



HM Revenue
& Customs

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Dear Dame Meg

Public Accounts Committee Report: HMRC Performance 2021-22, Recommendation 5

In our Treasury Minute response, I committed to writing to the Committee in April regarding the recommendation that HMRC should set out its plan to improve customer service. As my colleagues and I are in the process of finalising these plans, I regret that I have to delay my response to the Committee and plan to write to you in May.

I am sorry for any inconvenience this delay may cause you and the Committee.

I am sharing a copy of this letter with the Treasury Officer of Accounts so that the Treasury Minutes can be updated at the earliest opportunity.

Yours sincerely

JIM HARRA
CHIEF EXECUTIVE AND FIRST PERMANENT SECRETARY