

Large Business Advisory Board (LBAB)

Terms of Reference

These Terms will be agreed and published following the first meeting of the advisory board which will take place before Budget 2007.

1. Purpose

The purpose of the advisory board is

- to maintain momentum and retain an external challenge during the implementation phase of the 2006 Review of Links with Large Business; and
- to take a strategic view of the impact of HMRC's activities on the attractiveness of the UK's business tax administration in a global environment.

2. Role

The advisory board will have responsibility and accountability for:

- i) reviewing and assessing HMRC's progress in achieving its strategic aims; delivering and evaluating the outcomes of the Review of Links and measuring its related impact on the attractiveness of the UK's business tax administration in a global environment;
- ii) reporting progress to Treasury Ministers towards the delivery of the proposals ;
- iii) addressing any issues which may arise that have the potential to impact on the implementation of the proposals
- iv) bringing to the attention of HMRC issues of concern to large business in the UK; and
- v) ensuring that the initiatives outlined in the review's recommendations are refreshed so that they remain relevant over time as priorities change.

3. Framework

- 3.1. The advisory board will receive reports from the implementation team on progress in achieving the implementation of the key proposals.
- 3.2. Papers will be sent prior to meetings and LBAB members will be invited and encouraged to contribute between meetings.
- 3.3. All papers and publications must clearly communicate progress towards the overall objectives

4. Membership

- 4.1. The advisory board will include members with operational and / or strategic experience drawn from HMRC Board, senior representatives from business and HM Treasury.
- 4.2. LBAB will be chaired by Paul Gray, Chairman HMRC. Other HMRC attendees will be Dave Hartnett (Director General HMRC); Stephen Banyard (Senior Responsible Officer for the Review and Director; Business Customer Unit); Geoff Lloyd (Director, CT&VAT) and Melanie Dawes (Director, Large Business Service). Mark Neale (Head of Budget, Tax & Welfare) will attend on behalf of HM Treasury.
- 4.3. There will be up to 6 representatives from business, who should cover a wide range of sectors from FTSE Top 100 companies and need not necessarily have a specific tax background, given the strategic role of the board and need to provide fresh perspectives. Business representatives will be appointed for an initial term of 2 years, renewable for 1 further year. Membership should gradually rotate to maintain fresh challenge but without losing continuity.
- 4.4. Secretariat support will be provided by HMRC's Business Customer Unit by the Review Programme Team

5. Meetings

The advisory board will meet twice annually, ideally once in the spring before the Budget and once in the autumn. Each meeting will begin with an assessment of the position at the last meeting, to monitor progress. Minutes of each meeting will be distributed and action points followed up by the Secretariat.

6. Lifespan

The advisory board will initially have a five-year remit from 1 January 2007 until 31 December 2011 at which time its role will be reviewed.

7. Outputs

The advisory board will annually report progress against implementation of the proposals, commenting upon the impact on the attractiveness of the UK's business tax administration in a global environment over time.

8. Review

The advisory board will reassess these terms of reference to ensure that they remain relevant over time.