



Tax Centre of Excellence Governance Committee - Terms of Reference

1. Statement of Purpose

The Tax Centre of Excellence Governance Committee provides operational governance to the 'single tax centre of excellence' delivered via three operational hubs. To achieve this purpose the committee will:

- Make decisions on new work allocation, prioritisation and managing reacting to surges in demand across the tax hubs
- Oversee the delivery of work by tax hubs
- Have oversight of training and consistency of communications
- Evaluate performance, quality assurance and customer feedback
- Make decisions on stakeholder / customer input.

2. Membership

Tax CoE Lead (Chair)

MoJ tax hub lead

DWP tax hub lead

MOD tax hub lead

DoH tax hub lead

3. The role of the Chair of the Committee is to:

- agree which business should be discussed and which can be delegated elsewhere;
- ensure that a decision is taken where needed, that the decision or outcome is clear and that it is noted if members disagree with the decision;
- ensure a high standard of discussion and decision making;
- ensure proposals and decisions are challenged and scrutinised appropriately;
- make a final decision where the views of the Committee are evenly split or where it is unable to make a decision on an issue.

4. The role of Committee members is to:

- contribute fully to discussions and decision making including bringing their expertise and knowledge from their hub area;
- provide good governance and effective decision making by contributing to and supporting decisions;

- take a corporate view during the decision making process to ensure decisions are made in the best interest of the tax CoE;
- provide scrutiny and challenge as part of the assurance process; and
- ensure that policy, risk and resource issues are prioritised appropriately, through the discussions of the Committee.

5. The Tax Centre of Excellence Governance Committee will:

- ensure that risks and issues are appropriately managed
- Provide a forum for developing and sharing best practice in tax across CoE and beyond
- Ensure that a communications plan is developed and put in place
- Agree and manage IT delivery proposal / requirement
- Agree and manage the service catalogue
- Agree, implement and manage a stakeholder engagement strategy
- Agree and manage service offering and collate OGD requirements
- Assess and evaluate OGD requirements and generate proposals
- Make decisions and manage on-boarding
- Agree KPIs, measure and monitor performance
- Provide input into Finance Operating Committee papers
- Report and escalate matters as necessary to the FFTOM director
- Agree, manage and assure service delivery

6. Committee Arrangements and Support

The Committee will meet monthly, or as often as required. At quarterly intervals additional attendees (HMRC and customer GDs) will be invited to the meeting. Meetings will last two hours.