

What will be the impact of HMRC's proposal to revise its Contact Centre opening hours?

Equality Impact Assessment for Consultation
March 2010

Subject of this consultation:	Equality Impact Assessment on the implementation of HMRC's proposal for changing the opening hours of HMRC contact centres
Scope of this consultation:	We are seeking opinions on the proposed changes to opening hours and any mitigating actions proposed to ensure there is no disproportionate impact on any of the equality groups following the proposed changing of opening hours of HMRC contact centres
Impact Assessment:	The Consultation Stage Equality Impact Assessment can be found at chapter 4.
Who should read this:	Any customer who deals with HMRC and their representatives, any bodies representing specific equality groups, HMRC staff and TUS.
Duration:	This consultation period will last for 12 weeks. The last date for comments to be raised is 24 th June 2010.
Enquiries:	All enquiries regarding the content or scope of this consultation or further information about the consultation should be addressed to: Jo Wood Customer Contact Strategy & Planning 5 th Floor, Trinity Bridge House 2 Dearmans Place Salford

M3 5DU
Email: eqia.consultation@hmrc.gsi.gov.uk
By telephone: 0161 261 2520
Text relay: 18001 0161 261 2520

How to respond:

Written responses can be made to Jo Wood at the above address or the above email address.

Please note that we cannot guarantee the security of emails you send to us or we send to you over the internet. Information sent by email over the internet is not secure and is at risk of being intercepted and read by people other than those it was intended for. Any information you send to us by email is at your own risk. We can not accept external emails with attachments because of the danger of virus

Additional ways to become involved:

A large print, Braille version, a Welsh version of this consultation document can be obtained by contacting us:

By Email: eqia.consultation@hmrc.gsi.gov.uk

In writing: Jo Wood
Customer Contact Strategy & Planning
5th Floor, Trinity Bridge House
2 Dearmans Place
Salford
M3 5DU

After the consultation:

At the end of this consultation period we will publish a summary of the comments received. This summary will be published within 12 weeks of the end of the consultation. Feedback will be used to inform implementation of changes to opening patterns.

Getting to this stage:

As part of our initial EQIA we have looked at the type of customers who could use our Contact Centre services and identified impacts that may be issues for our customers. For our staff we have considered the impact of changed working practices and identified issues that may arise. We have also identified some mitigating actions we can take.

Previous engagement:

We have engaged with HMRC managers, TUS and during this EQIA consultation process will be engaging with our staff and stakeholders. A full list of external stakeholders can be found at appendix G.

Contents

Chapter no	Chapter title	Page no.
1	Executive summary	7
2		
3	The Consultation Process	12
4	Introduction	16
5	What will be the impact of HMRC's proposal to revise its Contact Centre opening hours?	20
6	Evidence Considered, Impacts Assessed, Mitigating Action	24
	5.1 Racial Groups	
	5.2 Disabled and Non-Disabled People	
	5.3 Gender	
	5.4 Age	
	5.5 Marital Status	
	5.6 Those with or without Dependants	
	5.7 Sexual Orientation	
	5.8 Religious Belief	
	5.9 Political Opinion (NI)	
	5.10 Language	

Appendix A	The Government's Code of Practice on Consultation	48
Appendix B	HMRC Contact Centres Call Volumes	50
Appendix C	HMRC Contact Centres Data	51
Appendix D	HMRC Channels of Contact	53
Appendix E	Stakeholder Contacts	54
Appendix F	HMRC Diversity Data	58
Appendix G	HMRC People Survey February 2009 Data	59
Appendix H	List of Questions	60
Appendix I	List of Mitigating Action	61
Appendix J	List of Current and Proposed Contact Centre Opening Hours	63

1. Executive Summary

1.1 What is an Equality Impact Assessment (EQIA)?

EQIAs are one of the ways in which HMRC ensures that it meets its statutory obligation to provide equality of opportunity. It is a process which enables us to consult on particular issues to assess their impact on our customers.

1.2 Why are we consulting?

HMRC purpose is to ensure that the money is available to fund the UK's public services and that we also help families and individuals with targeted financial support. Part of the way we achieve this is by ensuring we understand our customers and their needs. One of HMRC's key objectives is to 'Improve customers' experience of HMRC and contribute to improving the UK business environment.'

We started a review of our Contact Centre opening patterns because we identified a significant opportunity to improve the service we offer by matching the deployment of our staff to customer demand profiles. HMRC is also committed to improving the performance of our Contact Centres to industry standard levels – ensuring that the vast majority of our customers can get through to us when they need to. Current Contact Centre opening hours have evolved over time rather than being designed to meet customer demand profiles. This has resulted in our Contact Centres being open during some periods when demand is very low - for instance, Sunday opening requires 4.9% (530) of our staff resource to handle just 1.2% of calls. This reduces the number of advisers available to be deployed during busier periods, when our statistics show the majority of our customers want to call us.

We therefore propose to alter Contact Centre opening hours, to better match our resources to customer demand profiles. Achieving a better match will improve performance, so that a higher proportion of customers can get through to an advisor when they call. Our analysis suggests that an additional 3% (1.7million) of our call attempts would be answered first time by moving our advisers from quiet periods to busier ones in this way.

We believe that this will deliver a major improvement to the service we offer our customers. But we want to make sure that there won't be any adverse impacts from shortening opening hours - we will therefore be consulting with representative customer groups and other interested organisations, as well as our own staff and trade unions, on the new opening hours for Contact Centres.

The proposed opening hours are generally consistent with those for Contact Centres operated by other Government Departments, who deal with a similar customer base. For example The Department for Work and Pensions offer a service on some of their lines from 8am to 8pm Monday to Friday, and 9am-5pm on Saturdays, whilst the Home Office offer a service 9am – 5pm Monday to Friday.

As part of our work, we have made our own assessment of the likely impact of the changes on a range of groups within our customers and our workforce, in terms of equality and diversity. We are now opening up our assessment to public consultation along with the actions we plan to take to offset potential adverse impacts arising from it.

1.3 Who is this EQIA aimed at?

This EQIA is aimed at any customer who deals with HMRC, their representatives and any bodies representing specific equality groups. It is also aimed at our staff and TUS representatives.

1.4 What we are proposing

Current and proposed opening hours for our Contact Centres are detailed at Appendix J. We propose to:-

- Close all Contact Centres on Sundays;
- Reduce Saturday and Bank Holiday opening on all relevant lines, so that we close at 16:00;
- Reduce mid-week opening hours on our smaller lines to reflect their individual customer demand profiles ;
- Determine Christmas and New Year opening hours annually, so that staff deployment is commensurate with forecast low volumes;

- Close lines, using IVR (automated messages within the telephony network) messages to handle incoming calls, on days at the weekend when IT systems are unavailable; and,
- Extend our opening hours as needed to meet temporary peaks in demand, including the annual Tax Credits renewals peak.

Staff will be re-deployed from the periods above into those where our analysis has identified high levels of customer demand, allowing us to meet more of that demand.

1.5 Equality impacts we have identified

For customers we have not, at this stage, identified any significant impacts for those groups covered by the EQIA. The proposed changes will improve the service that we offer to our customers, making it easier for them to get through to us by increasing the number of staff we can deploy at our busiest times. The changes are relatively small, and our telephone Helplines will still be open to the public six days a week for up to 12 hours a day (hours on Saturdays will be shorter). The primary (non-equality) risk for our collective customer base is likely to be potential confusion and inconvenience resulting from changes to opening hours. This public consultation will help us to identify impacts and appropriate mitigations. We are therefore considering how best to communicate any changes to opening hours to minimise this risk.

We have reviewed our Tax Credit emergency payments process (which is typically used most by people with dependents) and concluded that the proposed changes will not create any negative impacts. Currently a customer who contacts us at any time during the weekend to request an emergency payment, will not receive that payment any earlier than if they had called us on Monday morning.

HMRC does not, however, collect equality data about which customers typically call us during the periods in which we are now proposing to close our Contact Centres (or whether those people could easily call us at another time), and we recognise that this creates a barrier to identifying whether there will be a disproportionate impact on people within minority groups. We are therefore seeking views from interested parties through this consultation on whether there will be any such impacts. To encourage participation in this consultation exercise, we will engage extensively with third sector organisations and customer representative bodies to gather their views on the potential impacts of the proposed changes. During the consultation period, we will also gather

data about the customers who call us during these quiet periods, and that data will be used to complement responses to this consultation, so that we can identify and mitigate any impacts on minority groups.

Staff receive premium payments for working at weekends and on Bank Holidays. However, we predict that the vast majority of staff will welcome this change as it will reduce the numbers of 'unsocial hours' (typically, later finishes and weekend working) they are required to work. Some 1,337 staff of both genders have agreed specific shift patterns to take account of individual disability related issues (418 cases) and, applications made under the Work and Families Act (919 cases). The majority of those cases relate to requests not to work these 'unsocial' hours, however our policy has been that in agreeing individual shift patterns for these staff, they should be required to undertake some level of weekend working to maintain fairness across the workforce. Proposals to reduce our hours are therefore likely to increase the number of staff who are able to limit their 'unsocial' hours, which may improve equality for those with dependents by making it easier for them to meet their caring responsibilities.

A very small number of these staff (those who currently choose to work 'unsocial' hours) may be adversely impacted. We do not anticipate that those impacts will fall disproportionately upon any particular equality group – for instance, both male and female members of staff are among the small number who choose to work at weekends. During the course of this consultation, we will gather data on the proportion of male and female staff who choose to work these hours, to ensure that the impacts of change can be mitigated at an individual level. And we will engage with staff diversity networks to discuss the proposed changes,

1.6 Mitigating actions we will take

A final decision about any changes to opening hours will only be made at the end of this consultation period. It will therefore be informed by any issues identified by analysis of data gathered during the consultation period, or by responses to this consultation.

For customers we will devise and implement a communications strategy to ensure that changes to opening hours do not cause undue confusion and inconvenience. We will ensure that opening hours are clearly stated on any IVR out of hours messages, and that where possible our revised opening hours will be made visible to our customers (e.g. via the Internet). A recent survey conducted on behalf of Tax Credit Customers found that 25% of the representative sample group were currently unaware that we opened our Tax Credit line at weekends.

For employees we will identify mitigating action based on individual one to one discussions with managers. Those actions will include arranging suitable shift patterns across the revised opening hours.

We will monitor the impact of these changes and take remedial action where any undue impacts arise.

1.7 How this consultation will work

Our proposals, our initial impact assessment and suggested mitigating actions are all contained in this document. Chapter 2 carries more detail on how the consultation process will work and how to register your views.

At key points you will find questions which we think are particularly important. However, we welcome comments on any related topic. Be aware, however, that you should use the email address provided only for comments, and not for any other business, including requests for information. Comments should be contained in the body of the email; we cannot accept emails with attachments. At the end of the consultation period we will publish a summary of the comments we have received and will produce a final EQIA report which will contain our final decisions, recommendations and mitigations.

Printed copies can be obtained from;

Jo Wood
Customer Contact Strategy & Planning
5th Floor, Trinity Bridge House
2 Dearmans Place
Salford
M3 5DU

You can also download a copy from:

<http://www.hmrc.gov.uk/consultations/index.htm>

2. The Consultation Process

2.1 The Consultation

The proposal to change the opening hours of HMRC Contact Centres reflects a great deal of research into customer demand patterns¹ and HMRC is confident that it provides a good basis for detailed planning. We acknowledge however that we may not have captured all of the equality impacts.

We therefore consider it essential that everyone affected is consulted on the equality aspects of the proposed changes in opening hours of HMRC Contact Centres in order to:

- > Be aware of views and opinions
- > Identify potential risks and issues
- > Identify potential opportunities that have not yet been recognised

By engaging with people HMRC also aims to help develop an understanding of the issues surrounding the change, which should help make implementation easier for everyone involved.

In conducting this exercise, HMRC is building on the experience of consulting with a range of stakeholders and would welcome further feedback about the consultation process itself and how it could be improved.

2.2 How to Respond

The consultation period will last for 12 weeks. The last date for comments to be raised with HMRC is 24th June 2010.

¹ The proposals for change are based upon analysis of demand patterns and staffing levels during half hour periods on each of our lines

By email to: eqia.consultation@hmrc.gsi.gov.uk

By post to : Jo Wood
Customer Contact Strategy & Planning
5th Floor, Trinity Bridge House
2 Dearmans Place
Salford
M3 5DU

By telephone : 0161 261 2520
Text relay 18001 0161 261 2520

A summary of the questions in this consultation is included at Appendix H

Paper copies of this document or copies in alternative languages and formats may be obtained free of charge from:

Jo Wood
Customer Contact Strategy & Planning
5th Floor, Trinity Bridge House
2 Dearmans Place
Salford
M3 5DU

This document can also be accessed from the HMRC Internet site at www.hmrc.gov.uk/consultations/index.

When responding please say if you are a business, individual or representative body. In the case of representative bodies please provide information on the number and nature of people you represent.

2.3 How we will give you feedback on your responses

An HMRC project team will log and read all responses. An analysis of the responses received and any information or data that becomes available or is drawn to our attention will be used to inform the way in which we consider changes to opening patterns. **Please note that it will not be possible to answer questions as part of the process or to deal with issues relating to particular individuals.**

When responding please say if you are a business, individual or representative body. In the case of representative bodies please provide information on the number and nature of the people you represent.

All responses will be acknowledged, but it will not be possible to give substantive replies to individual representations.

A report and summary of responses received will be published and made available on HMRC website.

2.4 Confidentiality

Information provided in response to this consultation, including personal information, may be published or disclosed in accordance with the access to information regimes. These are primarily the Freedom of Information Act 2000(FOIA), the Data Protection Act 1998 (DPA) and the Environmental Information Regulations 2004.

If you want the information that you provide to be treated as confidential, please be aware that, under FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals with, amongst other things, obligations of confidence. In view of this it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance

that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on HM Revenue and Customs (HMRC).

HMRC will process your personal data in accordance with DPA and in the majority of circumstances this will mean that your personal data will not be disclosed to third parties.

2.5 The Government's Consultation Code of Practice

This consultation is being conducted in accordance with Government's Code of Practice on Consultation. A copy of the Code of Practice criteria and a contact for any comments on the consultation process can be found in Appendix A.

3. Introduction

3.1 Introducing HM Revenue and Customs (HMRC)

HM Revenue & Customs (HMRC) was formed on the 18 April 2005, following the merger of Inland Revenue and HM Customs and Excise Departments. We are here to ensure the correct tax is paid at the right time, whether this relates to payment of taxes received by the department or entitlement to benefits paid.

We collect and administer:

Direct taxes – paid by you or your business on money you earn or capital you gain.

- > Capital Gains Tax
- > Corporation Tax
- > Income Tax
- > Inheritance Tax
- > National Insurance Contributions

Indirect taxes – paid by you or your business on money spent on goods or services.

- > Excise duties
- > Insurance Premium Tax
- > Petroleum Revenue Tax
- > Stamp Duty

- > Stamp Duty Land Tax
- > Stamp Duty Reserve Tax
- > VAT

We **pay** and administer:

- > Child Benefit
- > Child Trust Fund
- > Tax Credits
- > Health in Pregnancy Grant

We protect you by enforcing and administering:

- > Border and frontier protection
- > Environmental taxes
- > National Minimum Wage enforcement
- > Recovery of student loans

3.2 Border responsibilities

Until the UK Border Agency (UKBA) was launched on 1 April 2008, HMRC held responsibility for protecting the UK's borders against illicit and harmful trade, including protecting against the illegal import or export of drugs, counterfeit or illicit alcohol and tobacco and other illicit goods. Some of these responsibilities will pass to the UKBA, but we will retain our responsibility for the policy associated with collecting duties due at the frontier and protecting UK tax revenues, working with the new Agency to achieve this.

3.3 Statutory Obligations

Under the Northern Ireland Act 1998 all public bodies in carrying out their functions relating to Northern Ireland are required to have due regard to the need to promote equality of opportunity :-

- > Between persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation;
- > Between men and women generally;
- > Between persons with a disability and persons without; and
- > Between persons with dependants and persons without.

In addition public authorities are required to have due regard to the desirability of promoting good relations between persons of different religious belief, political opinion or racial group.

In addition in GB under separate Race, Disability and Gender duties public authorities need to have due regard to the need to:-

- > Promote equality of opportunity between people of different racial group, with and without a disability and men and women generally
- > Eliminate unlawful discrimination between different racial groups, those with and without a disability and men and women generally (including transsexual people)
- > Promote good relations for people of different racial groups
- > Encourage participation in public life by disabled people
- > Promote positive attitudes towards disabled people, and
- > Eliminate harassment which is related to disability or gender (including transsexual people)

HMRC's approach to Equality Impact Assessment meets the statutory requirements set out above.

4. “What will be the impact of HMRC’s proposal to revise its Contact Centre opening hours?”

4.1 Contact Centre Opening Hours

Since HMRC was formed on the 18th April 2005 the range of Contact Centre (CC) services has increased incrementally over time. Some of our CCs open from 08:00 to 20:00, seven days a week. The opening hours of other smaller lines are not as extensive. For these the nature of the business and customer contact patterns, have never justified extended opening. Details of current and proposed CC opening hours are provided at Appendix J.

These opening hours have evolved rather than being designed to meet the needs of our customers. This has resulted in our CCs being open during periods when demand is low – for instance, Sunday opening requires 4.9% (530) of our staff resource to handle just 1.2% of calls. This reduces the number of advisors available to be deployed during busier periods, when the majority of our customers want to call us.

A recent study concluded that altering opening hours to better match customer demand profiles would improve the service we offer, so that a higher proportion of customers can get through to an advisor when they call, therefore improving our customers experience.

Proposed opening hours are generally consistent with those for Contact Centres operated by other Government Departments, dealing with similar customers. For example The Department for Work and Pensions offer a service on some of their lines from 8am to 8pm Monday to Friday, and 9am-5pm on Saturdays, whilst the Home Office offer a service 9am – 5pm Monday to Friday.

We believe that this will deliver a major improvement to the service we offer our customers. But we want to make sure that there won’t be any adverse impacts from shortening opening hours - we will therefore be consulting with representative customer groups and other interested organisations, as well as our own staff and trade unions, on the new opening hours for CCs.

Changes to the proposed opening hours will potentially affect any customer who has dealings with HMRC, their representatives and HMRC Customer Contact staff. We welcome the views of anyone who may be in any way affected by these proposed changes.

4.2 Scope of this Equality Impact Assessment (EQIA)

An initial screening of the Equality Impact Assessment (EQIA) was undertaken to identify any potential impacts that required mitigation or further investigation through a full EQIA.

The initial screening took into account the internal findings from a review of Contact Centre opening hours. The internal review of CC opening hours established that:

- We can significantly improve customer accessibility to Contact Centre (CC) services by deploying our staff more effectively – we expect to answer an additional 3% (up to around 1.7m) call attempts first time by ensuring that our staff are available when customers most need them.
- Online services are already available for many customers to use outside CC opening hours.
- We can further enhance our use of IVR (automated messages within the telephone network) to provide some additional services to customers calling our CCs outside of the proposed new opening hours.

The main conclusions from this high level equality impact screening of the proposed change to CC opening hours were:-

- Overall the extent of any impacts will be dependent upon personal circumstances. Impacts will be spread across the full range of our customers and staff, and are unlikely to fall disproportionately upon any single equality group.
- But further work would be needed to identify any potential equality impacts and appropriate mitigations.

We want to ensure that our proposal is properly thought through and for that reason we are writing to a number of external stakeholders and representative groups about the potential impact of the changes on their clients. A full list of the stakeholders contacted is at Appendix E. We will be using their feedback to further inform our implementation of the changes.

We have decided to open up our EQIA to public consultation, along with the actions we plan to take to offset potential adverse impacts arising, to ensure we have the widest possible input into our plans.

4.3 The Proposal

HMRC provides Contact Centre services of varying hours and numbers of days each week irrespective of the demand for that particular service. We have analysed the data we collect and established caller patterns and the days and times that customers need to access the services the most. The proposed new opening hours reflect the improvements we feel are necessary to improve performance at the peak times the services are required by our customers. Appendix J sets out the proposals. We propose to improve the service to our customers by re-deploying staff from quiet periods into busy ones. We will therefore:-

- Close all Contact Centres on Sundays, with staff re-deployed to busier weekday periods;
- Reduce Saturday and Bank Holiday opening on all relevant lines, so that we close at 16:00;
- Reduce mid-week opening hours on our smaller lines to reflect their individual customer demand profiles;
- Determine Christmas and New Year opening hours annually, so that staff deployment is commensurate with forecast low volumes;
- Close lines, using IVR messages to handle incoming calls, on days at the weekend when IT systems are unavailable;
- Extend our opening hours as needed to meet temporary peaks in demand, including the annual Tax Credits renewals peak.

We will use this consultation period to engage with our employees, Trade Unions and other representative groups, on the general proposals.

As part of our process Managers will discuss individual circumstances with their staff. They will identify any individual equality impacts following on from the proposed change of CC opening hours and address any necessary mitigating action.

We will be collecting data throughout the process to monitor these changes and to ensure that any impacts on both customers and staff in the equality groups has been correctly identified and that mitigating action put in place is proving effective.

Consideration of evidence

Internally, we collect, monitor and evaluate equality data relating to employees in four specific areas: gender, race/ethnic origin, disability, sexual orientation and for Northern Ireland only, community background. HMRC employee diversity data can be found at Appendix F. This data is provided by employees on a voluntary basis and we have a communication strategy to encourage employees to submit their diversity data on our electronic HR systems.

We also undertake staff surveys on a regular basis. We encourage all staff to take part in these however, participation is also voluntary. Equality data from the February 2009 People Survey can be found at Appendix G.

No equality data is currently collected on customers calling contact centres. We will therefore conduct a targeted exercise during this consultation period to collect data on how the customers calling our CCs are broken down by equality group and we will ensure such processes fully comply with the data protection act and other relevant regulations. This will help us to better understand how well we are matching our service to customer need and what gaps we need to fill.

Further external data used is listed below:

- > Office for National Statistics Key Population and Vital Statistics 2007 (27/4/2009 release) Table 2.1 - Gender
- > Office for National Statistics Census 2001 Data – Ethnic Data

5. Evidence considered, impacts we have assessed, our consideration of mitigating action and key questions

5.1 People of Different Racial Groups

Ethnic Data Considered		
	White %	Black, Asian and Minority Ethnic %
UK ²	93.08%	6.92%
HMRC Employees ^{3*}	92.59%	7.41%
HMRC Customer Contact Centre employees ^{**}	95.22%	4.78%

* Known Ethnicity from a total declaration rate of 66.26% of all HMRC employees

** Known Ethnicity from a total declaration rate of 74.31% of all HMRC Customer Contact Centre employees

² Office for National Statistics Census 2001

³ Appendix F HMRC Diversity Data

Although HMRC Customer Contact Directorate (Contact Centres) has a lower percentage of black and minority ethnic (BME) staff than HMRC nationally it is not anticipated that any rearrangement of working patterns will impact disproportionately on staff from a BME background. Staff of all ethnic backgrounds work during the periods in which we propose to reduce our hours. We will set up a 1 to 1 process where we will speak to all staff to identify how our changes impact upon them and to seek to mitigate against those on an individual basis.

Our statistics on customer use of our Contact Centres are not broken down by ethnicity. However, our decisions will be based on Contact Centre usage and are expected to impact proportionately on all ethnic groups using contact centres at the weekend. Our exercise to gather data about which customers call us in these periods will identify any disproportionate impacts that we have not anticipated. We will take on board feedback from this EQIA and any particular ethnicity issues that are identified from this consultation when making our final decisions. We will ensure that all decisions are clearly communicated, including communications in languages other than English.

HMRC cannot identify any opportunities within this change to promote equality of opportunity for BME staff or customers. At this stage we have not identified any disproportionate impacts on customers from a Black and Minority Ethnic (BME) background.

Mitigation

Customers:

1. Consideration will be given to the ethnic make up of the population to determine the most suitable methods to communicate to customers.
2. We will communicate any impending changes for customers using our Enquiry Centres and Online Services and arranging for posters and notices to be displayed in languages other than English as required.

3. We will use IVR messaging to advise customers who call when we are closed, of revised opening hours.

Staff:

- 1) We will set up individual one to one discussions with managers where we will talk to all staff who are affected by this change and identify how the change impacts on them. We will seek to mitigate the individual impacts that we identify through this process.
- 2) Any issues relating to specific racial groups raised during the staff consultation process will be addressed.
- 3) The change to CC opening patterns will be brought to the attention of the HMRC Diversity Network Groups.
- 4) We will monitor the impact of the change to ensure that there is not a racial disproportionate effect on either customers or staff from different racial groups.

Questions

- 1) Have the impacts to persons of different racial groups been correctly identified?
- 2) How do we capture and address any additional impacts that arise as a result of the changes.

5.2 Disabled (includes those covered by the DDA) and Non-disabled People

Disability Data Considered		
	Disabled %	Non-Disabled %
HMRC Employees *	16%	84%
HMRC Customer Contact Centre employees **	14.99%*	85.01%

* Known disability from a total declaration rate of 48.36% of all HMRC employees

**Known disability from a total declaration rate of 54.83% of all HMRC Customer Contact Centre employees

HMRC Customer Contact Directorate (Contact Centres) has a lower percentage of staff with disabilities than HMRC nationally. However we acknowledge that a proportion of staff have yet to declare their disability status and the proportion of disabled staff in Contact Centres could be higher than 14.99 %.

It is vital that we identify the individual impacts that the changes will have on our disabled staff and put in place appropriate mitigating action. We will put in place a one to one process where we can talk to all our staff and identify appropriate mitigating actions including ensuring that all reasonable adjustments are considered and acted upon as appropriate.

Our information on customers using Contact Centres is not broken down by disability. Our decisions will be based on Contact Centre usage and are expected to impact proportionately across all customer groups. However, our exercise to gather data on which customers call us during quiet periods will, when combined with feedback on any particular disability issues that are raised

from this consultation, allow us to identify any impacts upon disabled customers that we have not anticipated. We have identified an opportunity to promote equality of access for our disabled customers by ensuring that all communications notifying changes to Contact Centre opening hours are easily accessible to disabled customers.

We have also identified opportunities within this proposed change to promote equality of opportunity for disabled staff by putting in place reasonable adjustments to support access to work.

Mitigation

Customers

1. Consideration will be given to the disabled make up of the population to determine the most suitable methods to communicate to customers.
 - 2. We will communicate any impending changes for customers using our Enquiry Centres and Online Services and arranging for posters and notices to be displayed in languages other than English as required.
 - 3. We will use IVR messaging to advise customers who call when we are closed, of revised opening hours.

1) Staff

1. We will set up individual one to one discussions with managers where we will talk to all staff who are affected by this change and identify how the change impacts on them. We will seek to mitigate the individual impacts that we identify through this process.

2. Any issues relating to specific disability groups raised during the staff consultation process will be addressed.
3. The change to CC opening patterns will be brought to the attention of the HMRC Diversity Network Groups.

We will monitor the impact of the change to ensure that there is not a disproportionate effect on either disabled customers or disabled staff. This will be achieved through analysis of our Customer Complaints and Feedback data. We will use Staff Survey data and feedback from staff and TUS to assess the impact on our staff.

Questions

- 1) Have the impacts to persons with or without a disability been correctly identified?
- 2) What additional impacts arise as a result of the changes and how can related risks be reduced?

5.3 People of Different Gender (including transsexual/transgender)

Gender Data Considered		
	Female %	Male %

UK ⁴	50.94%	49.06%
HMRC Employees	59.35%	40.65%
HMRC Customer Contact Centre employees	59.38%	40.62%

HMRCs Customer Contact Directorate (Contact Centres) has a slightly higher percentage of female staff than HMRC nationally. We recognise that women are statistically much more likely than men to have dependants or caring responsibilities and they may be affected in one or more ways described in section 5.6 – those with or without dependants.

It is expected that any mitigation action will be necessary not because of the gender of an individual but because they are part of the other diversity groups. This will be managed through the 1 to 1 process where we will talk to all our staff and identify appropriate mitigating action.

We do not have any information on Customer Contact Directorate (Contact Centre) transgender staff. We do not expect the proposed changes to adversely affect transsexual / transgender employees.

Our statistics on customer use of our Contact Centres are not broken down by gender. Our decisions will be based on Contact Centre usage and are expected to impact proportionately across equality groups. However, the data that we gather during the consultation exercise on which customers call during quiet periods will be combined with feedback from this EQIA consultation to

⁴ Office for National Statistics Key Population & Vital Statistics 2007 (27/04/2009) Table 2.1

identify any gender issues that we have not anticipated. Those will inform our final decisions. However we have identified the following which may be impacts which our proposals may have on our customers

> Women tend to undertake more low paid, part-time jobs, have multiple sources of income and be in temporary employment, all of which can lead to interaction with HMRC in some form.

> A high percentage of Child Benefit and Child Tax Credit claimants are women. We considered whether this group could be disadvantaged if changes to opening hours affected our ability to make timeous emergency payments. Our conclusion is that this would not be the case. If a customer calls a CC to request an emergency payment they are referred to an Enquiry Centre (EC). As our ECs do not open at weekends a customer who requests a payment at any time on Saturday or Sunday will not receive this any earlier than if they had called us on Monday morning. We will soon change this emergency payment process to the extent that if a customer can not get to an EC, they will be referred to a central CC team who can consider the request and where appropriate, issue a payment by post. This will not change the fact that payments cannot be made during a weekend. A recent review of emergency payments , undertaken over a two week period in one of our sites which deals with 18% of our TC calls, showed that:-

- 105 payment requests were made.
- 29 payments were authorised.
- Only 1 payment was requested at a weekend.

	Mitigation
Customers	
1.	Consideration will be given to the gender make up of the population to determine the

most suitable methods to communicate to customers.

- We will communicate any impending changes for customers using our Enquiry Centres and Online Services and arranging for posters and notices to be displayed in languages other than English as required.
- We will use IVR messaging to advise customers who call when we are closed, of revised opening hours.

2) Staff

- We will set up individual one to one discussions with managers where we will talk to all staff who are affected by this change and identify how the change impacts on them. We will seek to mitigate the individual impacts that we identify through this process.
 - Any issues relating to specific gender groups raised during the staff consultation process will be addressed.
 - The change to CC opening patterns will be brought to the attention of the HMRC Diversity Network Groups.

We will monitor the impact of the change to ensure that there is not a disproportionate effect on either customers or staff of different gender, including transsexual / transgender.

Questions

- 1) Have the impacts to persons of different gender (including

transsexual/transgender) been correctly identified?
 2) What additional impacts arise as a result of the changes and how can related risks be reduced?

5.4 People of Different Age

Age Data Considered			
	0-19	20-59	60+
HMRC Customer Contact Centre staff	2.61%	95.43%	1.96%

Customers

Our statistics on customer use of our Contact Centres are not broken down by age group. Our decisions will be based on Contact Centre usage and are expected to impact proportionately across equality groups. We will take on board feedback from this EQIA and any particular age issues that are identified from this consultation when making our final decisions. We will ensure that all decisions are clearly communicated.

At this stage we have not identified any disproportionate impacts on customers from different age groups.

HMRC Customer Contact Centre Employees

The impact on employees of different ages is expected to be minimal. However, we will use the bilateral process to identify impacts on individuals and determine appropriate mitigating actions.

Mitigation

Customers

We will establish a strategy to ensure effective communication of all changes.

This will include:-

- Identifying all sources of customer information which detail our opening hours. Wherever possible, these will be amended prior to any changes to opening hours being implemented. If this is not possible, they will be amended as soon as possible thereafter.
- Actively communicate any impending changes for customers using our Enquiry Centres and Online Services.
- Use IVR messaging to advise customers who call when we are closed, of revised opening hours.

Staff

- 1) We will set up individual one to one discussions with managers where we will talk to all staff affected by this change and identify how the change impacts on them. We will seek to mitigate the individual impacts that we identify through this process.
- 2) The change to opening patterns will be brought to the attention of the HMRC Diversity Network Groups.
- 3) Any issues specific to age raised during the staff consultation process will be addressed.
- 4) We will monitor the impact of the change to ensure that there is not a disproportionate effect on either customers or staff of different age

Questions

- 1) Have the impacts to persons of different age been correctly identified?
- 2) What additional impacts arise as a result of the changes and how can related risks be reduced?

5.5 People of Different Marital Status (including Civil Partnerships)

Customers

Our statistics on customers who use our CCs are not broken down by marital status. Our decisions will be based on Contact Centre usage and are expected to impact proportionately across equality groups. We will take on board feedback from this EQIA and any particular marital status issues that are identified from this consultation or our data gathering exercise when making our final decisions. We will ensure that all decisions are clearly communicated.

At this stage we have not identified any disproportionate impacts on customers of different marital status.

HMRC Customer Contact Centre Employees

HMRC holds information on marital status of employees for superannuation purposes only. This data has not been analysed within this EQIA. We do not believe that marital status will be an issue behind the hours that staff choose to work, and do not therefore anticipate any disproportionate impacts upon any employees because of this.

Questions

- 1) Have the impacts to persons of different marital status been correctly identified?
- 2) What additional impacts arise as a result of the changes and how can related risks be reduced?

5.6 People With or Without Dependants

Dependants Data Considered					
	With dependant children	With dependant elderly relative	With disabled adult dependant	Other dependant	None
HMRC ⁵	35%	15%	4%	3%	43%

Customers

⁵ Appendix G - HMRC People Survey February 2009

Our statistics on customers who use our CCs are not broken down by people with dependants. However, HMRC diversity guidance on people with and without dependants indicates a strong link with gender impacts as women tend to be the primary carers for child and adult care. There is also a link between people with dependants and those who claim Child Benefit and Children's Tax Credit.

At this stage we have not identified any disproportionate impacts on customers with dependants, however we will combine data gathered during the consultation exercise with feedback on this EQIA to identify any impacts that we have not anticipated.

We have considered whether this proposal may adversely impact the timescales for making emergency payments to customers. We have concluded that it would not (see section 5.3).

HMRC Customer Contact Centre Employees

HMRC gathers some information on staff with dependants via the staff survey; completion is voluntary. This information is not broken down into the various parts of HMRC but can be used as a broad indicator for HMRC Customer Contact Centre staff. We acknowledge there is a high number of staff who have not participated in the staff survey, which is voluntary; the percentage of staff with dependants could be substantially higher than the figures above. We also recognise the link between gender issues and dependants as statistically women are much more likely than men to have dependants or caring responsibilities.

It is important that we identify the individual impacts that the changes will have on our staff with dependants and put in place appropriate mitigating action. We will put in place individual one to one discussions with managers where we will talk to relevant staff and identify any individual impacts that our proposals will have. However we have identified the following which may impact how our proposals may affect some staff with dependants.

- In changing work activity, employees with dependants may be required to change working patterns or hours to suit business need. This may impact on their current caring arrangements where they are among the staff who currently choose to work at those times of the week where we plan to reduce our hours.

Mitigation

Customers

We will establish a strategy to ensure effective communication of all changes.

This will include:-

- Identifying all sources of customer information which detail our opening hours. Wherever possible, these will be amended prior to any changes to opening hours being implemented. If this is not possible, they will be amended as soon as possible thereafter.
- Actively communicate any impending changes for customers using our Enquiry Centres and Online Services.
- Use IVR messaging to advise customers who call when we are closed, of revised opening hours.

Staff

- 1) We will set up individual one to one discussions with managers where we will talk to all relevant staff affected by this change and identify how the change impacts on them. We will seek to mitigate the individual impacts that we identify through this process.
- 2) HMRC managers will consider reasonable options for staff with dependants taking into account their caring responsibilities.
- 3) HMRC provides childcare vouchers to assist staff with childcare costs.
- 4) This activity will be brought to the attention of the HMRC Diversity Network Group.
- 5) Any issues specific to people with dependants raised during the staff consultation process will be addressed.
- 6) We will monitor the impact of the change to ensure that there is not a disproportionate effect on people with dependants.

Questions

- 1) Have the impacts to persons with or without dependants been correctly identified?
- 2) What additional impacts arise as a result of the changes and how can related risks be reduced?

5.7 People of Different Sexual Orientation

HMRC Sexual Orientation Data Considered				
Bisexual	1%	Gay Man	1.5%	
Gay woman/Lesbian	<1%	Heterosexual	96.5%	
		Yes	Partially	No
If you are lesbian, gay or bisexual, are you open about your sexual orientation?	At Home	74%	15%	11%
	With colleagues	55%	24%	21%
	With your manager	59%	9%	32%
	At work generally	51%	20%	29%

Customers

HMRC does not have any information on the sexual orientation of customers. However, we do not foresee a potential disproportionate impact on customers due to their different sexual orientation. We will take account of any feedback from this consultation and any particular issues that may arise when making our decisions.

HMRC Customer Contact Centre Employees

HMRC have begun to monitor the sexual orientation of its staff via our online HR system. However at the moment the numbers of staff who have declared their sexual orientation means that the figures are not robust enough to be used to identify trends or impacts of our proposed policy. We are continuing to encourage staff to declare their sexual orientation and we would hope to use this method to monitor potential impacts in the future.

HMRC also gathers some information on the sexual orientation of staff via the staff survey⁶. Participation is voluntary. This information is not broken down into the various parts of HMRC but can be used as a broad indicator for HMRC Customer Contact Centre staff. We acknowledge there are a high number of staff who have not participated in the staff survey and we accept that our percentages of lesbian, bisexual and gay staff are likely to be much higher and more in line with the figures in the general population than the above figures suggest.

The impact on staff of different sexual orientation is expected to be minimal. However, we recognise that employees of different sexual orientation may experience a change in support networks if changing team. This may possibly arise as a result of a change in working pattern.

It is important that we identify the individual impacts that the changes will have on our staff of different sexual orientation and put in place mitigating action. We will put in place individual one to one discussions with managers where we will talk to our staff and identify individual impacts that our proposals will have.

⁶ Appendix G HMRC People Survey February 2009

Questions

- 1) Have the impacts to persons of different sexual orientation been correctly identified?
- 2) What additional impacts arise as a result of the changes and how can related risks be reduced?

5.8 People of different Religion or Belief

Community Background Northern Ireland Data considered			
	Catholic %	Protestant %	Not Known %
HMRC (NI) Staff	51.09%	41.26%	7.65%

Religion or Belief Data Considered

	Christian	Other Faiths and beliefs	No religion
HMRC Staff	59%	6%	35%

Customers

HMRC holds no information on the religion or belief of customers. However, the impact on customers of different religion or belief is expected to be minimal.

For Northern Ireland we have also considered the impact of our proposals on customers of different community backgrounds. However, we do not foresee any potential impacts in this regard.

HMRC Customer Contact Centre Employees

HMRC gathers some information on religious beliefs for staff via the staff survey. Completion of which is voluntary. This information is not broken down into the various parts of HMRC but can be used as a broad indicator for HMRC Customer Contact Centre staff.

We do not expect that any changes to staff working patterns will have any differential impact in regard to community background.

It is important that we identify impacts that the changes will have on our staff with different religion or belief and put in place appropriate mitigating action. We will put in place individual one to one discussions with managers where we will talk to all our staff and identify any individual impacts that our proposals will have. We expect that the impact on staff of different religion or belief is expected to be minimal.

Mitigation
Customers

We will establish a strategy to ensure effective communication of all changes.

This will include:-

- Identifying all sources of customer information which detail our opening hours. Wherever possible, these will be amended prior to any changes to opening hours being implemented. If this is not possible, they will be amended as soon as possible thereafter.
- Actively communicate any impending changes for customers using our Enquiry Centres and Online Services.
- Use IVR messaging to advise customers who call when we are closed, of revised opening hours.

Staff

1. We will set up individual one to one discussions with managers where we will talk to all staff affected by this change and identify how the change impacts on them. We will seek to mitigate the individual impacts that we identify through this process.
2. Any issues specific to religion or belief raised during the staff consultation process will be addressed.
3. We will monitor the impact of the change to ensure that there is not a disproportionate effect on people of different religion or belief.

Questions

- 1) Have the impacts to persons of different religion or belief been correctly identified?
- 2) What additional impacts arise as a result of the changes and how can related



5.9 People of Different Political Opinion (for NI only)

Customers

HMRC does not collect data on political opinion.

Our statistics on customers who use our CCs do not contain any information on political opinion.

HMRC cannot foresee potential adverse impacts that will disproportionately affect customers due to their different political opinion.

HMRC Customer Contact Centre Employees

HMRC does not collect data on political opinion. We do not foresee any disproportionate affect on staff of different political opinion.

Questions

- 1) Have the impacts to persons of different political opinion, for Northern Ireland only, been correctly identified?
- 2) What additional impacts arise as a result of the changes and how can related risks be reduced?

5.10 People who use Different Languages

Customers

We have identified that any changes must be effectively communicated to customers. The attendant risks are heightened for those customers who use different languages. We will ensure that our communications strategy fully mitigates this risk. This to include continuing to meet our obligations under the Welsh Language Act.

HMRC Customer Contact Centre employees

We have not identified any specific impacts on our staff.

Mitigation

Customers

- 1) We will ensure that the communication of any changes to opening hours takes full account of the needs of those who use different languages.

Staff

- 2) Any issues specific to people who use different languages raised during the staff consultation process will be addressed.
- 3) We will monitor the impact of the change to ensure that there is not a disproportionate effect on people who use different languages.

Questions

- 1) Have the impacts to persons who use different languages been correctly identified?
- 2) What additional impacts arise as a result of the changes and how can related risks be reduced?

5.11 General

We will take on board feedback from this EQIA and any equality and diversity issues that are identified from this consultation, when making our final decision. We will supplement that feedback with data gathered during the consultation period about the customers who choose to contact us during the periods when we propose to reduce our hours, and data gathered about those staff who choose to work at these times because of their personal circumstances.

We will ensure that all decisions are clearly communicated, including communications in languages other than English.

This proposal will result in an improved service for our overall customer base. However, we have not identified any specific potential to promote equal opportunities for the specific groups at 5.1 to 5.10.

This proposal will provide the opportunity for the majority of our staff to secure improved shift patterns (working hours).

CCs currently employ 9026 staff (advisors and supervisors) on a variety of work patterns. These include 1,337 instances where we have agreed specific shift patterns to take account of individual disability related issues (418 cases) and, applications made under the Work and Families Act (919 cases). Our policy has been that in agreeing individual shift patterns for those groups above, they should be required to undertake some level of weekend working. We know that given the opportunity the vast majority of these staff would prefer not to work at weekends. For that reason we believe that these staff will welcome the reduction in weekend opening hours. Where this may not be the case, this will be identified during the individual one to one discussions with managers.

The majority of our staff contracts permit us to change shift patterns after providing staff with two weeks notice. In practice this contractual right is rarely used, the norm is for shift patterns to be agreed with staff and to provide as much notice as possible to allow individuals to adjust to the changes.

Our Customer Survey provides some data relating to Age, Gender, Ethnicity and Employment profiles (these Surveys can be viewed at Tables 50 and 51 using the following link <http://www.hmrc.gov.uk/research/>). This data provides no indication of potential differential impacts on the customer groups covered by this EQIA. This data was used to inform our high level equality impact assessment.

Appendix A

The Government's Consultation Code of Practice

About the consultation process

This consultation is being conducted in accordance with the Government's Code of Practice on Consultation. If you wish to access the full version of the Code, you can obtain it online at:

<http://www.berr.gov.uk/files/file47158.pdf>

The consultation criteria

1. When to consult - Formal consultation should take place at a stage when there is scope to influence the policy outcome.
2. Duration of consultation exercises - Consultations should normally last for at least 12 weeks with consideration given to longer timescales where feasible and sensible.

3. Clarity of scope and impact - Consultation documents should be clear about the consultation process, what is being proposed, the scope to influence and the expected costs and benefits of the proposals.
4. Accessibility of consultation exercise - Consultation exercises should be designed to be accessible to, and clearly targeted at, those people the exercise is intended to reach.
5. The burden of consultation - Keeping the burden of consultation to a minimum is essential if consultations are to be effective and if consultees' buy-in to the process is to be obtained.
6. Responsiveness of consultation exercises - Consultation responses should be analysed carefully and clear feedback should be provided to participants following the consultation.
7. Capacity to consult - Officials running consultations should seek guidance in how to run an effective consultation exercise and share what they have learned from the experience.

If you feel that this consultation does not satisfy these criteria, or if you have any complaints or comments about the process, please contact:

Richard Bowyer, Better Regulation Unit
020 7147 0062 or richard.bowyer@hmrc.gsi.gov.uk

Appendix B: HMRC Contact Centre Call Volumes

Year (April to March)	Calls Handled	Percentage of 2005-06 caller volume	Percentage increase on 2005-06 caller volume
2005 – 2006	50,432,844	100%	
2006 -2007	57,217,889	113.45%	13.45%
2007 – 2008	59,901,417	118.77%	18.77%
2008 – 2009	58,979,858	116.95%	16.95%

Appendix C: HMRC Contact Centres Data

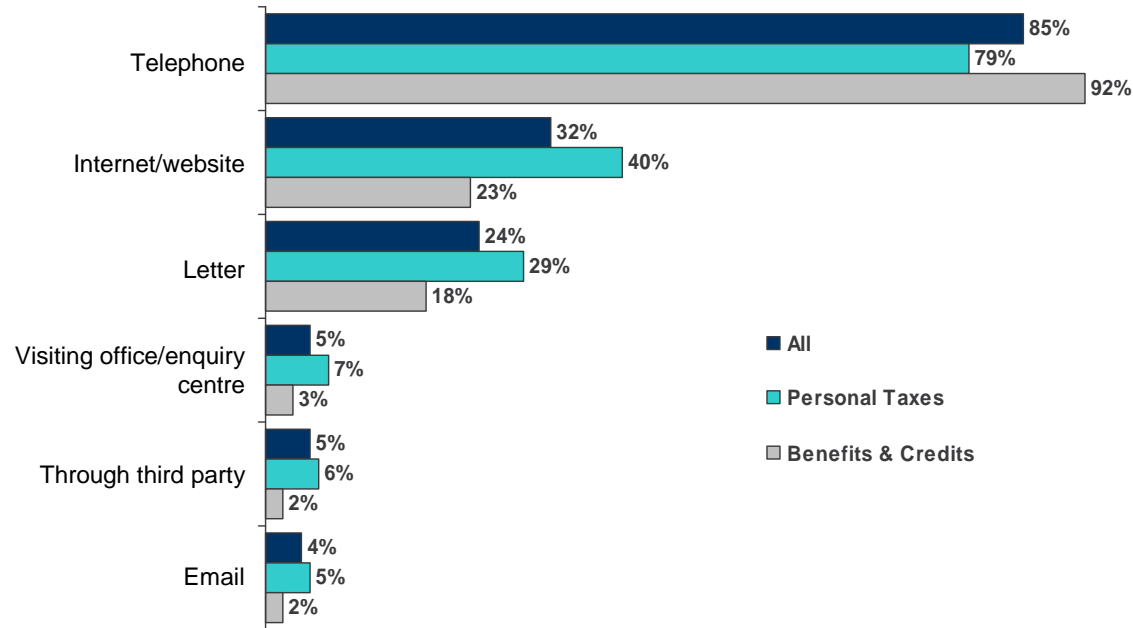
April 2008 to March 2009	Calls Handled	Percentage of total calls handled
Child Benefit	3,960,869	6.72%
Construction Industry Scheme	1,503,474	2.55%
Child Trust Fund	202,817	0.34%
Debt Management	1,711,709	2.90%
E Customer Support	155,755	0.26%

National Insurance	3,509,816	5.95%
Offshore Disclosure Fund	3,950	0.01%
Online Services Helpdesk	1,499,952	2.54%
Other**	1,025,265	1.74%
Stamps	243,186	0.41%
Tax Credits	22,702,936	38.49%
Taxes	16,633,338	28.20%
Taxes Helplines	3,266,597	5.54%
TC610	496,307	0.84%
VAT	2,011,523	3.41%
Health in Pregnancy Grant	52,364	0.09%
Total	58,979,858	100%

** **Other** includes St Austell Debit Card, St Austell Orderline and Deficiency Notices for reporting purposes.

Appendix D: HMRC Channels of Contact

Individuals: Channel of contact on selected dealing



Base: All who contacted HMRC in the last 3 months (n=4205),
 Personal Taxes (n=2235), Benefits & Credits (n=1842)
 Source: Q1-Q4 08/09
 HMRC Customer Survey | 2008-2009 Results | 20

Appendix E - Stakeholder Contacts

Citizens Advice
CAB (NI)
Gingerbread
Child Poverty Action Group
CEMVO – Council of Ethnic Minority Voluntary Sector Organisations
Low Incomes Tax Reform Group
RNID – Royal National Institute for the Deaf
DWP
Action for Blind People
Help the Aged/Age Concern
Tax Help for Older People
RNIB – Royal National Institute for the Blind
Tax Aid
DIAL Southend – disability group
Northern network of Gypsies and travellers
Mencap
Scottish Accessible Information Forum
Legal Services
National Union of Students
Stonewall
Credit Action
Advice Services Alliance (NI)
Advice Northern Ireland
Law Centre (NI)

Northern Ireland Stakeholder Contacts
Age Concern Northern Ireland
ACOVO
Barnados
British Deaf Association

Carafriend
Carers Northern Ireland
Children in Northern Ireland
Childrens Law Centre
Chinese Welfare Association
Coalition on Sexual Orientation (CoSo)
Committee on the Administration of Justice (CAJ)
Community Development and Health Network (NI)
Community Relations Council (CRC)
Derry Well Women
Disability Action
Down's Syndrome Association
East Belfast Community Development Agency
Employers forum on Disability
Equality coalition
Equality forum NI
Falls Community Council
Fermanagh Women's Network
FPA
Gay and Lesbian Youth Northern Irelans
Gingerbread Northern Ireland
Help the Aged Northern Ireland
Indian Community Centre
Information Commissioner
Magherafelt Womens Group
MENCAP
Multi-Cultural Resource Centre
Newry & Mourne Senior Citizens Consortium
Newry & Morne Women Ltd
Newtownabbey Senior Citizens Forum

NIGRA (Northern Ireland Gay Rights Association)
Northern Ireland African Cultural Centre
Northern Ireland Anti-Poverty Network
Northern Ireland Association for Mental Health
NIC-ICTI
Northern Ireland Council for Ethnic Minorities
Northern Ireland Council for Voluntary Action
Northern Ireland Statistics and Research
Northern Ireland Women's Aid Federation
Northern Ireland Womens European Platform (NIWEP)
NSPCC
North West Community Network
North West Forum for People with Disabilities
NUS USI
Office of First Minister and Deputy Minister
Omagh Women's Area Network
Parents and Professionals and Autism
Press for Change
Queer Space
Royal National Institute for the Blind NI
Royal National Institute for Deaf People NI
Rural Community Network
Save the Children
Sense NI
The Cedar Foundation
The Guide Dogs for the Blind Association
The Rainbow Project
The Women's Centre
Traveller Movement Northern Ireland
Unison

West Belfast Economic Forum
Women's Forum Northern Ireland
Women's Information Group
Women's Resource and Development Agency (WRDA)
Women's Support Network
Youth Council
Northern Ireland Equality Commission

Appendix F: HMRC Diversity Data

	Gender		Ethnicity				Disability Status				Working Pattern		Part Time Gender Ratio	
	Female%	Male%	White %	Ethnic Minority %	Choose not to declare %	Not Known %	Disabled%	Not Disabled %	Choose not to declare %	Not Known %	Full Time%	Part Time %	Female %	Male %
HMRC	59.35	40.65	61.35	4.91	4.41	29.33	7.74	40.62	2.96	48.68	70.86	29.14	85.24	14.76
Customer Contact Centre	59.38	40.62	95.22	4.78*	N/A	N/A	14.99*	85.01	N/A	N/A	75.86	24.14	84.38	15.62

*Known Ethnicity from a declaration rate of 74.31%

* Known Disability from a declaration rate of 54.83%

HMRC Age Data			
	0 – 19	20 – 59	60+
All HMRC Staff	0.93%	94.13%	4.93%
HMRC Customer Contact Centre Staff	2.61%	95.43%	1.96%

Appendix G: HMRC People Survey February 2009 Data

This survey covers the whole of HMRC there were 53071 respondents which is a 60% response rate. Not all questions were answered by all respondents.

Are you:	Male	21832 (43%)	Female	28563(57%)
How would you describe your ethnic origin?	White	45438 (94%)	Black/Minority Ethnic	2810 (6%)
Do you consider yourself?	Bisexual	463 (1%)	Gay Man	675 (1.5%)
	Gay woman/Lesbian	349 (<1%)	Heterosexual	43366 (96.5%)
If you are lesbian, gay or bisexual, are you open about your sexual orientation?		Yes	Partially	No
	At Home	952 (74%)	190 (15%)	145 (11%)
	With colleagues	705 (55%)	307 (24%)	272 (21%)
	With your manager	753 (59%)	118 (9%)	414 (32%)
	At work generally	653 (51%)	251 (20%)	381 (29%)
What is your age?	Under 20	536 (1%)	20-29	6961(14%)
	30-39	9320(19%)	40-49	16955(34%)
	50-59	14118(28%)	60 and above	1949 (4%)
Do you have any caring responsibilities for? (as many as applicable)	Dependant children	185571(35%)	An elderly relative	7995 (15%)
	An adult with a disability	2341 (4%)	Other	1796 (3%)
	None	22727 (43%)		
Do you have any long standing illness, disability or infirmity as defined by the Disability Discrimination Act?	Yes	5402 (11%)	No	43729(89%)
What religion do you follow?	No religion	16436(35%)	Christian	28007(59%)
	Buddhist	346(<1%)	Hindu	730 (2%)
	Jewish	137(<1%)	Muslim	646 (1%)
	Sikh	286(<1%)	Other religion	899 (2%)

Appendix H -List of Questions

The following questions are asked in this consultation document:

5.1.1 Have the impacts to persons of different racial group been correctly identified?
5.1.2 How do we capture and address any additional impacts that arise as a result of the changes.

5.2.1 Have the impacts to persons with or without a disability been correctly identified?

5.2.2 What additional impacts arise as a result of the changes and how can related risks be reduced?

5.3.1 Have the impacts to persons of different gender (including transsexual/transgender) been correctly identified?

5.3.2 What additional impacts arise as a result of the changes and how can related risks be reduced?

5.4.1 Have the impacts to persons of different age been correctly identified?

5.4.2 What additional impacts arise as a result of the changes and how can related risks be reduced?

5.5.1 Have the impacts to persons of different marital status group been correctly identified?

5.5.2 What additional impacts arise as a result of the changes and how can related risks be reduced?

5.6.1 Have the impacts to persons with or without dependants been correctly identified?

5.6.2 What additional impacts arise as a result of the changes and how can related risks be reduced?

5.7.1 Have the impacts to persons of different sexual orientation been correctly identified?

5.7.2 What additional impacts arise as a result of the changes and how can related risks be reduced?

5.8.1 Have the impacts to persons of different religion or belief been correctly identified?

5.8.2 What additional impacts arise as a result of the changes and how can related risks be reduced?

5.9.1 Have the impacts to persons of different political opinion (for NI only) been correctly identified?

5.9.2 What additional impacts arise as a result of the changes and how can related risks be reduced?

5.10.1 Have the impacts to persons who use different languages been correctly identified?

5.10.2 What additional impacts arise as a result of the changes and how can related risks be reduced?

Appendix I: List of Mitigating Actions

Customer

1. Where customer demand dictates, opening hours can be extended very quickly.
2. We will enhance our range of Online Services to support this change.
3. A customer communications strategy will aim to ensure that our customer base is advised of all agreed changes, before they are implemented. Where possible all references to our opening hours will be amended prior to implementation of changes. Where forms cannot be amended before the event they will be changed as soon as possible afterwards.
4. We will actively assess the actual impacts of this change to ensure that they are quickly identified and managed. Also that expected service improvements are achieved. This post implementation assessment will include obtaining direct feedback from customers.

Staff

5. We will set up a 1-to-1 process where we will talk to all staff affected by this change and establish how the change impacts them. We will seek to mitigate the individual impacts that we identify.
6. We will consult with the Staff Diversity Network Groups for race and disability, on all proposals relating to this change.
7. Any issues specific to racial groups raised during the staff consultation process will be addressed.
8. Any issues specific to disability raised during the staff consultation process will be addressed.
9. Any issues specific to gender raised during the staff consultation process will be addressed.
10. Any issues specific to age raised during the staff consultation process will be addressed
11. HMRC managers will consider reasonable options for staff with dependants to change working patterns, should this be required as a result of increased travelling to an alternative office.
12. HMRC provides childcare vouchers to assist staff with childcare costs.
13. Any issues specific to dependants raised during the staff consultation process will be addressed
14. Any issues specific to sexual orientation raised during the staff consultation process will be addressed.
15. Any issues specific to religion raised during the staff consultation process will be addressed.

Staff and Customers

We will monitor the impact of this change to ensure that there is no disproportionate affect on people from any of the equality groups.

Appendix J – Current and Proposed Contact Centre Opening Hours

HELPLINE	CURRENT OPENING TIMES		PROPOSED HRS	CHANGES
BillPay Helpline (DMB)	8.00am to 5.00pm	Monday to Friday	No Change	
Blind Persons Allowance priority line (RNIB) (D/W at Manchester only)	8.00am to 8.00pm 8.00am to 4.00pm	Monday to Friday Saturday	No Change	
CCD online - income tax / Online Services Tax Credit helpdesk	8.00am to 8.00pm	7 days a week	8.00am to 8.00pm Mon - Fri 8.00am to 4.00pm Sat	1. Saturday closing hours change from 8pm to 4pm 2. Closed on Sunday
Child Benefit Helpline	8.00am to 8.00pm	7 days a week	8.00am to 8.00pm Mon - Fri 8.00am to 4.00pm Sat	1. Saturday closing hours change from 8pm to 4pm 2. Closed on Sunday
Child Trust Fund	8.00am to 8.00pm	7 days a week	8.00am to 8.00pm Mon - Fri 8.00am to 4.00pm Sat	1. Saturday closing hours change from 8pm to 4pm 2. Closed on Sunday
Construction Industry Scheme (CIS)	8.00am to 8.00pm	7 days a week	8.00am to 8.00pm Mon - Fri 8.00am to 4.00pm Sat	1. Saturday closing hours change from 8pm to 4pm 2. Closed on Sunday
Contracted Out Pensions Helpline (COPH)	8.00am to 5.00pm	Monday to Friday	8.30am to 5.00pm Mon - Fri	1. Monday to Friday opening hours change from 8am to 8.30am
Deficiency Notice (Queries from customers who have received a letter regarding shortfalls in their national insurance records)	8.00am to 8.00pm 8.00am to 4.00pm	Monday to Friday Saturday	8.30am to 5.00pm Mon - Fri 8.00am to 4.00pm Sat	1. Monday to Friday opening hours change from 8am to 8.30am and closing hours change from 8pm to 5pm
E- Customer Service (eCS) Helpline	8.00am to 8.00pm	Monday to Friday	8.30am to 5.00pm Mon - Fri	1. Monday to Friday opening hours change from 8am to 8.30am and closing hours change from 8pm to 5pm
Employer (EHL)/New Employer Helpline (Advice on PAYE, NIC, statutory sick pay, maternity pay, tax credits, stakeholder pensions, student loan repayments)	8.00am to 8.00pm 8.00am to 5.00pm	Monday to Friday Saturday and Sunday	8.00am to 8.00pm Mon - Fri 8.00am to 4.00pm Sat	1. Saturday closing hours change from 5pm to 4pm 2. Closed on Sunday
Health in Pregnancy Grant (HiPG)	8.00am to 8.00pm	7 days a week	8.00am to 8.00pm Mon - Fri	1. Saturday closing hours

			8.00am to 4.00pm Sat	change from 8pm to 4pm 2. Closed on Sunday
London general enquiry line (IR London)	8.00am to 8.00pm 8.00am to 4.00pm	Monday to Friday Saturday	8.30am to 5.00pm Mon - Fri 8.00am to 4.00pm Sat	1. Monday to Friday opening hours change from 8am to 8.30am and closing hours change from 8pm to 5pm
National Insurance: Contracted out pensions	8.00am to 5.00pm	Monday to Friday	No Change	
National Insurance: Newly Self-Employed	8.00am to 8.00pm 8.00am to 4.00pm	Monday to Friday Saturday and Sunday	8.00am to 8.00pm Mon - Fri 8.00am to 4.00pm Sat	1. Closed on Sunday
National Insurance: Registrations Non-Resident	8.00am to 5.00pm	Monday to Friday	8.30am to 5.00pm Mon - Fri	1. Monday to Friday opening hours change from 8am to 8.30am
Non-Disclosure Opportunity (NDO) (Open until January)	8.00am to 8.00pm	7 days a week	8.00am to 8.00pm Mon - Fri 8.00am to 4.00pm Sat	1. Saturday closing hours change from 8pm to 4pm 2. Closed on Sunday
Orderline – for requesting leaflets, forms, guides etc. (NTC, SA, Stamps)	8.00am to 8.00pm	7 days a week	8.00am to 8.00pm Mon - Fri 8.00am to 4.00pm Sat	1. Saturday closing hours change from 8pm to 4pm 2. Closed on Sunday
Retirement Annuity Contracts	8.00am to 8.00pm 8.00am to 4.00pm	Monday to Friday Saturday	No Change	
Self Assessment Payment Line	8.00am to 8.00pm	7 days a week	8.00am to 8.00pm Mon - Fri 8.00am to 4.00pm Sat	1. Saturday closing hours change from 8pm to 4pm 2. Closed on Sunday
Self Employed Contact Centre(SECC)	8.00am to 5.00pm	Monday to Friday	8.30am to 5.00pm Mon - Fri	1. Monday to Friday opening hours change from 8am to 8.30am
Stamp Duty and Land Tax	8.15am to 5.00pm	Monday to Friday	No Change	
Tax Credits	8.00am to 8.00pm	7 days a week	8.00am to 8.00pm Mon - Fri 8.00am to 4.00pm Sat	1. Saturday closing hours change from 8pm to 4pm 2. Closed on Sunday
Tax Credits: Household Breakdown/ TC610	8.00am to 8.00pm	7 days a week	8.00am to 8.00pm Mon - Fri 8.00am to 4.00pm Sat	1. Saturday closing hours change from 8pm to 4pm 2. Closed on Sunday
Tax Credit Overpayment Helpline	8.00am to 8.00pm	7 days a week	8.00am to 8.00pm Mon - Fri 8.00am to 4.00pm Sat	1. Saturday closing hours change from 8pm to 4pm

				2. Closed on Sunday
Tax and Benefits Confidential	8.30am to 5.30pm	Monday to Friday	No Change	
Tax enquiries - Centre for Non Residents (CNR)	8.00am to 5.00pm	Monday to Friday	No Change	
Taxes	8.00am to 8.00pm 8.00am to 4.00pm	Monday to Friday Saturday	No Change	
Taxes - Debt Management and Banking (DMB)	8.00am to 8.00pm 8.00am to 4.00pm	Monday to Friday Saturday	No Change	
Taxes - Self Assessment Helpline	8.00am to 8.00pm	7 days a week	8.00am to 8.00pm Mon - Fri 8.00am to 4.00pm Sat	1. Saturday closing hours change from 8pm to 4pm 2. Closed on Sunday
VAT, Excise & Customs Helpline (EXC)	8.00am to 8.00pm	Monday to Friday	8.00am to 5.00pm Mon - Fri	1. Monday to Friday closing hours change from 8pm to 5pm
Welsh Contact Centre (Covering all former Inland Revenue related matters)	8.00am to 8.00pm 8.00am to 4.00pm	Monday to Friday Saturday	No Change	