.84 billion being paid to claimants incorrectly. There is currently no evidence that HMRC has reduced the level of error and fraud in tax credit awards for 2008-09.'

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<sup>1</sup> *NAO Strategy 2010-11 to 2012-13*, [www.nao.org.uk/publications/0809/nao\\_strategy\\_2010-11\\_to\\_2012-1.aspx](http://www.nao.org.uk/publications/0809/nao_strategy_2010-11_to_2012-1.aspx)

<sup>2</sup> *HM Revenue & Customs 2008-09 Accounts: Report by the Comptroller and Auditor General*, [www.nao.org.uk/publications/0809/hmrc\\_accounts.aspx](http://www.nao.org.uk/publications/0809/hmrc_accounts.aspx)





We also audit the Department's systems for revenue collection and report annually to Parliament on the results of this work in our [reports on the Department's accounts](#).<sup>3</sup> In the last five years we have reported on the operation of controls governing the major systems for collecting income tax, corporation tax, value added tax and excise duties, along with the Department's administration of tax credits.

We work with the Department and the Valuation Office Agency to improve their published Statements on Internal Control, to ensure that they are supported by robust evidence that controls are sufficiently reliable and that they comply with Treasury guidance.

The [Statement on the Department's 2008-09 accounts](#)<sup>4</sup> identified four areas of financial management for improvement:

- to link inputs to outputs;
- to strengthen business planning;
- to strengthen in-year monitoring and forecasting; and
- to clarify financial delegations.

In 2010, we are working with the Department to identify how its Statement on Internal Control could be developed further to increase the usefulness and transparency of reporting. We have also provided the Department's Audit Committee with our own [guidance on the Statement](#).<sup>5</sup>

<sup>3</sup> *HM Revenue & Customs 2008-09 Accounts: Report by the Comptroller and Auditor General*, [www.nao.org.uk/publications/0809/hmrc\\_accounts.aspx](http://www.nao.org.uk/publications/0809/hmrc_accounts.aspx)

<sup>4</sup> *HM Revenue & Customs 2008-09 Accounts*, pages 1 to 11.

<sup>5</sup> *The Statement on Internal Control: A Guide for Audit Committees*, [www.nao.org.uk/guidance\\_\\_good\\_practice/audit\\_of\\_financial\\_statements.aspx](http://www.nao.org.uk/guidance__good_practice/audit_of_financial_statements.aspx)

## Efficiency

The Department had an ongoing programme of efficiency savings at the time of the May 2010 General Election. Between 2005-06 and 2007-08, the Department reduced staff numbers by the equivalent of 15,000 and achieved efficiency savings of £663 million,<sup>6</sup> exceeding its targets.

For the period 2008-09 to 2010-11, the Department has committed to a five per cent year-on-year real terms reduction in funding. This target requires the Department to achieve annual efficiency savings of £754 million by March 2011, £80 million of which can be redirected to frontline activities.<sup>7</sup> The Department is seeking to deliver efficiency savings in three main areas: staff; accommodation; and IT.

We are undertaking a programme of work to validate the value for money savings reported by major government departments between 2008-09 and 2010-11. The Department is included in the review to be published later in 2010.

A number of our reports have examined key aspects of the Department's operational efficiency.

The NAO also produces a wide range of cross-cutting work that considers aspects of efficiency across government (Appendix 2). Of particular relevance was our report on **Recruiting civil servants efficiently**<sup>8</sup> which, following a detailed review of recruitment processes at the Department and the Ministry of Justice, identified the potential to reduce the internal staff cost by up to a total 68 per cent across both departments for the recruitment of junior grades, while maintaining the quality of candidates appointed.



## Office accommodation<sup>9</sup> December 2009

**In 2001, the Department entered a 20 year private finance contract with Mapeley to manage 60 per cent of its estate. The Department had the opportunity to save up to £1.2 billion over the 20 years by using the flexibility in the contract to vacate space each year.**

### We concluded that:

'It had not recognised the contract as a major strategic asset, nor committed appropriate commercial skills to managing it. As a result, the total possible savings now amount to £900 million.'

The Department has started work to strengthen its estate management, resolve outstanding commercial issues, and develop partnership working with Mapeley.

<sup>6</sup> *HM Revenue & Customs Departmental Report 2008*, pages 70-71.

<sup>7</sup> *HM Revenue & Customs Departmental Autumn Performance Report 2009*, page 24-25.

<sup>8</sup> *Recruiting civil servants efficiently*, [www.nao.org.uk/publications/0809/recruiting\\_civil\\_servants\\_effi.aspx](http://www.nao.org.uk/publications/0809/recruiting_civil_servants_effi.aspx)

<sup>9</sup> *HM Revenue & Customs' estate private finance deal eight years on*, [www.nao.org.uk/publications/0910/hmrc\\_estate\\_pfi.aspx](http://www.nao.org.uk/publications/0910/hmrc_estate_pfi.aspx)



## Managing variations in workload<sup>10</sup> May 2009

The Department experiences significant variations in processing and contact centre workload because of statutory deadlines for submitting tax returns.

### We concluded that:

'Peaks in the workload of HM Revenue & Customs push up the cost of running the Department and reduce service quality. By changing the deadlines for tax returns and removing the need for some to be filled in, it has already saved £7 million. By expanding take-up of online services further, and helping people avoid unnecessary calls to contact centres, HM Revenue & Customs can reduce costs and provide a better, year-round service.'



## Telephone operations<sup>11</sup> January 2010

Following our report on workload variations, we examined the Department's telephone contact centres in more detail. We found that in 2008-09, the Department answered 57 per cent of the 103 million calls it received, compared to best practice of 90 per cent. The Department has set up a change programme to significantly improve performance and reduce costs, and between April 2009 and January 2010 had improved the rate of calls answered to 77 per cent.

### We estimated that:

'By halving the 35 per cent of contact with customers that the Department considers to be avoidable and better use of its resources, the Department could answer 90 per cent of calls and achieve a substantial reduction in its costs.'



10 *HM Revenue & Customs: Managing variations in workload*, [www.nao.org.uk/publications/0809/managing\\_variations\\_in\\_workloa.aspx](http://www.nao.org.uk/publications/0809/managing_variations_in_workloa.aspx)

11 *HM Revenue & Customs: Handling telephone enquiries*, [www.nao.org.uk/publications/0910/handling\\_telephone\\_enquiries.aspx](http://www.nao.org.uk/publications/0910/handling_telephone_enquiries.aspx)

# information

## Use of information

**The life blood of a successful organisation is the quality of information on which it makes decisions and monitors and assesses performance. Poor quality information leads to inefficiency and waste and can result in excess or unnecessary costs. Departments need reliable information on which to design and deliver services and monitor quality, be confident about their productivity, and drive continuous improvement.<sup>12</sup>**

We have reported to Parliament on some of the challenges the Department faces in obtaining and using information to manage its business and report against objectives.

### Obtaining accurate information

Our report on **tax forms**<sup>13</sup> (April 2007) found that providing better information for taxpayers could reduce the level of unintentional errors made by taxpayers in completing tax forms, which can result in under and overpayment of tax. The Department estimates that such errors result in over £300 million of underpaid tax. It has no estimate for overpayments.

We noted how the Department's online returns can improve accuracy and make forms easier to fill in, by, for example, automated calculations, error checking and pre-populating certain information.

Our report on **older people and tax**<sup>14</sup> (October 2009) found that:

'Errors occur because many people's tax affairs become more complicated when they reach pension age and HMRC's systems do not cope well with their multiple sources of income.'

The Department introduced a new computer system in June 2009, with the aim of providing a complete view of people's income.

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<sup>12</sup> *NAO Strategy 2010-11 to 2012-13*, [www.nao.org.uk/publications/0809/nao\\_strategy\\_2010-11\\_to\\_2012-1.aspx](http://www.nao.org.uk/publications/0809/nao_strategy_2010-11_to_2012-1.aspx)

<sup>13</sup> *HM Revenue & Customs: Helping individuals understand and complete their tax forms*, [www.nao.org.uk/publications/0607/helping\\_individuals\\_understand.aspx](http://www.nao.org.uk/publications/0607/helping_individuals_understand.aspx)

<sup>14</sup> *HM Revenue & Customs: Dealing with the tax obligations of older people*, [www.nao.org.uk/publications/0809/dealing\\_with\\_the\\_tax\\_obligatio.aspx](http://www.nao.org.uk/publications/0809/dealing_with_the_tax_obligatio.aspx)

## Using information

Our report on **Management of tax debt**<sup>15</sup> (November 2008) found that:

- the Department could not readily establish how many taxpayers have debts on multiple taxes nor automatically link all liabilities together because of limitations in its IT systems;
- managing each debt separately increases the cost of collection because of multiple contacts with the taxpayer and makes it more difficult to prioritise debts; and
- the Department has examined integrating all debts onto one IT system, but has decided it does not have sufficient funding for the project.



One of the Department's new strategic objective indicators is measuring how much debt it collects within 30 and 90 days, which followed a recommendation from our report.

## Reporting

Following our report on the **Department's 2005-06 accounts**,<sup>16</sup> the Committee of Public Accounts<sup>17</sup> recommended that the Department set a target for reducing the level of tax credits, error and fraud. The Department has now set a target to limit fraud and error to no more than 5 per cent by March 2011. It is one of the new measures it is using to support its strategic objectives. Based on 2007-08 data the error rate was 8.6 per cent and we have recommended that it develop its monitoring processes to support a more timely estimate.

<sup>15</sup> *HM Revenue & Customs: Management of Tax Debt*, [www.nao.org.uk/publications/0708/management\\_of\\_tax\\_debt.aspx](http://www.nao.org.uk/publications/0708/management_of_tax_debt.aspx)

<sup>16</sup> *HM Revenue & Customs 2005-06 Accounts: The Comptroller and Auditor General's Standard Report*, [www.nao.org.uk/publications/0506/hm\\_revenue\\_\\_customs\\_2005-06.aspx](http://www.nao.org.uk/publications/0506/hm_revenue__customs_2005-06.aspx)

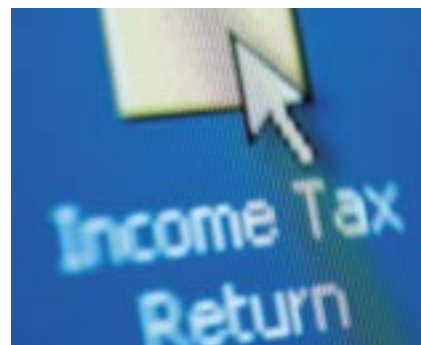
<sup>17</sup> *Committee of Public Accounts Twenty Second Report of Session 2006-07, Tax Credits*

# delivery

## Service delivery

Public services are different in the way they are delivered but their quality and cost-effectiveness depends on a number of common minimum requirements. For example, service delivery requires sound programme and project management, strong commercial skills, effective IT-enabled business change, and a real understanding of customer needs. Many of our reports to Parliament cover these issues. We summarise below some of this work, organised by key areas of the Department's business.<sup>18</sup>

## Personal taxes



In 2008-09, £247.6 billion<sup>19</sup> was paid in personal taxes by around 31 million<sup>20</sup> taxpayers. Our work has looked at how the Department operates personal tax systems to achieve the smooth running of tax administration and meet the needs of different customer groups.

### Collection of Income Tax through PAYE (July 2009)<sup>21</sup>

We reported on significant backlogs in the number of PAYE cases where the Department's and employers' information did not match, leading to delays in taxpayers being told of extra tax they needed to pay or refunds they were due. At March 2009, there were some 20 million cases awaiting review, of which some six million were likely to entail additional tax or a refund. We recommended that:

'the Department should extend its use of data matching to assist in the clearance of... open cases and to seek to identify and prioritise the processing of cases that are likely to have a tax effect.'

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REPORTS ON THE DEPARTMENT  
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<sup>18</sup> *NAO Strategy 2010-11 to 2012-13*, [www.nao.org.uk/publications/0809/nao\\_strategy\\_2010-11\\_to\\_2012-1.aspx](http://www.nao.org.uk/publications/0809/nao_strategy_2010-11_to_2012-1.aspx)

<sup>19</sup> *HM Revenue & Customs: Trust Statement 2008-09*, page 86. Personal taxes comprise Income Tax and National Insurance contributions.

<sup>20</sup> *Office for National Statistics data*.

<sup>21</sup> *HM Revenue & Customs 2008-09 Accounts: Report by the Comptroller and Auditor General*, [www.nao.org.uk/publications/0809/hmrc\\_accounts.aspx](http://www.nao.org.uk/publications/0809/hmrc_accounts.aspx)

In response, the Department is now prioritising action on those cases where the tax is incorrect and to repay tax to those who have overpaid as quickly as possible.<sup>22</sup>

Our October 2009 report on **older people**<sup>23</sup> concluded that:

‘Older people want to pay the right amount of tax but too many pay more than they need to because they do not claim allowances to which they are entitled and because of errors. By providing a more coherent service, HMRC could make substantial savings as the number of enquiries from older people about their tax affairs would reduce.’

## Business taxes



Business taxes amounting to £174.3 billion<sup>24</sup> were collected in 2008-09. We have looked at the Department's administration of business taxes; in particular, the extent to which the Department deploys resources according to risk; and the skills staff need to deal with the complexities inherent in these taxes.

### Large Business Corporation Tax (July 2007)<sup>25</sup>

We looked at how the Department administers Corporation Tax paid by large businesses; manages the risks that tax will not be paid; measures its performance; and ensures staff have the right skills. We concluded:

‘HMRC has made progress in changing the way it deals with Corporation Tax for the largest businesses in the UK... but there are ways in which it can improve, particularly in focusing on higher amounts of tax at risk.’

In response, the Department has targeted its Corporation Tax enquiries at higher risk cases and refocused resources accordingly.<sup>26</sup> Financial impact: £417 million.

Our November 2008 report on **The control and facilitation of imports**<sup>27</sup> concluded that the Department had performed well in facilitating trade but was at risk of diluting the control it had over ensuring that importers paid the right amount of tax and duty. The Department agreed to introduce risk assessments designed to direct its control activities where compliance risks are highest.<sup>28</sup>

22 HM Treasury, *Treasury Minute on the 2nd Report from the Committee of Public Accounts Session 2009-10*, page 10.

23 HM Revenue & Customs: *Dealing with the tax obligations of older people*, [www.nao.org.uk/publications/0809/dealing\\_with\\_the\\_tax\\_obligatio.aspx](http://www.nao.org.uk/publications/0809/dealing_with_the_tax_obligatio.aspx)

24 HM Revenue & Customs: *Trust Statement 2008-09*, page 86. Business taxes comprise Corporation Tax; VAT; excise duties; and other taxes and duties.

25 HM Revenue & Customs: *Management of large business Corporation Tax*, [www.nao.org.uk/publications/0607/large\\_business\\_corporation\\_tax.aspx](http://www.nao.org.uk/publications/0607/large_business_corporation_tax.aspx)

26 HM Treasury, *Treasury Minute on the 30th Report from the Committee of Public Accounts Session 2007-08*, page 2.

27 HM Revenue & Customs: *The Control and Facilitation of Imports*, [www.nao.org.uk/publications/0708/hmrc\\_import\\_control.aspx](http://www.nao.org.uk/publications/0708/hmrc_import_control.aspx)

28 HM Treasury, *Treasury Minute on the 38th Report from the Committee of Public Accounts Session 2008-09*, page 68.

## Benefits and credits



The tax credits scheme relies on claimants telling the Department when their circumstances change so that it can update their awards. In July 2008, we concluded in our report on the [Department's 2007-08 accounts](#)<sup>29</sup> that claimants have not always understood their obligations under the scheme or received the support they needed from the Department. As a consequence, over and underpayments have occurred because the Department has made payments based on out of date information.

### Tax credits (July 2009)<sup>30</sup>

We reported that tax credits were overpaid in 2007-08 by £1 billion, which was significantly lower than the overpayments in the first three years of the scheme; but underpayments had risen to £0.8 billion affecting some 1.3 million families. At the end of March 2009, the Department had £4.4 billion of overpayments to be recovered.

We concluded that, as tax credit debt 'has accumulated at a faster rate than the Department can collect it,' the Department should review the way it collects tax credit overpayments; examine the costs and benefits of recovering small overpayments; and ensure that appropriate and timely debt recovery action is taken for all debts so that the risks of not recovering debts are minimised.

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<sup>29</sup> *HM Revenue & Customs 2007-08 Accounts: Report by the Comptroller and Auditor General*, [www.nao.org.uk/publications/0708/hm\\_revenue\\_\\_customs\\_2007-08.aspx](http://www.nao.org.uk/publications/0708/hm_revenue__customs_2007-08.aspx)

<sup>30</sup> *HM Revenue and Customs 2008-09 Accounts: Report by the Comptroller and Auditor General*, [www.nao.org.uk/publications/0809/hmrc\\_accounts.aspx](http://www.nao.org.uk/publications/0809/hmrc_accounts.aspx)



## Compliance and enforcement



The Department aims to protect tax revenues and close the gap (estimated by the Department as £40 billion)<sup>31</sup> between the amount of tax that should be collected and that which is actually collected by seeking to help those who want to meet their tax obligations; deal with those who do not readily pay the tax they should; and manage tax debts.

In April 2007, we reported on the Department's work to **tackle the hidden economy**,<sup>32</sup> and concluded that the Department had introduced improvements following previous reports that we<sup>33</sup> and the Committee of Public Accounts<sup>34</sup> had published. One improvement following our earlier recommendations was the Offshore Disclosure arrangement introduced to counter the growing threat of lost tax revenue on offshore accounts. By June 2007, when the scheme closed, it had brought in around £400 million in additional revenue.

Our 2007 report also recommended that the Department develop a firmer estimate of tax lost from the hidden economy; extend schemes similar to the Offshore Disclosure arrangements to other sectors; make more use of publicity to raise awareness of the benefits of joining the formal economy; and concentrate detection work where the overall return is higher.

VAT and excise duties, such as tobacco and alcohol, are particularly vulnerable to organised fraud and smuggling. We have reported on the approaches the Department has developed to tackle this and concluded that the Department:

- reduced estimated VAT losses by £1 billion through tackling **missing trader fraud**<sup>35</sup> but needed to improve registration processes so its effort is only focussed on higher risk cases;
- made good progress in reducing the illicit **hydrocarbon oils**<sup>36</sup> market but needed to consider the scope to bring about further significant reductions in that market and to determine the resources necessary to achieve this; and
- responded to previous recommendations to strengthen its response to **alcohol fraud**<sup>35</sup> and should continue to work closely with the alcohol industry, EU Member States and the UK Border Agency to maintain progress.

Economic activity affects the amount of tax collected and the level of tax debts. We have reported on the impact of the economic downturn on the level of tax revenues in our July 2009 report on the **Department's 2008-09 accounts**.<sup>37</sup>

### Tax debt (November 2008)<sup>38</sup>

We reported on how well the Department manages tax debt and found that:

'HMRC has improved the way it manages tax debt. But it has made limited progress in implementing some measures recommended by the Committee of Public Accounts in 2004, that would help it manage the growing level of debt in a more difficult economic climate.'

Since our report, the Department has begun to revise its approach to debt management, in particular, by analysing debtors and tailoring its interventions according to previous behaviour, risk and ability to pay.

31 *HM Revenue & Customs, Protecting Tax Revenues 2009*, page 3.

32 *HM Revenue & Customs: Tackling the hidden economy*, [www.nao.org.uk/publications/0708/tackling\\_the\\_hidden\\_economy.aspx](http://www.nao.org.uk/publications/0708/tackling_the_hidden_economy.aspx)

33 *Tackling Fraud against the Inland Revenue*, [www.nao.org.uk/publications/0203/tackling\\_fraud\\_against\\_the\\_inl.aspx](http://www.nao.org.uk/publications/0203/tackling_fraud_against_the_inl.aspx)

34 *Committee of Public Accounts First Report of Session 2003-04, Tackling fraud against the Inland Revenue*, HC 62

35 *HM Revenue & Customs 2007-08 Accounts: Report by the Comptroller and Auditor General*, [www.nao.org.uk/publications/0708/hm\\_revenue\\_\\_customs\\_2007-08.aspx](http://www.nao.org.uk/publications/0708/hm_revenue__customs_2007-08.aspx)

36 *HM Revenue & Customs 2008-09 Accounts: Report by the Comptroller and Auditor General*, [www.nao.org.uk/publications/0809/hmrc\\_accounts.aspx](http://www.nao.org.uk/publications/0809/hmrc_accounts.aspx)

37 *HM Revenue & Customs 2007-08 Accounts: Report by the Comptroller and Auditor General*, [www.nao.org.uk/publications/0809/hmrc\\_accounts.aspx](http://www.nao.org.uk/publications/0809/hmrc_accounts.aspx)

38 *HM Revenue & Customs: Management of Tax Debt*, [www.nao.org.uk/publications/0708/management\\_of\\_tax\\_debt.aspx](http://www.nao.org.uk/publications/0708/management_of_tax_debt.aspx)

# Appendices

## 1 Reports by the National Audit Office on HM Revenue & Customs since 2005

			Parliamentary Session
15 January 2010	HM Revenue & Customs: Handling telephone enquiries	HC 211	2009-2010
3 December 2009	HM Revenue & Customs' estate private finance deal eight years on	HC 30	2009-2010
23 October 2009	HM Revenue & Customs: Dealing with the tax obligations of older people	HC 961	2008-2009
20 July 2009	HM Revenue & Customs 2008-09 Accounts: Report by the Comptroller and Auditor General	HC 464	
15 May 2009	HM Revenue & Customs: Managing variations in workload	HC 507	2008-2009
20 November 2008	HM Revenue & Customs: Management of Tax Debt	HC 1152	2007-2008
7 November 2008	HM Revenue & Customs: The Control and Facilitation of Imports	HC 942	2007-2008
18 July 2008	HM Revenue & Customs' transformation programme	HC 930	2007-2008
14 July 2008	HM Revenue & Customs 2007-08 Accounts: Report by the Comptroller and Auditor General	HC 674	
3 April 2008	HM Revenue & Customs: Tackling the hidden economy	HC 341	2007-2008
25 July 2007	HM Revenue & Customs: Management of large business Corporation Tax	HC 614	2006-2007
12 July 2007	HM Revenue & Customs 2006-07 Accounts: The Comptroller and Auditor General's Standard Report	HC 626	2006-2007
6 July 2007	HM Revenue & Customs: Accuracy in processing Income Tax	HC 605	2006-2007
27 April 2007	HM Revenue & Customs: Helping individuals understand and complete their tax forms	HC 452	2006-2007
13 December 2006	HM Revenue & Customs: Filing VAT and Company Tax returns	HC 102	2006-2007
6 December 2006	HM Revenue & Customs: Helping newly registered businesses meet their tax obligations	HC 98	2006-2007
19 July 2006	HM Revenue & Customs: ASPIRE – the re-competition of outsourced IT services	HC 938	2005-2006
11 July 2006	HM Revenue & Customs 2005-06 Accounts: The Comptroller and Auditor General's Standard Report	HC 1159	2005-2006
26 May 2006	HM Revenue & Customs: VAT on e-commerce	HC 1051	2005-2006
13 January 2006	Corporation Tax: Companies managed by HM Revenue and Customs' Area offices	HC 678	2005-2006
10 October 2005	Comptroller and Auditor General's Standard Report on the Accounts of HM Customs and Excise 2004-05	HC 447	2005-2006
10 October 2005	Comptroller and Auditor General's Standard Report on the Accounts of the Inland Revenue 2004-05	HC 446	2005-2006
22 June 2005	HM Revenue and Customs: Filing of Income Tax Self Assessment Returns	HC 74	2005-2006
23 March 2005	HM Customs and Excise: Stopping illegal imports of animal products into Great Britain	HC 365	2004-2005
14 January 2005	HM Customs and Excise: Gambling Duties	HC 188	2004-2005

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## 2 Recent cross-government NAO reports of relevance to the Revenue and Customs area

			<b>Parliamentary Session</b>
18 March 2010	Reorganising central government	HC 452	2009-2010
6 November 2009	Commercial skills for complex government projects	HC 962	2008-2009
16 October 2009	Government cash management	HC 546	2008-2009
29 April 2009	Addressing the environmental impacts of government procurement	HC 420	2008-2009
26 March 2009	Innovation across central government	HC 12	2008-2009
27 February 2009	Helping Government Learn	HC 129	2008-2009
13 February 2009	Recruiting civil servants efficiently	HC 134	2008-2009
5 February 2009	Assessment of the Capability Review programme	HC 123	2008-2009
19 December 2008	Central government's management of service contracts	HC 65	2008-2009
28 February 2008	Managing financial resources to deliver better public services	HC 240	2007-2008
8 February 2007	The Efficiency Programme: A Second Review of Progress	HC 156	2006-2007

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### 3 Other sources of information

#### Reports from the Committee of Public Accounts

8 April 2010	Thirty-second Report of Session 2009-10 HM Revenue and Customs' estate private finance deal eight years on	HC 312
25 March 2010	Twenty-fourth Report of Session 2009-10 HM Revenue and Customs: Handling telephone enquiries	HC 389
25 February 2010	Eleventh Report of Session 2009-10 HM Revenue and Customs: Dealing with the tax obligations of older people	HC 141
10 December 2009	Second Report of Session 2009-10 HM Revenue and Customs: Improving the Processing and Collection of Tax: Income Tax, Corporation Tax, Stamp Duty Land Tax and Tax Credits	HC 97
21 July 2009	Thirty-eighth Report of Session 2008-09 HMRC: The Control and Facilitation of Imports	HC 336
9 June 2009	Twenty-sixth Report of Session 2008-09 Management of tax debt	HC 216
24 March 2009	Fourteenth Report of Session 2008-09 HM Revenue and Customs: Tax Credits and Income Tax	HC 311
9 December 2008	Fifty-fifth Report of Session 2007-08 HMRC: Tackling the hidden economy	HC 712
11 November 2008	Fifty-first Report of Session 2007-08 Revenue and Customs Prosecutions Office	HC 601
21 October 2008	Thirtieth Report of Session 2007-08 Management of large business Corporation Tax	HC 302
15 May 2008	Twentieth Report of Session 2007-08 HM Revenue and Customs: Helping individuals understand and complete their tax forms	HC 47
5 February 2008	Eighth Report of Session 2007-08 Tax Credits and PAYE	HC 300
4 December 2007	Sixty-fourth Report of Session 2006-07 Filing of VAT and Company Tax returns	HC 548
25 October 2007	Fifty-third Report of Session 2006-07 Helping newly registered businesses meet their tax obligations	HC 489
26 July 2007	Forty-fifth Report of Session 2006-07 Standard Report of the Accounts of HM Revenue and Customs: VAT Missing Trader Fraud	HC 250
12 June 2007	Twenty-eighth Report of Session 2006-07 HM Revenue and Customs: ASPIRE – the re-competition of outsourced IT services	HC 179
3 May 2007	Twenty-second Report of Session 2006-07 Tax Credits	HC 487
29 June 2006	Forty-ninth Report of Session 2005-06 Corporation Tax: companies managed by HM Revenue and Customs' Area Offices	HC 967
22 June 2006	Forty-eighth Report of Session 2005-06 HM Customs and Excise: Standard Report 2004-05	HC 874
25 April 2006	Thirty-seventh Report of Session 2005-06 Inland Revenue Standard Report: New Tax Credits	HC 782
7 February 2006	Twenty-third Report of Session 2005-06 Filing of Income Tax self assessment returns	HC 681
6 December 2005	Fifteenth Report of Session 2005-06 HM Customs and Excise Standard Report 2003-04	HC 695
8 September 2005	Fifth Report of Session 2005-06 Inland Revenue: Tax Credits and deleted tax cases	HC 412
12 July 2005	Twenty-ninth Report of Session 2004-05 Inheritance Tax	HC 174
14 June 2005	Twentieth Report of Session 2004-05 PFI: The STEPS deal	HC 553

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## Reports from Central Government

December 2009    HM Government    Putting the Frontline First: smarter government

## Cabinet Office Capability Reviews

<http://www.civilservice.gov.uk/about/improving/capability/reports.aspx>

December 2009    Cabinet Office    HM Revenue & Customs: Progress and next steps

December 2008    Cabinet Office    HM Revenue & Customs Capability Reviews: one year update

December 2007    Cabinet Office    Capability Review of HM Revenue & Customs

## Office of Government Commerce Procurement Review

November 2007    Office of Government Commerce    Procurement Capability Review Programme: HM Revenue & Customs

## Other

June 2008    HM Treasury    Review of information security at HM Revenue & Customs, Kieran Poynter

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# Where to find out more

The National Audit Office website is  
[www.nao.org.uk](http://www.nao.org.uk)

If you would like to know more about  
the NAO's work on HM Revenue &  
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