



HM Revenue
& Customs

Jim Harra
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Secretary

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Dear Dame Meg Hillier,

Thirty-Seventh Report of Session 2021-22: HMRC Performance in 2020–21

I am writing to update you on HMRC's response to your recommendation that HMRC should, in its Treasury Minute response, explain the service levels it is aiming to achieve and by when (session 21-22 6a).

In our Treasury Minute response in April 2022, we said that HMRC's expected performance levels and commitments for 2022-23 would be published early in 2022-23 in the Department's Outcome Delivery Plan (ODP).

HMRC produced a draft ODP for 2022-23 but publication of all ODPs was paused by Cabinet Office and HM Treasury Ministers to ensure that they could reflect any workforce changes resulting from Civil Service 2025 commission. Since then, the Chancellor of the Exchequer has delivered the Autumn Statement and these changes need to be reflected in plans. The Government has agreed not to require departments to publish Outcome Delivery Plans for 2022-23 but to concentrate on the production of Outcome Delivery Plans for 2023-24.

This has led to a delay in our implementation of your recommendation, for which I am sorry. I am currently discussing service standards with ministers and I will write to the Committee by the end of December 2022 to update you on them.

We publish monthly updates on our performance against multiple customer service metrics at HMRC monthly performance reports - GOV.UK (www.gov.uk)

Yours sincerely

JIM HARRA
CHIEF EXECUTIVE AND FIRST PERMANENT SECRETARY