



HMRC Equality Impact Assessment Action Plan 2009-11

Publication of EQIA Action Plan for Consultation
July 21st 2009

Subject of this consultation:

HMRC is pleased to invite feedback and comments on our ongoing plans for Equality Impact Assessment work for the period 2009-11. This work helps us to show how we are meeting our duties as set out in our Race, NI, Disability and Gender Equality Schemes. All of our Equality Schemes are published at <http://www.hmrc.gov.uk/about/diversity.htm>.

We have published a progress report summarising all of our EQIA work completed to date. The plan is the next stage of this work and includes: a prioritised list of current policies/activities that have not yet been assessed and new and changed policies/activities that have been identified as relevant to equality. To meet the requirements of all of the Equality Duties, HMRC has a multi strand EQIA process which identifies and assesses all of our activities for their relevance to each equality strand. Those that are assessed as relevant to any of the equality strands are subject to EQIA work.

Scope of this consultation:

This plan summarises the priority areas for EQIA that have been identified to date and highlights the relevant equality strand/s. This consultation seeks to obtain your views on:

- Have we correctly identified the areas of HMRC business that have the highest relevance to equality?
- Do you agree that we have correctly prioritised EQIA work according to equality risk?
- Have we correctly identified the equality strand likely to be relevant for each activity? (Where we have not yet identified the strand/risk, can you let us have your views?)

Your feedback will directly feed into the ongoing plan and influence its implementation. In the light of significant feedback we will reprioritise and re-scope ongoing work.

Who should read this:

Anyone with an interest in equality issues and the measures in place detailed in HMRC's Race, Disability, NI and Gender Equality Schemes.

Duration:

The consultation starts at the end of July 2009 and will conclude on 30th October 2009

Enquiries:

Please direct any enquiries to:

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How to respond:

Paper copies of this document or copies in alternative languages and formats may be obtained free of charge from:
Written responses can be submitted to:

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This document can also be accessed from the HMRC Internet site at <http://www.hmrc.gov.uk/consultations/eqia.htm>. All responses will be acknowledged, but it will not be possible to give substantive replies to individual representations.

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.

After the consultation:

After the consultation period has ended, we will consider all feedback, publish the results of the consultation exercise along with our final plan.

Getting to this stage:

In drawing up our Equality Schemes all Business Areas within HMRC identified new and existing activities that are relevant to equality. Much of the EQIA work on current activities has been completed and published as part of our EQIA Progress Report accessible from <http://www.hmrc.gov.uk/consultations/eqia.htm>. Where additional work is required, it has been prioritised and included in the Action Plan along with new and changed policy/activity as it emerges.

Previous engagement:

Our initial plans for EQIA were published in each of our Equality Schemes and we have sought feedback on their implementation as part of consultation on each scheme. All of our Equality Schemes are published on our Diversity & Equality pages at <http://www.hmrc.gov.uk/about/diversity.htm>. HMRC has had feedback from the Equalities & Human Rights Commission our EQIA process, guidance and plan. This feedback has been reflected in the format of our ongoing plans.

Throughout the consultation stage we will continue to involve our Diversity Staff Networks, Trade Union Side, business area representatives and key external stakeholders to refine and improve our ongoing plans.

In the interim we will continue to implement our provisional plans to avoid any delay in taking this work forward.

Details of proposed Policy / Activity / Change				Initial EQIA Stage		Full EQIA
Function / Policy / Activity	Description of policy or activity	Status of Policy / Activity (e.g. Current, New, Revision)	Risk to each Equality Group - High / Med / Low (e.g. Race - High)	Initial EQIA status (Date Completed or Planned)	Is a Full EQIA required Y/N?	Target date for Full EQIA

Benefits and Credits

Benefits and Credits (Incl. Capability Improvement)

HiPG - Health in Pregnancy Grant	A new grant is to be available from April 2009 that pregnant women can apply for. The basis of the grant is to enable improved health care for women during the pregnancy.	Current	N/A	Planned for last year. EQIA is under way		
New process to manage applications for increased/reduced hours for everyone in B & C	In view of the budgetary pressures, new processes have been introduced to manage/monitor applications for increased/reduced hours for everyone in B & C.	New	Unable to confirm until after initial EQIA is completed	May/June 2009		
Staff moves in Liverpool	People from floors 1 and 6 in Imperial Court will be temporarily moved to Graeme House. People from LBS will be moving into Imperial as part of WFC	New	Low - Disability Low - Caring responsibilities	May-09		

Pacesetter Business Performance

Departmental Pacesetter Programme	Supporting the application of Pacesetter principles	New	Disability - High Gender - High	Planned 2009/10		
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Business Tax

Anti Avoidance

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Business Customer Unit

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Corporation Tax and VAT

CT&VAT	Notification of Means of Transport project - initial EQIA (if any) will be included in Impact Assessment work that accompanies legislative changes (timing uncertain).	New	Low	Planned		
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Customs and International

Customs Law Rewrite	Legislation being rewritten to enable the creation of UKBA and to update the Customs and Excise Management Act. The requirements of EQIA will be intrinsic to this work. The practical application of the policy will be the responsibility of UKBA	New	Low	Full EQIA completed by Home Office in 2008 for borders citizenship & immigration bill	Y for Borders citizenship and Immigration Bill	
People & Skills Development.	Provide strategic guidance and consultancy in relation to HR & Learning to CT & VAT. Provide support to Senior Managers in respect of HR&L Policies and guidance, and all aspects of Development.			Planned 2009/10		

Excise, Stamps and Money Business

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Large Business Service

Caseflow	a new computer system to manage whole work processes	New		Planned 2008/09		
RADAR	IT system introduced in 2007 that provides analytical reports of data on corporate businesses.	New - implemented 2007	Disability - High	Initial EQIA planned during 2008/09	Y	2009/2010
Shared Workspace	Newly introduced IT system that provides a medium for secure, electronic collaboration for internal staff and customers.	New		Initial EQIA planned during 2008/09		
Business Developed Applications (Core System / Time Recording System)	LBS-developed business IT systems to manage casework, time recording and a staff database.	Initially introduced 2006 but revisions made each year since	Disability - High	Initial EQIA planned during 2008/09	Y	2009/2010
Resource Planning and Management Project	Planning tool to allocate resources	Current		Planned 09/10		
Excise Movement Control System Project	LBS Project arising out of overall HMRC project. It is expected that EQIA will be completed at HMRC level. LBS monitoring this.	Current		2009/10		
Relying on Customers' Governance & Delivery Project		Current	Gender - Low, Age - Low, Disability - Low, Marital status - Low	Initial EQIA planned during 09/10		

Year of the CRM	Project to look at the core skills required by Customer Relationship Managers in LBS	New	Disability - Med. Possible issues for disabled staff attending training events and participating in teleconferenc s	Initial EQIA planned during 09/10		
People & Skills Development.	Provide strategic guidance and consultancy in relation to HR & Learning to LBS. Provide support to Senior Managers in respect of HR&L Policies and guidance, and all aspects of Development.	Current		Planned 2009/10		

Business Tax (cross cutting EQIA's)

Enabling Functions	Review of corporate services in separate BT teams into Business Tax Enabling Functions - Organisational Design	Revision		Planned 2009/10		
Enabling Functions	Review of corporate services in separate BT teams into Business Tax Enabling Functions - Finance Performance & Risk	Revision		Planned 2009/10		
Enabling Functions	Review of corporate services in separate BT teams into Business Tax Enabling Functions - External Communications	New		Planned 2009/10		
Pacesetter programme	Streamlining and improving processing operations	New		Planned 2009/10		

Information

Information Management Solutions

Sourcing & Contracts Training Plan	Formulate Learning requirements (including upskilling managers) for all staff.	New		2009/10		
Sourcing & Contracts Away Day Event Strategy	Framework for delivery of Away Day event, taking into account needs of all staff.	New		2009/10		
Portfolio's Internal Operation of Performance Management and Promotion	Ensure that the process is fair to all and complies with HMRC Performance Management and Promotion guidelines.	08/09-current 09/10-new (ongoing)	Disability - Low Gender - Low Race - Low Part-time = Low	Planned by 31/05/09. 09/10: ongoing activity for mid-year and end-of-year results.		

Portfolio's Learning Roadmap	Formulate Learning requirements (including upskilling managers & IT professional development) for all staff. Ensure learning plan and opportunities for learning are fair for all.	Revised	Disability - Low Gender - Low Race - Low Part-time - Low	09/10: to start from April 09		
Portfolio's Recruitment Processes	Ensure that the process is fair to all and complies with HMRC Recruitment guidelines.	Current	Disability - Low Gender - Low Race - Low Part-time - Low	Target Date: 31/3/09 To determine data to be collected from the forthcoming Grade 7 trawl. An Initial EQIA exercise will be undertaken		
Strategy & Architecture Team - Recruitment Processes	Ensure that the process is fair to all and complies with HMRC Recruitment guidelines.			2009/10		
IMS Finance and Performance Financial Control Team - restructuring	Team currently split between 3 locations is being restructured to provide IMS BUs with a single point of contact for all FCT activities. Need to ensure that all staff are treated fairly in the restructuring.	New	Low	Target Date: 30 July 2009		
Portfolio's Location Strategy & ROM Alignment	Reviewing Portfolio's different locations against its business requirements.	SWAT set up in Apr 09, to review existing locations & consider a future location strategy, interim report due 18/05/09.		2009/10		
Portfolios' Operations Reorganisation	To review operational structure & functions, implementing a new model to improve customer service & efficiencies.	New	Disability - Low Gender - Low Race - Low Part-time - Low	Approval of model due 30/04/09. Implementation of model = 01/06/09, with transition completion by 31/12/09. Stress Risk assessment is complete.		

Finance

Commercial

Procurement of goods and services	HMRC Procurement Policy	Review current policy.	All - Low	Review by 31 Dec 2009.	TBA	
Management of procurement contracts	Management of HMRC procurement contracts	Review current process.	All - Low	Review by 31 Mar 2010.	TBA	

Estates and Support Services

FM Restructuring	Development & implementation of new FM services delivery model	New	Race - Low Gender - Low Disability - Low	Planned 2009/10		
Car parking	Development & Implementation of HMRC Commuter Parking Policy that allocates bays on a prioritised basis and the remainder on an open and fair basis			Initial EQIA of HMRC overarching policy completed 4/07. All local policies will be EQIA'd once they have been reviewed/revised/created and completed during 2009/10	The overarching policy is low risk and full EQIA not required. The individual implementation of the policy at local sites will undergo Initial EQIA and if required will go to full EQIA.	Ongoing on business implementation plans. HMRC Policy is due to be published in July 08 and there will be a 12 month implementation period. All sites will be Initial EQIA'd during that period and any that require full EQIA will commence once known.
Support Services restructuring	Development & implementation of new ESS Support Services delivery model	New	Race - Low Gender - Low Disability - Low	Planned 2009/10		

Financial Planning & Analysis

Finance Transformation Programme	Review of financial processes	Revision	Low	Planned Qtr 3 09/10		
Finance Transformation Programme	Review of financial systems	Revision	Low	Planned for 09/10 as review develops		

Financial Controller

KPI 4: Financial skills capability	Development of Financial Skills and training for staff & management across HMRC	New products: 1. SCS Financial Master class 2. G6/7 Financial Master class 3. Business Cases/ID 4. Risk Management 5. Financial Control 6. Planning 7. Analytical Skills		Planned by end of: 1. May 09 2. June 09 3. June 09 4. Aug 09 5. Aug 09 6. Sept 09 7. May 09		
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Governance and Security

Corporate Risk Management	Production of revised policy / guidance in the conduct of risk assessments across HMRC	Revision	Disability - Med All other Groups - Low	Planned 2009-10		
Corporate Risk Management	Introduction of IT based risk tool	New	Disability - Med All other Groups - Low	Planned 2009-10		

Government Banking Service

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People Function

Corporate Responsibility, Diversity & Wellbeing

Diversity Policy	Including: Language	Current	Low	2009/10		
	Childcare/Carers	Current	Gender - Med	2009/10		
Post Implementation review of diversity policy	Age	Current	Low	2009/10		
	Disability	Current	Disability - Med	2009/10		
	Sexual Orientation	Current	Gender - Med	2009/10		
	Gender	Current	Gender - Med	2009/10		
	Transgender	Current	Gender - Med	2009/10		
	Race	Current	Race - Med	2009/10		
	Religion & Belief	Current	Low	2009/10		
Diversity & Inclusion strategy		New	Medium	2009/10		
Diversity Training	On line diversity training packages review and update project	Current	Medium	2009/10		
Princes Trust	Participation in team programme	Current		2009/10		
Sustainable Development		New	All - Low	2009/10		
Health & Wellbeing	No policy in place yet	New		2009/10		
Charitable Giving	No policy in place yet	New		2009/10		

Work Experience - accessibility and promotion of		New		2009/10		
Corporate Responsibility Strategy		New	All - Low	2009/10		

Reward & Policy

Sysdoc - A review of the presentation of all HR policies on the intranet.	Project to re-present published guidance in a more user friendly and accessible way	Revision	Disability - Med	2009		Work is currently underway
IS Strategy	Review of the delivery of IT and telecoms across the department. Currently at a very early stage and difficult to determine whether EQIA work needs to be done on the strategy or the implementation (by IMS)	Revision	Disability - Med	2009/10	TBC	2010/11 if required
Social Networking	New policy being developed on Social Networking internet sites	New	Disability - Med, Age - Med, AWP - Med	Planned May 09	TBC	2010/11 if required
Communications Strategy	Review of how we communicate and where improvements can be made.	Revision	Disability - Med	planned Jul 09	TBC	2010/11 if required
Ancillary Induction & recruitment Process	Trial Periods	Current	Age - Med, Disability - Med, Gender - Med	N/A	Y	2010/11
	Re-appointment	Current	Age - Med	N/A	Y	2010/11
	Nationality	Current	Race - Med	N/A	Y	2010/11
	Contracts / Appointment	Current	Disability - Med	N/A	Y	2010/11
Managing Poor Performance & Attendance	Policies including: Sickness Absence	Current	AWP / Gender - Med	N/A	Y	2009/10
Leave	Family friendly (maternity, family friendly-paternity adoptions, parental	Current	Gender - Med / Age - Med	08/08/06	Y	2009/10
	Special Leave (sports, volunteering, other)	Current	Disability - Med	N/A	Y	2010/11
Working Patterns	Policies including: Alternative Working Patterns	Current	Gender - Med	05/12/05	Y	2009/10
	Flexible Working Hours	Current	Gender - Med, Age - Med	08/08/06	Y	2009/10
Review of Travel and Subsistence & relocations policy	T&S including: Travel, petty cash, cars, subsistence rates and relocations policy	Revision	Disability - Med	Jul-06	Y	2009/10
Interchange programme	Programme for staff to work in external organisations or other government departments on a temporary basis	Current	Age - Med, Disability - Med, Gender - Med	2009/10	TBC	2010/11

Loyalty (Long service) awards, letters and retirement	Proposals for the development and potential continuation of Long service awards etc	Revision	Age - Med	N/A	Y	2010/11
Leadership, management capability & behaviours	Improving management capability			N/A	Y	2009/10

Talent

Succession Planning	Succession Planning	New Activity - policy currently being formulated.		Planned 2009/10		If applicable following initial asst - target date March 2011
Grade 6/7 Gateway	Recruitment process for entry to grades 6/7	Revision - Activity currently under review in consultation with stakeholders.		Planned 2009/10		If applicable following initial asst - target date March 2011
Talent Programme	Development programme for grades 6/7 to progress to SCS	New		Mar-09	Y	EQIA at the consultation stage which will take 3 months to be completed 2009/10
Internal nominations for fast stream	Development programme for staff to reach grade 7	Current activity		Planned - 2009/10		If applicable following initial asst - target date March 2011
External recruitment to SCS and specialist posts		Revision		Done 23/3/07	Y	2009/10
SCS Gateway	Internal recruitment process for senior civil service posts			Done 23/3/07	Y	2009/10

Learning & Leadership Development

Accessibility of learning	Format and delivery accessibility of training and pre-course learning, especially for those with particular needs			N/A	Y	2010/11
Administration of training	The administration of learning events and learning premises			N/A	Y	2010/11
Design and Production of training	Design and development of training including trainer prep time			N/A	Y	2010/11
Learning Account Management		Simon Wastling		Planned 2008		

Trainer Development	Training of new Learning Facilitators to deliver and design training.	Simon Wastling	Low	Planned 2008		
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Employee Relations & Advice

Lyons Review Implementation	Office restructuring and related staff and work moves from London and South East England	Current	Race - Med, Disability - Med Gender - Low	Sep-09	Y	Ongoing work, review of progress to be published 2009/10
Pre-surplus arrangements	Policies including Pre-surplus/surplus and home move assistance, Payments for equalising salary discrepancies when Surplus staff transfer to other departments	Revision	Race - Low, Disability - High Gender - Low	Completed Nov 08	Y	Feb 2010 (includes consultation period)
Early leavers	Early retirement and release schemes	New	Race - Med, Disability - Med Gender - Med	Oct-09		
Mobility Policy	Review of existing policy covering staff mobility	Revision	Race- Med, Disability high, Gender - High	Sep-08	TBC	2010
Remote and mobile working	Current policy under review	New	Race - Low, Disability - Med, Gender - Low	Mar-09		
Care Costs	to provide assistance to staff that travel o/s Reasonable Daily Travel to cover additional care costs.	New	Race - low, Disability - med, Gender med	2009/10		
Vacancy Filling	Departmental review of the process for filling internal vacancies, including placement and advertised posts, temporary promotion	Revision	Race - Med, Disability med, Gender - med		Y	01/04/2010 includes consultation period
Regional office moves related to Office Closure programme	Significant office moves, staff relocation and role changes resulting from Regional Review programme and Estates rationalisation	New	Gender - High Disability - High	2008	Y	Ongoing work, review of progress to be published October 2009
Redundancy Policy	Details of policy to support existing redundancy agreement.	Revision	Race - med, Disability - high, Gender - high		Y	01/12/2009 includes consultation period
Moderating Process	Process to determine if staff can be moved under the Regional Review Plans	Current	Race - Low, Disability - Med, Gender - Low	Oct-09		
Home Moves Assistance	Review of the HMA policy in relation to redeployment opportunities.	Revision	Race - Low, Disability - Low, Gender - Low	2009/10		

Job Evaluation and Design	Supporting the design of organisational structures and delivering job evaluation and pay banding services to Cabinet Office standards	Current	All Low Risk	2009	Y	
Equal Pay Review	Review of basic pay, attendance related allowances, pay related allowances	Current		N/A	Partial EQIA	2010 (comparing pay between 2009-2010)
Conduct & Discipline	Computer Misuse	Revision	Encompassed in EQIA below	2007/8	Y	2009/10
	Disciplinary	Revision	Low. Full EQIA required due to the number of people it affects	N/A	Y	2009/10
Grievance, Bullying & Harassment	Grievance Policy	Revision	Low. Full EQIA required due to the number of people it affects	completed 4/07	Y	2009/10
Pay Appeals	Review of the process and appeal panels for appealing pay awards in Senior Civil Service.	Revision		2009/10		
Development Opportunities	Coaching and Mentoring, Vocational Qualifications			N/A	Y	2010/11

Occupational Health & Safety

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Shared Services

External Recruitment	Grade AA-SO external recruitment	Current	Race - Med Gender - Low	N/A	Y	2009/10
	specialist recruitment	Current	Disability - Med	N/A	Y	2009/10
	Inspector training Schemes	Current		N/A	Y	2009/10
Appraisal	Performance appraisal. For all staff up to and including grade 6	Current	All - High	completed 4/07	Y	Ongoing, completion during 2009/10

Enforcement and Compliance

Criminal investigation, SI, Risk and Intelligence, Central Compliance & Local Compliance

Tax credits prosecutions	Tax credits fraud prosecutions	Current	Gender - High	01/03/06 Completed	Yes	Planned - 2009/10
Suspicious activity reports	Intelligence supplied by third party	Current		Planned - 2009/10		
Office restructuring to reduce the number of locations where CCG Customer Group within Local Compliance has a presence.	Consolidation of work into strategic sites for CCG Customer Group.	New	Disability - Med Gender - Med	Planned by 31 May 2009		

Centralised VAT and CT Operations	Reorganisation of Centralised VAT Teams	New		Planned by June 2009		
Compliance & Enforcement Programme	A range of initiatives to improve risk analysis and target responses more effectively. Various EQIA work may come out of this project which is currently in it's development stage.	New	Unknown at this stage	Planned - 2009/10		

Debt management and Banking

Small Debts Unit	Centralised Unit to deal with small debts			2009/10		
Banking - Regional Accounting Centres	Centralisation of work from (1)Southampton, (2)Birmingham and (3)Heathrow into Cumbernauld	(1) completed 09/07/08 (2) (3)		completed 09/06/2008	(1) N (2) (3)	
Leadership Programme	Development and application of DMB approach to developing and nurturing leaders of the future			2009/10		
Learning Framework	Development and application of DMB approach to delivery of learning			2009/10		
Talent Forum	Deployment and application of DMB approach to identifying talent			2009/10		
Adding Capacity and Capability Pilot	Exploration of benefits & risks of using private sector debt collection agencies	New		Planned by 31/05/09		

Personal Tax

Charity Assets and Residence

Savings Gateway	Matched saving account aimed at low income	New	At present - none identified	Ongoing as policy develops		
Taxback Campaign	To encourage non or savings rate taxpayers to claim back any tax they may have overpaid on bank and building society interest	New		project to start in May 2009		

Customer Contact

Opening Hours Project (Face to Face)	Decision taken by Financial Secretary to the Treasury to introduce a pilot of reduced opening hours in Enquiry Centres ensuring customers are channelled appropriately to their needs.	Current	At present all groups Low	In progress 2009	Not yet known	
Contact Centres Flexible Working Hours Project	Implementation of equitable Flexible Working Hours system for all staff in Contact Centres.	New	All groups Low	End of June 2009		
Contact Centres Staffing Review	Implementation of consistent offline staffing roles across the Contact Centre network.	New	All groups Low	End of May 2009		
Flexible Service Initiatives (Face to Face)	Decision supported by the Financial Secretary to the Treasury to trial remote mobile service delivery with our partner Wyre Council in Fleetwood, Lancashire.	New	At present all groups Low	Planned 2009/10	Not yet known	
Flexible Service Initiatives (Face to Face)	Proof of concept with the Post Office to test in one or two Crown Post Offices whether we can provide an appointment service using laptops and access to the Customer Adviser Guide.	New	At present all groups Low	Planned 2009/10	Not yet known	
Annual Leave procedures for Contact Centres	Implementation of a single, consistent process for managing leave applications across the Contact Centre network.	New	All groups Low	End of May 2009		
St Austell Contact Centre Restructure	Proposal to move the fulfilment/packing function out of the Contact Centre network	New	Overall Medium	In progress 2009		

Individuals (ICD)

Pensioners	Embedding customer understanding to simplify our interactions with Pensioners and increase their ability to engage with us effectively Joint working with DWP to develop joint online filing and telephone services for pensioners to capture tax related pensioner information - operational impact to pensioners	NEW - Pensioner communications NEW - Operational impact to staff and pensioner	Med - Age (Pre-pensioners / Pensioners)	Planned - Autumn 2009		
Protecting the Vulnerable	Delivering a new Language Strategy for HMRC	NEW - Development of new policy / strategy WIP	Med	Jun-09		

Protecting the Vulnerable	Delivering Disability Awareness Training for HMRC staff	NEW - training awareness tools for managers and staff	Disability - Low	Jun-09		
Protecting the Vulnerable	Co-ordinating HMRC activities relating to Migrant Workers	NEW products or guidance	Race - Med	Jun-09		
Third sector	Grant in Aid Programme (2010-11)	a). Consideration of new approach for 2010-11. b). Future of programme.	Med	Dec-09		

Customer Operations (PSA, NICO,NOS)

Processing Pacesetter programme	Streamlining and improving processing operations	New	Low	Ongoing 2009/10		
Centralisation of SA Registration, 64-8 processing and UTRs	Centralise all SA registration activity, remaining 64-8 activity and all UTR activity currently handled in the network within NICO	Revision	Low	Planned 2009-10		
Centralisation of Agent Maintainer	Centralise all Agent Maintainer work currently handled in the network within NICO	Revision	Low	Planned 2009-10		
Centralisation of RLS process	Centralise all Returned Letter Service work within NICO.	Revision	Low	Planned 2009-10		
Nottingham Castle Meadow car parking policy	Bringing in to line with new national policy	New	Low	Ongoing		
Formation of Ipswich Group	Consolidation of People Processes across the Group to ensure consistency of approach where possible	Review current policies & processes	Low	Planned 2009/10		
Migration of Work - Ipswich Group	Movement of SA work into locations previously dealing with Customer Correspondence	New	Med	Planned 2009/10		
Migration of Staff - Ipswich Group	Movement of Staff from Non Strategic to Strategic sites.	New	Med	Planned 2009/10		

PSN (PAYE, Self Assessment and NI Contributions)

Pay As You Earn	Review of PAYE announced at Budget 09 will consider impact of any changes on operation of current PAYE on equality groups and provide an assessment of any possible future changes on these groups.	New	Med	Planned 2009/10		
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Online mandate for all employers for end of year form filing 2009/10 and in year forms in 2010/11	This is the final step in the Carter programme which has shifted the landscape for the way employers send in their end of year and in year forms. The earlier stages brought large and medium employers into the new arrangements and now all employers are to be included.	Current	Med. - elderly and vulnerable individuals employing their own personal care assistants				01/06/09
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Permanent Secretary for Tax

Central Policy

Payments Repayments and Debt	Aim to align powers across HMRC for all Debt Management. Introduce new powers to streamline activity and improve customer service. Encourage compliance and enable payment of taxes on time.			Ongoing work over a number of areas.			
Payments Repayments and Debt	Package of measures to make it easier for customers to pay what they owe on time, and for HMRC to deal with those who seek an advantage by paying late or not at all. The measures are not focussed on any specific group but the overall paying and debtor population. Workshops held with internal and external stakeholders, especially those who deal with those on low income and the financially vulnerable	Budget measure and included in FB09	Low	Ongoing. Initial EQIA nearly complete	Initial EQIA suggests not.		N/A
Tax professionalism - policy making guidance	Inclusion of specific guidance on EQIA's embedded in HMRC policy making guidance for those involved in Budget and Finance Bill measures. Includes links to the more generic HMRC guidance.	Initial guidance published in time for Budget 2009 but more refinement required.					
Review of Powers, Deterrents and Safeguards	Reforming penalties for late filing of tax returns and late payment of tax and Interest - Working towards a Harmonised Regime.	Budget measure for possible legislation in Finance Bill 2009 with implementation staged over several years.	Low	Complete except for Diversity Coordinators comments. Expected to complete by 30 April 2009	No. Initial EQIA suggests not.		

Deterring tax evasion	Measure in FB 09 to enable HMRC to publishing the names of deliberate tax defaulters	Budget measure to be legislated in Finance Bill 2009	Low	Late entry into the Budget. Implemented from 1 April 2010. Recognise EQIA required but no action yet.	Unlikely	
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Chief Economist

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Knowledge Analysis and Intelligence

Project Based Working	Move to a new business model that includes a Project Team, covering long term and short term projects	New	All low	May-09		
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Other

Communications and Marketing

CaM People Strategy	Policy still in development					
Team Time Initiative	to increase employee engagement by providing resources to local communicators to facilitate effective team meetings			2009/10		
Brand - Guidelines for corporate communications, ports and other environments	to ensure consistency and the application of departmental standards			2009/10		

Departmental Transformation Programme

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Strategy

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Solicitors

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Adjudicators

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Internal Audit

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