

Inland Revenue

Race Equality Scheme

Triennial Review 2002 - 2005

Background

The Inland Revenue published its Race Equality Scheme in May 2002 with the approval of Dawn Primarolo, Paymaster General and Nick Montagu, Chairman of the Board of Inland Revenue who was the Civil Service Diversity Champion. The Inland Revenue joined with HM Customs and Excise to form HM Revenue and Customs on 18 April 2005. David Varney has been the Inland Revenue Chairman and diversity champion since his appointment in September 2004.

We are drawing up a new scheme to reflect the new organisation's full role and responsibilities and re-assess our action plans. This report covers the extensive progress that Inland Revenue have made over the past three years in implementing our Race Equality objectives and meeting the commitments made in our Race Equality Scheme. We are proud of our progress to date and aim to build on this in the new Department.

Our Race Equality Scheme has provided a framework for enabling the Department to meet its obligations under the Race Relations [Amendment] Act 2000 to:

- Eliminate unlawful racial discrimination
- Promote equality of opportunity
- Promote good relations

between people of different racial groups.

The Inland Revenue has been totally committed to making sure that equality of opportunity is an integral part of all that it does. We are one of the largest government departments with over 80,000 staff and a network of offices that spans the UK. We have a history of being at the forefront of helping shape and implement the United Kingdom government's thinking and actions on diversity.

Our scheme is based on the firmly established principles of diversity and equality which are integral to all aspects of the work that we do; from policy formulation and our compliance activities, to the service we provide to our customers to enable everyone to pay what they owe and receive what they are entitled to. We have a strong commitment to the development of our staff to support them to deliver our business. The Department wants to get the best from everyone. Our policy is to include everyone, to value differences in people and harness those differences to improve our work for the benefit of all our customers. This is reflected in our Departmental Diversity policy, see Annex A.

Since our Race Equality Scheme was set up we have linked its implementation with that of our Departmental Northern Ireland Equality Scheme and we have published a report on our activities and progress under both schemes for the year 1 April 2003 – 31 March 2004.

Meeting our General duty

In Inland Revenue we have in place a diversity strategy and policy which have been communicated to all staff via internal publications, our intranet site and team training sessions. This has given us a strong basis on which to introduce the scheme. We have utilised existing channels both to publicise the scheme and to assign accountability for its implementation. Our Panel of Diversity Champions took over ownership of the scheme, with sponsorship at board level, and has provided high level strategic direction. To back this up we put in place a further senior group (Equality Schemes Steering Group) with responsibility for identifying and prioritising relevant policy. Day to day management and practical

implementation has been greatly facilitated and influenced by a cross cutting group of representatives from across the Department.

Main outcomes

We achieved a silver (awarded for scores between 70 and 80%) standard for our 2003 and 2004 Race for Opportunity (RfO) Benchmarking entries. In 2003 the Revenue was one of the top 10 'most improved' organisations. 120 organisations took part. RfO is part of Business in the Community and works in partnership with organisations to help them reap the business benefits of implementing an effective race and diversity action plan. The positive impact and outcomes of this work are demonstrated through improvements in becoming an employer of choice, resulting in an enhanced community profile.

In 2004 we were presented with the Big Tick award for the work that the Department has undertaken in deprived areas of the community, for sharing best practice with other businesses, and working with voluntary organisations and schools. In competition with large businesses, the Department's Diversity entry scored in the top 4 entries for that category.

We won a National Training award for the Department's Breakthrough programme in December 2004. Breakthrough is a development programme for all staff but aimed particularly at people from minority ethnic backgrounds; people with disabilities; people working part time and women. Results have shown measurable outcomes in relation to career progression for those who have taken part.

We have been pleased to record a steady increase in applications for employment and successful applicants from ethnic minorities.

Race equality is now part of the standard EQIA process for legislative policy development.

We have produced a video learning package, professionally designed and featuring well-known presenters, and trained our staff on the content and implications of the Race Equality Scheme and the underlying legislation.

We have designed screening tools and carried out preliminary screening of our top level Departmental policy and started scoping priority EQIA work.

We have continued to run our Summer Placement Programme for ethnic minority undergraduates. It offers an 8 week training placement in IR offices. 2004 was the fourth year that it has been run. It has been extremely successful and has helped raise our profile as a graduate employer of choice. The IR was the first Government Department to run such a scheme, and it has been used as a model for other Departments to follow.

We have also continued to be involved in the ethnic minority undergraduate mentoring scheme organised by the national mentoring consortium. The scheme offers mutual benefits to mentors and mentees through the mentoring relationship. As well as helping undergraduate students increase their confidence and equip them with a range of job seeking skills, participation in the scheme provides a number of benefits for mentors such as developing their coaching and management skills and giving them a greater awareness of different cultures.

Meeting our specific duties

The Specific Duties, contained in Statutory Instrument 2001 No. 3458 of the Race Relations Act 1976 (Statutory Duties) Order 2001 require us to produce a Race Equality Scheme showing how we intend to fulfil our duties under Section 71(1) of the Race Relations Act and S.I. No. 3458. We published our scheme in May 2002.

In our scheme we committed to carrying out a review of all of our policies and functions, or proposed policies to assess which are relevant to our performance of the duty imposed by section 71(1) of the Race Relations Act.

Current Policy

The functions carried out by the Inland Revenue are listed below:

- Policy Advice and Delivery – provision to Ministers of high quality analysis and advice in the areas described in paragraph 10 and the successful delivery of those policies.
- Customer Service – meeting customers’ needs and helping them meet their responsibilities.
- Processing – handling customers returns, applications and claims.
- Receivables Management (formerly Debt Management) – dealing with customers who have outstanding debts, returns or vouchers.
- Compliance – encouraging voluntary compliance with legal responsibilities and Identifying and dealing with non-compliance.
- Human Resources – providing the staff needed to maintain the Inland Revenue’s operations, especially operating fair recruitment and internal promotion systems.
- Training – developing our staff to meet the needs of our business.
- Accommodation – provision of IR offices which are compliant with all statutory requirements.
- Procurement – acquiring goods and services.

Due to the nature and size of the Inland Revenue, we took a staged approach to the assessment of policies and linked similar policies together where possible.

The first stage considered the functions listed above and identified the underlying policies. This process was carried out by a cross section of representatives from all business areas that have been fundamental in all aspects of scheme development and implementation.

The resulting list of policies was categorised under three broad headings: Customer Service, HR and Learning, and policy. We developed a ‘decision tree’, see Annex B which specifies the steps that we will go through in equality screening our policies prior to undertaking an impact assessment. The aim of the decision tree is to clarify precisely what the Inland Revenue intends to do to ensure that both the decision to impact assess a policy and the decision not to impact assess a policy are supported by as good an evidence base as possible. All policy was considered with reference to the decision tree.

A senior level team with representation across the main business areas and chaired by the Director of our Analysis and Research team further refined the lists, grouping policy areas and ensuring that it was complete and representative of the Department's work. Each policy was reviewed in broad equality terms to cover not only racial impacts but impacts across nine separate equality groups* as covered by our NI equality scheme in accordance with:

- Scale of impact (both in terms of number of people affected and the tax revenue involved).
- The potential impact on an individual of inappropriate discrimination e.g. with respect to social need, the affect on people's daily lives or the effect on their economic, social or human rights.
- The significance of the policy in relation to its strategic importance to us.
- The significance of the policy to our customers.

* the nine groups are: Gender, age, political opinion, religious belief, marital status, sexual orientation, people with/without dependants, people with/without disability, racial group

As a result of this process we achieved a list of the top nine policies which are the highest priority for full screening. We approached around 100 voluntary and other interested groups to attend a consultation forum in Belfast in Dec 2003 to confirm and agree the final list. The event presented an excellent opportunity for some very useful feedback and highlighted the need for more innovative approaches in future consultation exercises.

To shortlist the policies for impact assessment we devised a screening form which incorporates the Commission for Racial Equality and NI Equality Commission guidance on screening policy. A copy of the screening form is at Annex C. This template has been piloted on the nine policies listed below and we are looking to extend this across HMRC to enable direct screening of national and local policy by managers and policyholders. The process of integration with Customs and Excise has meant that joint policy is being created for the new Department. Where this is the case it seemed prudent to screen the emerging policy for the new Department rather than focussing on Revenue policy which will shortly be replaced.

See Annex D for a short summary of the screening outcomes.

Top nine policies identified for screening:

Performance Management and Appraisal

Personal Development

Reward and Recognition, including pay and pensions

Recruitment – external and internal

Risk Profiling

Regulating and Supporting Pay as you earn(PAYE) and National Insurance Contributions (NIC)

Debt Collection and Management

Providing consistent, comprehensive and accurate advice and information that is understood by the recipient and available to all on an equal basis

Procurement of goods and services

Following integration with Customs and Excise we are now refining this list to take into account changing priorities and the wider remit of HMRC. A Departmental action plan will accompany the HMRC Race Equality Scheme when published. Where screening indicates a need for further assessment we will consider a full or partial impact assessment.

New policies and changes to existing ones

From September 2004 all regulatory impact assessments (RIA) carried out by the Revenue include an assessment of race equality and other diversity impacts. The RIA is an assessment of the global impacts of a policy, be those impacts economic, environmental or social. The aim is to be able to show that the global benefits of the policy outweigh the global costs. The equality element of the impact assessment looks at how the policy or programme will affect, either directly or indirectly, different groups of people.

If during the development of a policy, a disproportionate impact on any ethnic community is identified, an assessment (proportionate to the policy and its likely impacts) of those impacts is carried out and completed as part of the RIA before any legislation to enact the policy is laid.

While the screening form and process is being piloted we temporarily suspended routine formal screening of new and changes to operational policy, however, these are being taken forward in the new Department. Diversity proofing is an essential element of all policy development and change and policy-holders ensure that this forms part of the process. We have produced a very simple help-sheet (see Annex E) to act as an aide-memoir for decision makers and managers across all business areas and are confident that this is promoting proactive consideration of equality impacts in policy development.

New and changed policy is now integral to the development of the new Department and will become part of our screening and impact assessment planning for the HM Revenue and Customs Race Equality Scheme. We will publish an action plan as part of the new Scheme.

Monitoring policies for adverse impact on the promotion of Race Equality

Our first steps on this work have been to assess where we stood in May 2002 and what needs to be put in place to enable us to meet our general duties. In 2003-04 we recruited staff to specifically investigate a range of sources of information. They are part of our Analysis and Research Team, and are scoping the level and extent of data available to identify where the gaps are and the priorities for taking this forward. They have been collating information from across the Department on the information that Inland Revenue itself has e.g. administrative data, results of customer surveys, consultation events, Business Support Groups (working direct with the community on different areas of our service to improve compliance and service provision), direct feedback etc. They have also been investigating what information is available on the community that we serve from wider surveys e.g. the Labour Force Survey. This work will feed into screening and impact assessment to provide evidence and indications of impact.

We collect ethnicity data on our customers using our Customer Service performance indicator which measures the Department's progress against objective 5 on our Public Services Agreement - Achieve a 2.5 point improvement in customer service by March 2006. We also collect ethnicity data via our brand tracking survey which measures our customers perceptions of the Department.

We have initiated the collection of ethnicity information (in line with census 2001 categories) from recipients of tax credits via the renewals form. This will assist us in assessing the impact of this policy on different ethnic groups.

As well as recognising a wealth of information that we collect on our customers, this work has identified opportunities to increase the equality data that we hold. We have tended to keep data on the nature of our customers in tax terms e.g. self employed, large business, and not linked this to their ethnicity. We are conscious of the need to collect data that is useful to the organisation and will promote fair and accessible service for all of our customers. We have therefore set up a Diversity Monitoring group to put in place a Departmental strategy for the collection and use of monitoring data. This group involves stakeholders from across the business, particularly in the areas of business design and IT requirements to look at addressing the highest priority areas within the resource available to us.

Employment Duty

The Inland Revenue is also subject to the specific duty on employment. This is set out in Sections 5 (1) (2) and (3) of the Race Relations Act (Statutory Duties) Order 2001.

We must monitor, by reference to racial groups, the numbers of:

- staff in post,
- applicants for employment, training and promotion
- staff from each group who:
 - receive training
 - benefit or suffer detriment as a result of performance management procedures
 - are involved in grievance procedures
 - are the subject of disciplinary procedures
 - cease employment with us

and publish the results of our monitoring annually.

The Inland Revenue has made extensive progress in monitoring of HR processes. We have a central HR database from which we can extract data on the ethnicity by census 2001 categories of; staff in post, results of managing performance procedures, outcomes of disciplinary procedures and those that leave the Department for any reason.

Information on the ethnicity of our staff in post and recruitment is published on an annual basis as part of the Departmental annual report available on the our internet site.

We have set up management information systems to collect ethnicity data on the implementation of our policies on promotion, training, applicants for employment and grievance. We will build on this work to create a combined system for the new Department which will enable us to carry out more accurate monitoring and review of our policies and ensure that data is available to meet our wider monitoring and publishing obligations. In the meantime these existing systems will continue to produce the information that we need. Our figures for the year 2004-5 are published at Annex F.

Where we have reliable and robust data, it is analysed by our analysis and research specialists and fed in to future policy development and change. For example monitoring has benefited the IR graduate recruitment programme by highlighting some evidence of potential adverse impact on some ethnic minority groups at the assessment centre stage. The tests

have been restructured for the second year of the programme which has not yet been fully completed. Initial indications are that the previous concerns have been addressed.

We recognise the need to have more robust data on staff and have taken opportunities to encourage staff to disclose their ethnicity. Staff can directly input their details onto the central HR database from their desktops. This process ensures complete confidentiality and accuracy of data. The details are held securely and only accessible to HR staff that need to extract data for monitoring purposes. We have provided awareness training on the Race Equality Scheme for all staff which highlights the need for accurate data. We are also increasing and improving information available on our intranet sites to explain to staff the importance of the data collection and encourage people to disclose their details. We have moved from 59.7% of staff who had not disclosed their ethnicity in April 2003 to 45% at April 2005. We are building a strategy for improving the level of data in HMRC to be implemented in 2005/6. This will be part of our action plan in the HMRC scheme.

In addition to direct logging and monitoring of policy implementation, we use staff surveys to chart progress and identify where more work needs to be done. This is useful in allowing staff the opportunity to give feedback in a safe and anonymous way. Our national staff satisfaction survey carried out in 2003 collected ethnicity data, however we have not carried out a further survey to compare figures and trends due to the integration with Customs and Excise. Future staff surveys will be carried on a quarterly basis and we will then be in a much better position to identify and monitor any trends in relation to particular groups of staff.

Several areas of the Department have put in place staff networks to promote inclusion and improve channels for discussion and feedback. For example:

- Central England region have set up Race for Change - a forum to discuss the issues and problems that may be encountered by any of our staff from an ethnic minority and following on from that, what actions we ought to consider taking.
- National Insurance contributions Office have a Race & Cultural network which aims through action planning to share diverse cultures and encourage unity, to explore the potential barriers to development and advancement opportunities, and publicise and raise awareness of the Race Equality Scheme and general race issues.

We also have put in place a voluntary exit questionnaire to encourage staff to give feedback on their experience of working in the Department and their reasons for leaving. This will be useful to carry into the new Department to help assess any trends arising. Leavers are encouraged to give information on their ethnicity and other diversity information as part of this form.

Promoting good relations

Section 71 (1) of the Race Relations Act 1976 as amended requires public bodies to have due regard to the promotion of 'equal opportunities and good relations' between people of different racial groups.

Our Departmental Diversity Policy (Annex A) supports and promotes the good relations duty by giving specific reference to people in different racial groups.

Given the importance of the Scheme to the Revenue, communicating effectively is a key priority. We have developed a training programme to raise everyone's awareness of the Race Equality Scheme across the whole Department, including our responsibilities under the good relations duty. To progress this work we have been highlighting our commitment to the good relations duties with senior directors across the Department on the Panel of Diversity

Champions. This group has been asked to consider practical actions that can be taken to progress our work in this area.

Our work over the last year has focussed on the development of a Good Relations Strategy for the Department. To progress this we have been looking at ways of identifying the priority areas that this policy should address and collating ideas and experiences from other organisations. We recognise the need for a holistic approach across all services in our work around good relations through joined up working, particularly with other government Departments. Inland Revenue has been looking to develop a strategy, which fulfils the following initial aims:

- Establishes a policy statement
- Identifies corporate partnerships
- Identifies inter-dependencies in service delivery
- Involves groups in decision making
- Develops a set of generic good relations principles for internal and external use
- Determines the leadership role and behaviours
- Takes into account EQIAs
- Enables the development of outcome focused plans
- Celebrates cultural and traditional differences

We recognise that this is an integral part of our duties under our Race Equality Scheme and have been committed to taking forward actions to progress this across the Department.

By way of practical example, the work that the Inland Revenue is involved in on Outreach activities with community groups helps to bring together groups of people from different ethnic backgrounds who share a common interest. We have numerous examples of work that we are doing in this area, for example:

- The Central England Customer Relations Team works closely with a large business which employs a high number of Portuguese people. As part of this they hold regular meetings with the company to resolve any problems employees are having regarding their tax affairs.
- Staff in our NI regional office have worked with local accountants who act for a large number of Chinese people to foster good relations and an improved understanding of our services.

Public Access to information and services

In Inland Revenue, we have been developing a strategy aimed at meeting our PSA targets on improving the customer experience. This channel strategy is based on detailed research about our customer needs and behaviour. We are taking a socially inclusive approach to meet the needs of a very wide customer base while at the same time driving up the take-up of e-services. This may include e.g. making use of automated translation facilities to widen the accessibility of our internet site. We will engage the following principles in the process towards developing a strategy for the new Department:

- Segmentation - Identify and understand differing needs of customers by reference to value.
- Collaboration - Involve customers in the design, delivery etc. of services and products.
- Listening and learning - Learn from customers, partners and intermediaries in improving our processes and services.

- Closed loop learning - Capture information on the nature of contact etc. and use it to understand and impact on the behaviour of customers to bring about the continuous improvement of service.

Our proactive approach to the provision of service to ethnic minority customers has given us a strong basis to feed into the channel strategy for HMRC. Here are some examples of the improvements that have been made in the Revenue over the last few years:

- We have listened to customers who call in to see us. Local office staff and are now revisiting our National Customer Service Standards for the Specialist Services we offer customers with special requirements. This includes not only customers with a disability but those for whom English is not their first language.
- We have a contract with “Language line” offering a telephone interpretation service to customers who contact us by telephone. This service enables us to conduct a telephone conversation with a customer using the services of a telephone interpreter.
- We have a dedicated Ethnic Language Line in place at our telephone contact centre in Bradford. The centre has a high ethnic customer base and is manned by a team of advisors fluent in Urdu and Punjabi.
- We offer interpretation services to Face to Face Customers who we see at our Enquiry Centres. The interpretations are done via a three-way telephone link between the customer, an advisor and an interpreter contracted by Newham Language Line. The Language Line is run by Newham Council in London and HMRC have a contract with them to supply this service. All languages commonly used in the UK are covered.
- Our customer booklets are available in a range of languages and usage is monitored and analysed. In IR Wales we are legally obliged to provide a bi-lingual service (in Welsh) to customers who request it. Welsh speaking staff are available in all local offices in the area and in particular the local enquiry centres. All of our literature is available in Welsh including our Internet Site.
- Inland Revenue Central England has arranged for form P86 (arrival in the UK) to be translated into Portuguese to improve the service to migrant workers in the Norfolk area. The area’s Dereham office deals with the largest Portuguese population in the area so the Health & Safety notice in the Enquiry Centre has also been translated into Portuguese.
- We are now working to produce a “fact-sheet” to accompany the TUS “Working in the UK: *your rights*” leaflet which will be available in languages other than English and can be given to migrant workers as they arrive in this country. Our local offices were consulted for content and after liaising with their own staff they were able to advise us of their requirements. The sheet contains basic information on tax, National Insurance, Tax Credits, Self- Employment and Child Benefit. It gives telephone contact numbers, website addresses, e-mail addresses and FAX numbers. We intend to have a copy of this fact-sheet held on the Internet and our Intranet site for downloading in appropriate languages when requested.
- We continue to build an outreach link with presence in shopping centres and libraries. Some offices work with local schools to encourage recruitment. All of our business areas have a recruitment liaison advisor who co-ordinates their local recruitment and attends

appropriate events such as Melas, open days for careers advisors and liaises with universities, colleges, schools and community groups to reach their target audience. In areas with high ethnic minorities the Advisor works in partnership with high ethnic minority schools offering work experience, giving presentations and explaining the application process to teachers, pupils and parents. We offer in-service training to teachers about job competences to prepare pupils to access our job opportunities.

- We work with Princes Trust, BitC and hundreds of voluntary sector groups locally to break down barriers. As a service provider, our outreach activities include stands and mobile tax enquiry centres which have helped to provide a presence in libraries, community centres etc and at community events such as Melas.
- For all major advertising campaigns we look at the audience and how they access or interact with our products. For universal benefits, or those targeted specifically at the socially disadvantaged (e.g. Child Trust Fund, Tax Credits) we include specific advertisements in ethnic minority media (e.g. press and radio) and produce fact-sheets. We take advice on this from the Central Office of Information (COI), which is the Government's centre of excellence in marketing communications.
- Minority group customers are a key element of our customer base and their specific needs are recognised. General strategy on marketing to minority customers is developed at Departmental level. By recognising and meeting these specific needs there is increased understanding of the obligations and responsibilities between the customer and the Department. One example of this is that by offering tailored assistance to assist ethnic minority groups when required we are able to help people to self regulate their tax affairs efficiently and in line with the law giving a higher rate of compliance.
- Recent work for the Child Trust Fund and Tax Credits includes press and radio adverts, together with fact-sheets. We have recently targeted Pakistani and Bangladeshi communities with information on eligibility for tax credits. We have also carried out community messaging on radio (where we buy editorial time on ethnic radio stations); the DJs talk about tax credits and encourage people to check if they are eligible. One example was at Sunrise Radio in Yorkshire where broadcasts were made in English, Punjabi and Urdu – the presenters reported an immediate response with people asking them to repeat the helpline numbers. This has proved effective as the messages are delivered in the listener's native language and by a well known DJ. In order to get the most from this we run a small amount of advertising so that there is a context for the editorial. Our evaluation is conducted by the Information Commissioner, as part of a wider government department evaluation process.
- One low cost but highly effective way of reaching minority ethnic groups was put into place by a business advisor from our Dewsbury office. He had been trying for 2 years to make inroads into the large Asian Business community in Dewsbury and Batley. He had tried numerous clinics in the area and publishing an article in Urdu in an Asian publication. After little success he decided to introduce business cards in Urdu and Gujarati as he had found that business cards are exchanged as common practice within Asian culture. These are now distributed at mosques and Community centres and have been very well received. The template is now offered to any business area within the Department.
- The Inland Revenue Bristol and Somerset Support Team have been working with Small and Medium sized businesses in the Sikh and Chinese communities aimed at helping ethnic minority businesses improve their voluntary compliance and gain access to the full range of services and support on offer. This has shown that we are able to recognise and respect the contribution of front line staff to in addressing the needs of ethnic minority

customers. By engaging in long-term partnerships with stakeholder and representative groups we have been able to access previously isolated groups and help to identify their differing needs. By monitoring and evaluating these initiatives, which includes gaining customer feedback, we are able to access progress and make continual improvements on our service delivery.

- We have carried out a review of the language provision currently in place in the Department to meet the terms of European Legislation on promoting minority languages. This has focused on our commitments under:
 - The Belfast Agreement 1998
 - Gaelic [Scottish] Language Bill
 - European Charter for Regional or Minority languagesand will be translated into a code of courtesy for staff.
- The Department runs a development centre for senior managers which was traditionally held on set dates at the Revenue training centre in Lincoln as a residential event. In response to feedback from staff, we have reviewed the arrangements for this event to ensure accessibility for all groups. The location and residential element of the event are now flexible and attendees are offered alternative dates to fit in with personal commitments around e.g. religious observance and childcare. We are also setting a strategy for the event that improves the flexibility around the agenda to cater for prayer times to enable all attendees to fully participate. This work aims to help the higher grades become more accessible to under-represented groups who may otherwise have been deterred by rigid expectations in place.

Training

In our scheme we committed to delivering a programme of awareness and training to staff, appropriate to their grade and responsibilities, on:

- Section 71 obligations
- requirements of this Race Equality Scheme
- the arrangements for equality impact assessment

We carried out an extensive consultation exercise with our cross cutting group and separate volunteer focus groups from different areas of the Department on the provision of training. The preferred format was an awareness video and facilitator's pack for managers to work through with their teams. We are confident that people with interests from different racial groups were involved in the consultation process via the groups mentioned above which included trade Union representation. The video and learning pack are also available in different formats including audio, subtitled, Braille and large print.

The video links the requirements of both our Race Equality Scheme and our NI Equality scheme, it focuses on the similarities and practical implementation for the Department. The pack is designed to take the learning one stage further. As well as giving more background and providing some Questions and Answers, it focuses on the practical implementation of the schemes on a local level. This directly links the schemes with individuals roles and responsibilities to encourage practical actions at all levels of the organisation.

We launched the video learning pack at a high profile Departmental event to open our 2003 Diversity Week, attended by Chairman of the Board, Government Ministers and members of the press.

Senior management team received an overview of the learning at management conferences and personal copies of the learning pack in advance of the full Departmental rollout. Managers in each business area are responsible for the roll-out of the learning. The learning pack was made available across the Department in May 2004. Before then many areas had volunteered to use the learning pack to raise awareness at senior management team events. We estimate that over 90% of Revenue staff had received the training by April 2005.

The pack is part of mandatory induction training for all new entrants to the Department.

In addition to the learning pack, we raised awareness of the scheme in staff publications and have dedicated part of our Departmental Diversity & Equality intranet site to information about our two Equality Schemes. We have also captured and published case studies which reflect the excellent work that has been taking place across the Department. This serves to encourage application in other areas.

Following a successful initial pilot of our evaluation method and materials in one business area; the national evaluation is well underway. This is a two-stage process being carried out by our central learning evaluation team. Stage one requests feedback from people directly following the learning session. We are distributing questionnaires on a sample basis across all business areas.

The second stage involves telephone interviews with a sample of staff to get feedback on their application of the learning a few months after the session. Again the samples are randomly chosen across all business areas.

We have had 270 stage one evaluation forms returned to date and indications are that the learning is producing a satisfaction rate in the high seventies which is excellent for this product. Our learning team is currently progressing the Stage 2 evaluation. Over 70% of the required post training interviews have taken place and work has begun on the Evaluation Report.

We have received very positive feedback from the Equality Commission in NI on our video learning package.

Inland Revenue has sought to mainstream the principles of the Equality Schemes in revisions to all relevant training courses and this work is continuing. Internal guidance manuals on compliance and project management have also been amended to reflect the provisions of the Equality Schemes. The training has become part of the standard learning for all new and revised internal and external recruitment processes. This includes the training for job selectors, those involved in administering the recruitment process and those involved in inputting and producing statistical information. This has helped to ensure that those involved in the recruitment and selection process are aware of cultural differences and the benefits to the Department of recruiting a diverse workforce.

We have raised awareness of the CRE guidance on equality impact assessment with the Department's Diversity advisors, our cross cutting group of business representatives and our colleagues involved in data analysis who will support managers and job-holders in screening and impact assessing work. We plan to hold further practical sessions around carrying out impact assessments for relevant staff in the year 2005/6. This will be part of our action planning for the HMRC scheme.

Whilst our Facilitator's pack which accompanies the learning video includes an outline of responsibilities under the Employment Duty, we have also targeted specific communications

at staff in our central HR. We have developed guidance on how we will implement this duty which is available on our Diversity Equality intranet site.

We have produced a set of performance objectives for all staff to link into the performance management system and provide ongoing evaluation and development. Ongoing training for staff is identified through discussion between the individual and their manager via a personal development review process.

Next Steps

As Inland Revenue has now joined with Customs and Excise to become HM Revenue and Customs, we will be reviewing the progress made by both former Departments and feeding this in to our action plan in our HMRC Race Equality Scheme. HMRC starts with a good basis for continuing our goals towards race equality. We recognise that we are a large government department with influence and impact over the daily lives of a large proportion of the community. We will aim to make the most of the opportunities that arise through this process of integration and change to keep our equality responsibility on the agenda. We have already begun to evidence this by making equality screening integral to the policy development process for the emerging Department.

Chris Grace

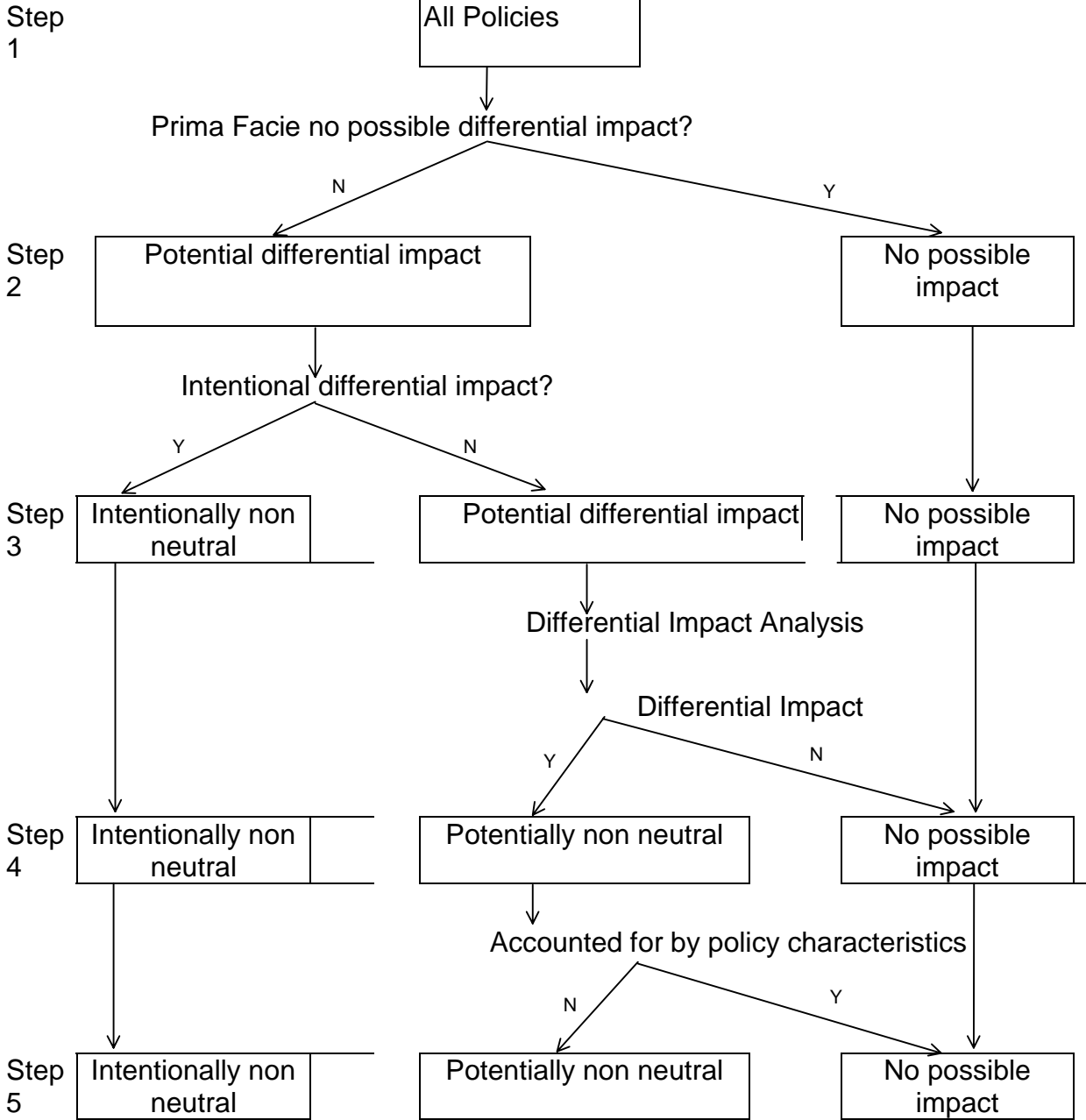
HR Diversity Policy

The Inland Revenue's Diversity And Equality Policy

The Department wants to get the best from everyone. Our policy is to include everyone, to value differences in people and harness those differences to improve our work for the benefit of all our different customers. We will not unlawfully or unjustifiably discriminate against anyone on any grounds, including their race, colour, nationality, ethnic or national origin, sex or sexual orientation, marital status, religion, disability or age. And we will act positively to address under representation particularly of women, people from ethnic minorities and people with disabilities.

In addition, in Northern Ireland, we will not unlawfully or unjustifiably discriminate against anyone on the grounds of their political opinion and we will act positively to address any under representation of people with different religious beliefs or political opinions.

Decision Tree



CONSULTATION

Diversity-proofing tool for HM Revenue & Customs functions

In order to meet a range of legal obligations, and to realise the business benefits of being a diverse organisation, we need to consider our major functions and practices (both for customers and employees) to determine their impact on a variety of groups. This tool is designed to identify functions, actions or policies which could lead to unlawful discrimination, and to identify opportunities to promote equality of opportunity and good relations between different groups. It will help determine whether changes need to be made in order to provide the Department with assurance that we are meeting our legal obligations and broader business aims.

1	Title of Function (policy, action etc.)	
1a	Date Implemented or changed	
2	Brief description of Aim(s) (purpose, who benefits and how etc.)	
3	Function Owner(s)	
4	Who (in the Department) implements this function? e.g. Local Managers, HR etc.	
5	Please identify the internal and external stakeholders of this function	
6	How do you work with the stakeholders in implementing this function?	
7	Does this function interact with any others? If so please describe	

8 Screening the Function (together with its practical implementation)

When considering this function or policy and its implementation:

	a Do people from the following groups have different needs, experiences and issues, and have they been addressed?				b Have previous consultations or monitoring indicated problems specific to any groups?	c Has any consultation been undertaken for this function?	c Is there any evidence (or the likelihood) of:			
	Yes	If yes have they been addressed Yes / No	No	Not Known			Yes	If Yes is it objectively justified Yes / No	No	Not known
People:					Yes / No	Yes / No	Yes			
of different religious beliefs										
of different political opinions										
from different racial groups										
of different ages										
of different marital status										
of different sexual orientation										
of different gender										
with a disability or without										
with dependants or without										
who use different languages										

Please provide relevant comments (including a list of consultees) on a separate sheet to support or explain your assessments. In cases where you don't know or don't have data, you will need to make a judgement as to whether the function may have an impact on any of the groups defined. You should seek out qualitative evidence (i.e. drawn from the experience of individuals from their perspective) as well as quantitative evidence to support your judgement to answer these questions. Please list your data sources.

9 Should any people from the groups defined be consulted at this time?	
9a Please specify:	

10 Have all opportunities been taken to better promote equality of opportunity or good relations by altering the function, its method of implementation, or by working with others in Government or in the wider community?

For people	Yes	No	Not Known
of different religious beliefs			
of different political opinions			
from different racial groups			
of different ages			
of different marital status			
of different sexual orientation			
of different gender			
with a disability or without			
with dependants or without			
who use different languages			

10a Please elaborate	
11 Explain how you plan to monitor this function following implementation (or how it is being monitored? e.g. surveys, queries, complaints etc.	
<i>12 Any other comments on this function.</i>	
13 If having considered all relevant factors you are unable to determine whether people from the defined groups will be adversely affected by this policy or its implementation; or if you have concluded that there may be an unjustifiable impact which you are unable to mitigate with	

policy or procedural changes please elaborate:	
14 Consider the risk of the current policy or implementation method to the Department based on our legal obligations and business objectives.	

Completed By:

Date:

Name of Policy	Description/aim of policy	EQIA Priority	Policy status
Performance Management and Appraisal	A unified system of managing performance of all staff from AA – Grade 6 to support a system of individual performance reward.	high	Developing policy for HMRC based on aspects and experience of the previous IR system
Personal Development	To develop competences and capability of jobholders to deliver continuous improvement in the quality of the Revenue's work – includes personal development and review and a competence framework which contains the competences the Department needs people to have to help delivers its business	low	Inland Revenue policy due to be reviewed for HMRC
Performance Pay and pay progression	The Department will benefit form the improved performance of staff, and the individual will be rewarded and recognised for improved performance	medium	Developing policy for HMRC based on aspects and experience of the previous IR system
Recruitment – external	To recruit the best calibre people openly, fairly and objectively on merit, in compliance with the Civil Service Commissioners' Recruitment Code and other relevant employment legislation. To be regarded as an employer of choice.	high	Developing policy for HMRC
Recruitment – filling internal vacancies	System for filling internal vacancies at AA – SEO level through level moves and promotions in a fast, non-bureaucratic and fair way	high	Developing policy for HMRC
Risk profiling	To ensure that everyone understands and receives what they are entitled to and understands and pays what they owe, so that everyone contributes to the UK's needs.	high	Revenue Policy
Regulating and supporting Pay as you earn (PAYE) and National Insurance Contributions (NIC)	The efficient and economical collection of Income Tax (PAYE) and NICs with the minimum necessary involvement of citizens, while minimising compliance costs for employers. This is the operation of the tax and national insurance collection policies, not on the rates and allowances which are not the responsibility of the Inland Revenue.	low	Revenue Policy
Debt collection and management	To maintain the flow of money to Government by receiving payment and accounting for tax and other	medium	Revenue Policy

	liabilities, and taking appropriate action to bring in late returns and payments.		
Providing consistent, comprehensive and accurate advice and information	<p>The Better Guidance programme aims to develop and provide customer information that is:</p> <ul style="list-style-type: none"> • easily understood • accurate and up to date • consistent, and • effective for staff and customers. 	medium	Revenue Policy
Procurement of Goods and services	To let and manage under commercial arrangements, ensuring the core direction and targets of the Business. The Business and customers benefit from best value, and optimum service from third party suppliers	Low	Revenue Policy

DIVERSITY HELPSHEET

This helpsheet is designed to help you to identify areas of your work (functions) where you will need to consider the requirements of equality legislation.

You can use it to provide a record, or as a starting point for changes you may need to make in your working practices to ensure that you comply with the law.

1. Which customer groups does your work affect?

	Yes	No	N/k		Yes	No	N/k
Agents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Pensioners (SA, non SA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	PAYE SA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	PAYE non SA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Construction Industry participants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Child Benefit recipient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self employed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Tax Credit recipient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. These groups – **including our own staff** - are covered by legislation - does your work affect any of them?

	Yes	No	N/k		Yes	No	N/k
Religious beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Political backgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Racial groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	With/without dependants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Different ages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marital status	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Think about:

- Involving the Customer Relations Manager
- Working with the Community to forestall complaints
- Involving other consultative bodies
- Enabling activities

Inland Revenue 2004-5

	Staff in Post 31.03.2005		Applicants for Employment				Applicants for Training*				Recipients of Training		Applicants for promotion**					
		% of total	Bands C-E	% of total	Band B	% of total	TRP	% of total	SCS	% of total		% of total	B-E	% of total	SCS	% of total		
Not known	36530		1513				221		38		12398		35290		3181		19	
White	41418	92.8	26289	88.83	51	49.04	4150	75.51	119	82.64	15448	98.41	38668	91.8	8770	95	21	91.3
Wh/Blk Caribbean	68	0.15	58	0.19			20	0.36			25	0.14	56	0.13	6	0.06		
Wh/Blk African	32	0.07	31	0.1			10	0.18			30	0.17	30	0.07				
white and Asian	121	0.27	99	0.33			37	0.67			62	0.36	128	0.3	16	0.17		
Other mixed	150	0.34					33	0.6			102	0.6	200	0.47	28	0.3		
Indian	1233	2.76	1270	4.3	18	17.31	479	8.72			729	4.22	1214	2.89	127	1.37	2	8.7
Pakistani	318	0.71	773	2.61	6	5.77	246	4.48			142	0.82	381	0.9	76	0.82		
Bangladeshi	111	0.25	170	0.58	7	6.73	74	1.35			35	0.2	175	0.42	26	0.28		
Other Asian	261	0.58	113	0.39			80	1.46			134	0.78	284	0.67	77	0.83		
									25	17.36								
Caribbean	352	0.79	207	0.7			59	1.07			226	1.31	359	0.85	20	0.22		
African	209	0.47	214	0.72			166	3.02			198	1.15	257	0.61	16	0.17		
other Black	43	0.1	33	0.11	22	21.15	18	0.33			40	0.23	36	0.09	15	0.16		
Chinese	86	0.19	70	0.24			74	1.35			39	0.23	133	0.32				
Other Ethnic group	224	0.5	262	0.89			50	0.91			67	0.39	204	0.48	54	0.58		
Irish traveller			5	0.02											0			
Total Known Ethnic Minority	3208	7.19	3305	11.17	53	50.96	1346	24.5	25	17.36	1829	10.59	3457	8.21	461	5	2	8.7
Total	81156		31107		104		5717		182		29675		77415		12412		42	

% figures are based on % of known ethnic group

* applicants for training include VOA staff max 3% of total

Training courses are not all individually requested in advance and so applicant figures lower than recipients

Managing performance statistics are not available at this stage, should be published by July 2005

Staff in post given @ 31.03.05, all other figures for the year 1/4/04 to 31/3/05

**Data for B-E promotions covers all internal recruitment (incl level transfers), and is all data from 4/03 to 3/05

Inland Revenue 2004-5

	Grievances		C&D cases		Leavers		Unsatisfactory Performance Marking	
		% of total		% of total		% of total		% of total
Not known	222		348		5859		to be added	Oct 05
White	167	88.35	368	90.87	3972	89.08		
Wh/Blk Caribbean	((17	0.38		
Wh/Blk African	((7	0.16		
white and Asian	((26	0.59		
Other mixed	((15	0.37		
	((
Indian	((142	3.18		
Pakistani	((84	1.89		
Bangladeshi	((28	0.63		
Other Asian	((20	0.45		
	((
	22	11.64	37	9.14				
Caribbean	((27	0.61		
African	((67	1.5		
other Black	((6	0.13		
	((
Chinese	((19	0.43		
	((
Other Ethnic group	((29	0.66		
	((
Irish traveller								
Total Known Ethnic Minority	22	11.64	37	9.14	487	10.92	0	
Total	411		753		10318		0	

% figures are based on % of known ethnic group

* applicants for training include VOA staff max 3% of total

Training courses are not all individually requested in advance and so applicant figures lower than recipients

Managing performance statistics are not available at this stage, should be published by July 2005

Staff in post given @ 31.03.05, all other figures for the year 1/4/04 to 31/3/05

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