

**Board Committee: final summary minutes**  
**8 March 2011, 0830 – 1500**

**Members**

Mike Clasper (Chairman), Lesley Strathie (CE), Dave Hartnett (PST), Simon Bowles (E), Colin Cobain (NED), Melanie Dawes (E), Mike Eland (E), Mike Falvey (E), Philippa Hird (NED), Phil Hodgkinson (NED), Anthony Inglese (E), Steve Lamey (E), Phil Pavitt (E), John Spence (NED)

**Secretariat**

Dan Thatcher

**Invitees**

Stephen Banyard, John Keelty (Items 1 & 2), Judith Knott (Item 3), Mike Purvis (Item 3), Brian Redford (Item 3) & Chris Hopson (Item 4)

**Apologies**

Mark Haysom (NED)

E = Executive, NED = Non-Executive Director, CE = Chief Executive, PST = Permanent Secretary for Tax

**1 Matters arising**

The Board reviewed and updated the Action Point log and agreed the minutes for the February meeting.

**2 Business Update: Finance/ Performance Report and Departmental Risk Register**

The Finance and Performance packs were handled via correspondence with the Board being assured that HMRC is on-track with regard to both spend and headcount as it heads into 2011-2012. The Board also discussed the main outcomes of the Maude Review and how these affect the major government IT suppliers and the implications for HMRC.

**3 Governance Review**

The Board discussed the main recommendations of the recent review of the Governance across the Board, ExCom and the according sub-Committees. The review endorsed the high level governance currently in place, with the Board signing off those recommendations relevant to it.

**4 Customer Research**

The focus of the discussion was very much about the measures being put in place around Strategic Objective 2 (Customer Experience). Specifically, the Board focused on measures being put in place to ensure HMRC can track shifts in customer behaviour across the SR'10 period.

## **5 Open Cases**

The Board was given an overview of the work in hand to clear PAYE Open Cases and other key aspects of PAYE. The Board was informed that positive progress had been made and that HMRC is on track for delivering its commitments regarding Open Cases (where HMRC has the necessary information). The Board re-iterated the importance of HMRC meeting its commitments in this area and discussed the forthcoming Treasury Select Committee meeting.

## **6 P2 Review**

The Board was informed that the Action Plan taking the main recommendations forward would be considered at the July Board.

## **7 Strategic Communications**

The Board was given an update on the work in progress to further develop HMRC's capability in this area, with a full update to be delivered in the May Board.

## **8 AOB/Forward Look**

The date of the next Board meeting is May 10<sup>th</sup>.