

People Committee: summary minutes
26 January 2011, 1200 – 1400

Members attending

Mike Clasper, Colin Cobain, Gary Kildare

Standing invitees

Mike Falvey, Anthony Inglese, Simon Smith, Richard Summersgill

Secretariat

Niran Khera

Attendees

Steve Lamey (Item 3), Alison McDonald (Item 3), Leanne Crocker (Item 3), Simon Bowles (Item 5), Ed McKeegan (Item 5)

1 Matters arising

1.1 The minutes from 2 December were agreed with one drafting amendment.

2 Leadership

2.1 Mike Falvey updated the Committee on the Leadership Selection process.

2.2 The Committee agreed that it could offer assurance to the Board that the selection process had been rigorous and thorough.

2.3 The Committee endorsed the proposal there should be an induction for all Tier 3 even those that had been matched to their existing roles.

2.4 The Committee discussed the timeline for the Tier 4 process.

3 Pacesetter

3.1 The Committee thanked the team for a good and informative paper.

3.2 Colin Cobain outlined concerns he had heard about the longevity of PaceSetter during a recent visit to a HMRC site.

3.3 The Committee were informed Phil Pavitt would be the new PaceSetter champion. The Committee discussed how this would be communicated to the Department and made suggestion.

3.4 The Committee agreed the Board needed to make clear to ExCom PaceSetter would be part of the core methodology going forward.

3.5 The Committee suggested that the Tier 3 induction should include PaceSetter.

3.6 The Committee discussed the best way of fully integrating PaceSetter in HMRC.

3.7 The Committee agreed the savings from using PaceSetter effectively needed to be highlighted.

3.8 Mike Clasper invited Phil Pavitt to meet with him so he could feedback on the discussion that had taken place at the Committee.

3.9 The Committee discussed what more the Board could do to help.

3.10 The Committee supported Steve Lamey's suggestion that there should be non-executive chair of the PaceSetter Executive steering group when it is formed.

4 Site Management

4.1 Simon Bowles introduced Ed McKeegan who has been brought in to work on the transformation of Estates. Before the meeting Simon informed the Committee he had discussed the role of Senior Responsible Managers (SRMs) with 11 SRMs across the country.

4.2 Ed McKeegan outlined the degree to which some sites are supported in particular multi-functional sites. He also outlined the issues faced by smaller sites.

4.3 The committee agreed it felt reassured by Simon Bowles and Ed McKeegan's presentation but were concerned about the smaller sites.

4.4 The Committee discussed how best practice from larger sites could be replicated in smaller sites.

4.5 In the current defined role of SRMs the Board could be assured it was working in big sites but more work needed to be done in small sites.

4.6 The Committee discussed the Change Programme communications and how these would be handled across multi-functional sites. The Committee asked that a sustainable solution needed to be found for communications across multi-functional sites.

5. AOB and Review of Forward Look

5.1 Due to time constraints the Forward Look is to be discussed outside the meeting with the Secretariat.

