



HM Revenue
& Customs



Prospectus 2020

Commonwealth Association of Tax Administrators (CATA) Senior Leadership Programme



Senior Leadership Programme

Course outline

Today's tax authorities face unprecedented challenges and opportunities. Good leadership is essential to delivering results whilst securing transformational change. The CATA / HMRC Senior Leadership Programme (SLP) provides a unique opportunity for senior leaders to reflect on their leadership style and build the skills needed to navigate their organisations through this dynamic landscape. The programme focuses on bringing together senior leaders from tax authorities across the Commonwealth and beyond to share experiences and expertise.

“The CATA SLP is unique and valuable...The programme presents an excellent learning opportunity in a peer-to-peer environment that is unlike anything they (participants) would be able to easily access elsewhere” (NSGI Review 2018)

The 8-month long programme combines residential elements in Guyana and the UK with work carried by participants in their own countries. Led by HMRC leadership trainers, this varied programme will include inputs from senior leaders and subject experts from HMRC and other organisations.

Residential phases use a variety of training methods and are highly interactive. Non-residential components will focus on applying learning and new approaches within your workplace.

The programme includes opportunities for reflection, discussion and networking with participants from a diverse range of tax authorities.

Who will benefit from the programme?

Participants should either already be senior leaders, (within the top two or three tiers of the organisation's leadership structure) or will have been identified as a rising star expected to reach those levels within the next five years.

Participants should be keen and open to adopt new ideas. They should have the support of their organisation to put these into practice in their workplace.

As the programme is delivered in English, participants will have a good command of this language.

Programme – key focuses

The programme will give you the opportunity to:

- assess your personal values, strengths and opportunities for development. You will learn how to become more self-aware and develop leadership skills such as problem solving and resilience that are key to functioning successfully at a senior level
- examine your role as a senior leader within your tax authority. Learn about key leadership and management models and explore your own leadership style within the context of your organisation
- consider how to lead more strategically across your organisation
- learn about techniques for maximising the performance and effectiveness of the organisations you lead and work in
- learn about strategies for implementing and embedding change within your organisations
- develop a clearer strategic understanding of your customers, and consider how this links to strategies for improving customer compliance
- raise your strategic awareness of a range of key issues on the current and future tax landscape from experts within HMRC and other internationally renowned organisations. Past subject areas have included: crypto assets, BEPS, e-commerce and the gig economy
- interact with senior leaders within HMRC and other organisations. Gain insights about how they view leadership and learn from their experiences
- meet and work with senior leaders from a diverse range of tax authorities, and develop links and networks for sharing experiences, and best practice

Programme structure

The programme is composed of a number of elements, some residential and others completed in your home country.

Preliminary phase – February 2020 to 13 April 2020

Completed in your own country, this phase will form the foundation for the entire programme. As part of your preparatory work you will assess your leadership strengths and opportunities for development. You will begin work on a personal change project aimed at applying the programme content to a practical scenario within your workplace. You will be assigned an HMRC tutor who will guide and assist you during this, and other phases of the programme.

Part 1 Residential (Guyana) - 13 April 2020 to 23 April 2020

Hosted by the Guyana Revenue Authority (GRA), Part 1 involves a demanding programme of classroom sessions, working as a group, in teams and individually. The majority (approximately 75%) of sessions concentrate on leadership skills using case studies and exercises designed around the work of a tax authority. You will create a personal leadership development action plan and further develop your work on your personal change project.

Gap period - 24 April 2020 to 19 July 2020

Completed in your own country, this crucial part of the programme will focus on consolidating the Part 1 Residential element in your home working environment. You will complete various pieces of work alongside your personal change project.

Part 2 Residential (United Kingdom) - 20 July 2020 to 6 August 2020

Hosted by HMRC and delivered at training facilities in Lincoln and London, this element includes a demanding programme of classroom sessions, team working periods and private study. Approximately 40% of Part 1 will comprise inputs from HMRC senior leaders, subject experts and external speakers with the remaining 60% concentrating on leadership skills. You will feedback and reflect on the activities performed during the Gap Period. Part 2 will culminate in an event at Marlborough House, the headquarters of CATA, in Pall Mall, London.

Post residential phase - 7 August 2020 to 30 September 2020

The final part of the programme involves a further period of home-based work during which you will continue to apply and embed the learning and ideas gained during the earlier parts of the programme. You will be supported by HMRC tutors until 30 September 2020.

How you will work during the programme

During the residential Parts of the programme, sessions will be classroom based. The majority will be workshop style, including presentations, case studies, exercises and activities. They will be highly interactive and will include a mix of information, learning points and triggers for discussion. Some sessions, particularly in the UK Part will involve presentations and inputs from senior leaders, and experts from HMRC and other world class organisations.

You will have time for discussion and reflection and you will be encouraged to build mutual support networks with other participants.

During the non-residential stages you will complete various pieces of work that will act either as a foundation for later stages or consolidate and embed earlier content. You will have support and guidance from HMRC tutors and fellow programme participants.

Your personal commitment to the programme

The Senior Leadership Programme will be a rewarding and unique experience but it will also be demanding. Residential stages can include long working days and you may sometimes be required to work during the evening or at weekends. During the non-residential phases you will work remotely, fitting course work in and around the demands of your everyday work, and other commitments. You must be able to commit to at least, on average, one half day's work per week during the non-residential stages and will need to gain the support of your superiors when you are implementing changes within your organisation.

Please note that HMRC or third-party organisations may contact you or your organisation after September 2020 to request progress updates and for programme evaluation purposes.

What previous applicants have said about the SLP:

"The (SLP) Course has been very valuable to me, resonating with the everyday challenges which we as leaders face. I have a better insight now and think I will be a better leader."

"An excellent programme. The greatest event in my working career."

"(SLP) Has been and will continue to have a significant impact on my leadership abilities. The programme has helped me to understand myself as a leader, and how best to deal with other persons."

"(SLP) Introduced me to a very good network of senior leaders with a wide range of knowledge & experience. Explained tools and techniques that I will use to enhance myself and my teams. I have a better understanding of myself and how I relate to others and to those I lead."

How to apply

The closing date for applications is Friday 3 January 2020. Your application must be supported and approved by your tax authority. Places on the programme are limited and factors such as travel time and costs will be taken into consideration during the selection process.

Who can apply – essential criteria for applicants

Applicants should:

- either already be in a senior leadership position, (within the top two or three tiers of your organisation's leadership structure) or have been identified as a rising star expected to reach those levels within the next five years

- work for a tax authority in country which is a member of the Commonwealth Association of Tax Administrators. Applications from non-Commonwealth and non-CATA member countries may be considered at the discretion of the CATA executive. Your application must be endorsed by your tax authority
- have a good command of the English language

Application forms are available online at www.gov.uk/government/publications/hmrcs-international-tax-training-programmes

Send your completed form by email to julian.kiely@hmrc.gov.uk by Friday 3 January 2020.

Fees and funding

Course fees are as follows:

- CATA member countries - £5,500 per delegate.
- Non-CATA member countries - £10,000 per delegate.

Fees include the costs of tuition, course materials, meals and accommodation in Guyana and the UK. Fees do not include flight, visa or travel insurance costs.

Financial support

Applicants may be eligible for financial support to cover the costs of course fees and a contribution towards the costs of flights to Guyana and the UK*.

A list of CATA member countries indicating which countries would be eligible for financial assistance is included in the appendix.

Applicants must confirm in their application either that they are being funded by their own authority, that they are receiving funding from another identified source, or that they will be applying for financial support via the programme organisers.

For more information about the programme or financial support, contact the CATA course team by email at julian.kiely@hmrc.gov.uk

*Please note - this contribution is based on HMRC's estimate of the cheapest widely available flight, with reasonable flight times and may not cover the full cost of your flight. Costs of obtaining visas (and other personal costs such as travel insurance or medical costs) will not be covered by HMRC.

Appendix: List of CATA member countries indicating those countries eligible for financial support

Eligible for financial support*

Australia	
Bahamas	
Bangladesh	Yes
Barbados	
Belize	
Botswana	
Brunei	
Cameroon	Yes
Canada	
Cyprus	
Fiji	
The Gambia	Yes
Ghana	Yes
Grenada	
Guyana	
India	Yes
Isle of Man	
Jamaica	
Kenya	Yes
Kiribati	
Lesotho	Yes
Malawi	Yes
Malaysia	

Eligible for financial support*

Malta	
Mauritius	
Namibia	
New Zealand	
Nigeria	Yes
Pakistan	Yes
Papua New Guinea	Yes
Rwanda	Yes
St Kitts and Nevis	
Saint Lucia	
Samoa	
Seychelles	
Sierra Leone	Yes
Singapore	
Sri Lanka	Yes
Kingdom of Eswatini / Swaziland	
United Republic of Tanzania	Yes
Tonga	
Trinidad and Tobago	
Tuvalu	Yes
Uganda	Yes
United Kingdom	
Zambia	Yes

