

Pacesetterson The Road

Gayleen Gindy

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embedded into the Department's core processes PaceSetter introduced five years ago is designed to help HMRC change the way it works to deliver more for less resource. The Department has pioneered the use of process improvement techniques in central government Improvements include the redesign of claim forms and the standardisation of procedures across offices. The Department estimated that PaceSetter produced productivity improvements with over 400 million of resource savings and 860 million of tax yield. It is not clear however if reported savings represent overall efficiency improvements in part because of the limited evidence on overall trends in business performance. The PaceSetter Programme has had a small positive impact on staff engagement but overall it is still low HMRC does not have a full understanding of the costs of PaceSetter. The Department decided to monitor only certain of the costs excluding the salary costs of its own PaceSetter experts NAO analysis shows a more complete assessment of costs brings the total spent on PaceSetter from 55 million to at least 115 million between 2005 06 and 2010 11 To maximise the benefits of PaceSetter the Department needs to use the Programme to help it streamline its business operations in a more strategic way. Ski ,1992-04. The New Yorker Harold Wallace Ross, William Shawn, Tina Brown, David Remnick, Katharine Sergeant Angell White, Rea Irvin, Roger Angell, 1926.

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