



HM Revenue
& Customs

Summary of HMRC Progress on Equality Impact Assessment to March 2009

Publication of completed EQIA's for Consultation
July 21, 2009

Subject of this consultation:	HMRC is pleased to publish the results of our Equality impact assessment work carried out up to the end of March 2009. 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 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 have been subject to initial EQIA work. Where appropriate full EQIA work has been carried out or factored into our ongoing plans. You can view the 2009-11 EQIA Action Plan on our EQIA consultation pages at http://www.hmrc.gov.uk/consultations/eqia.htm .
Scope of this consultation:	This Progress Report summarises the full EQIA work that has been completed and lists those areas where we have carried out initial impact assessment and addressed any issues arising without the need for full EQIA. This consultation seeks to obtain your views on whether we have identified the relevant activities and agree our decisions for not proceeding to full EQIA where appropriate. Your feedback will influence our future plans.
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 30 th October 2009
Enquiries:	Please direct any enquiries to: Matthew Law Telephone: 0115 974 0619 E-mail: matthew.law@hmrc.gsi.gov.uk
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: Matthew Law Mowbray House Castle Meadow Road Nottingham NG2 1BE E-mail: matthew.law@hmrc.gsi.gov.uk 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 assess all feedback, publish our final progress report and, where necessary, make changes to our future EQIA plans or guidance.
Getting to this stage:	All directorates within HMRC have previously identified new and existing policies/activities that require EQIA work and prioritised them based on their risk to the equality groups. In April 2009 each directorate was asked for feedback on the EQIA work they had undertaken up to March 2009 which forms this report.
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 at http://www.hmrc.gov.uk/about/diversity.htm . We have involved relevant stakeholders including our staff diversity networks informally through the initial impact assessment process.

Function / policy / activity	Description of policy or activity	Initial Impact Assessment status (Date Completed or Planned)	Result of initial assessment (Full EQIA required Y/N?)
------------------------------	-----------------------------------	--	--

Benefits and Credits

Benefits and Credits (Incl. Capability Improvement)

CBO/TCO people to become governors of schools	Requesting staff to become governors at schools	Completed Dec 07 - Low	No
Merger of all Secure work from NI to Preston	Merge all Secure and Sensitive work from NI SMU to Preston SMU	19 Dec 2007 - Low	No
Volunteers to go out to local community	Asking for staff to volunteer to go into local community and give Tax Credits eligibility talks	21 dec 2007 - Low	No
S18 Retrospective work	Tax Credits cases identified from 03/04 to 05/06 where awards have been changed and these changes may have been illegal.	25 Jan 2008 - Low	No
Target Setting within Lean Blueprint	To agree a team target/benchmark for types of work bases on data collated from trials & timings	30/01/2008 - Low	No
Consistent approach to Customer complaints	To ensure that the CSU teams are aware of the processes to follow to resolve complaints	23 Jan 2008 - Low	No
Flexible Working Hours (FWH)	Recording and managing of FWH is consistent.	11 April 2008 - Low	No
CBO TCO Rotation principles	Consistent approach to the rotation policy	1 March 2008 - Low	No
Transferring out of CBO/TCO	Until 31 Aug 2008, CBO/TCO not to release any staff to take up posts in other parts of HMRC	03-Jun-08	No
Roll out of streamlined processes (LEAN) in Pre-award area	Introduction of streamlined processes (LEAN) and roll out of standard operation processes for Incompletes and HSV rules 1 to 5	July 2008	No
Changes to organisational structure	As a result of the rollout of streamlined processes (LEAN) and to accommodate approx 70 temporary staff, full review of the organisational structure and management spans within PAC is taking place.	August 2008	No

Capability Review Implementation	Implementation of CR recommendations	Completed 14 Aug 08	N
----------------------------------	--------------------------------------	---------------------	---

Pacesetter Business Performance

Business Performance Team	Enabling Performance Improvement	Completed 14 Aug 08	N
---------------------------	----------------------------------	---------------------	---

Business Tax

Anti Avoidance

Anti-Avoidance Strategy	Tax Anti-Avoidance Strategy	March '07 Complete	No
Definition of avoidance	Definition of avoidance	Completed Aug '06	No
Periodic report on avoidance	Periodic report on avoidance	Completed Aug '06	No
Communication Strategy (External)	Communication Strategy activities outside HMRC	31 March 2007	No
Toolkit for reducing avoidance opportunities	Toolkit for reducing avoidance opportunities	Completed Aug '06	No
Avoidance Proofing & Testing	Avoidance Proofing & Testing procedures	Completed Aug '06	No
Scheme resolution policy	Scheme resolution policy including Litigation policy related to avoidance	Completed Aug '06	No
Disclosures Policy	Disclosures Policy	Completed Sept 06	No
PE Policy Operation	PE Policy Operation	Completed Aug '06	No
Statutory Clearances S703	Statutory Clearances S703	Completed Sept 06	No

Business Customer Unit

Carter Programme	Work on delivering the necessary IT, policy, internal/ external comms and customer support necessary to support mandation of online filing/ electronic payment for CT customers and employers; and most VAT customers.	SA initially assessed 2006; Employer PAYE, CT and VAT returns initially assessed in 2007	No , for SA - introduction of a religious exemption (for the very few who had religious objections to using a computer) which was extended to all other three HODs. Yes , in respect of whether mandation affected the disabled, those with literacy/ race issues. EQIA completed in July 2008 . Main conclusions were that it did not create discrimination for the 3 issues specifically addressed, with the possible exception of elderly/disabled employers who'd been encouraged by their Local Authorities to employ carers directly (creating a possible employer/employee relationship). EQIA was put out to public consultation, ending in Oct 2008. there was no fundamental disagreement with the conclusions reached.
Employer Team	Employer facing guidance and information	Completed 2008/09	N
Businesslink.gov	Developing the businesslink.gov.uk website so that it becomes the prime online channel through which all businesses will interact with government – in line with the Service Transformation Delivery Agreement	Initial EQIA finalised 2/4/09	N

Corporation Tax and VAT

Corporation Tax and VAT tax	Business related Corporation Tax and VAT	30/9/06 Complete	No
-----------------------------	--	------------------	----

CT&VAT	Reverse Charge for mobile phones and computer chips (Anti-fraud provision s55A VAT94)	May-07	No
--------	---	--------	----

Customs and International

Customs Procedures & Services	Operational and Policy responsibility for specific Custom's regimes relating to the movement of goods.	Completed March 2007. Reviewed April 2009 - Current Policy	No
Programme Management Office	Provides the Programme Director with evidence and confidence that the Customs Service Transformation Programme is on track to deliver agreed outcomes and benefits; and that individual projects are within approved scope, costs and timeframes.	Completed March 2007. Reviewed April 2009 - Current Policy	No
EU & Ministerial	Parliamentary scrutiny, provision of general EU advice, together with: co-ordination and handling of ministerial submissions; Management of Parliamentary scrutiny process in respect of EU Customs propositions; Provision of guidance and advice on EU institutions, processes and negotiations.	Completed March 2007. Reviewed April 2009	No
Customer Relationship Management	Work with key stakeholders such as the Customer Units, CaM, Customer Contact and Detection to develop a shared understanding of customer focus and are responsible for embedding this throughout our business. Contribute to PSAs 1 and 2	Completed November 2006. Reviewed April 2009	No Team disbanded. Activities now divided between Business Tax Enabling Function and Customs & International Business Planning & Finance
Review & Appeals	To fulfil EC and UK legislation, HMRC operates an appeals procedure governed by statutory timescales. The 3 options are: a) submit new information to the decision maker, b) request a formal departmental review by a Departmental Officer	Completed February 2007. Reviewed April 2009	No

	unconnected		
Prohibitions & Restrictions - Bio security Regimes	Responsible for regimes relating to UK trade to protect society including CITES (Convention on International Trade in Endangered Species of Flora or Fauna); POAO (Products of Animal Origin) and; PBG (Plant Based Goods). also includes Avian Influenza cont	Completed March 2007. Reviewed April 2009 - Current Policy.	No
Drugs Strategy	Developing and managing strategies to drive HMRC's drugs enforcement policies. Contributing to the wider UK drugs strategies and ensuring the department's strategies are consistent with the bigger picture. Co-ordinate other key department delivery agents	Completed February 2007	No
Security	Responsible for developing and managing policy in relation to supply chain security. Managing relationships both within HMRC and across Govt and Internationally.	Completed February 2007. Reviewed April 2009	No
Prohibitions and Restrictions - Other Regimes	Responsible for regimes relating to UK trade in order to protect society with regard to the Environment, Economy, Industry, Counter Proliferation, Terrorism and Crime	Completed March/April 2007. Reviewed April 2009	No
Olympics	Operational and Policy responsibility for specific Custom's regimes relating to the movement of goods.	Completed March 2007. Reviewed April 2009	No
International Relations & Capacity Building	Provide expertise to OGD's and other administrations to support development of Customs & Revenue services. Departmental responsibility for arranging and ensuring delivery of all non-operational overseas and UK based assistance to help build capacity in dev	Completed January 2007. Reviewed April 2009	No

Directorate Central Unit	Provide guidance and consultancy in relation to HR & Learning to Customs & International. Commission input and produce Directorate Performance pack, Business Continuity and Risk register.	Completed October 2006. Reviewed January 2007	No
Tax Treaties	HMRC responsibility to negotiate and maintain the UK's international taxation agreements and responsibility for policy and practice of sovereign immunity from direct tax.	Completed January 2007	No
Drugs Strategy - Function changed due to UK Government Policy	Contributing to the National Drugs Strategy, developing and managing HMRC's drugs delivery framework to drive drugs enforcement policy and ensure that HMRC activities are consistent with the bigger picture. Working with key delivery partners and agencies	Initial EQIA completed February 2007. Reviewed April 2009 - current policy	No
Business Planning & Finance	Undertake all aspects of Finance & Business Planning for C&I. Additionally, commission input for Performance Packs; maintenance of Risks & Issues registers; contact point for all IT related matters, governance responsibilities.	Initial EQIA completed October 2006. Reviewed July 2008. Reviewed April 2009 - Current policy.	No
People & Skills Development. April 2009 - BT Organisational Capability	Provide strategic guidance and consultancy in relation to HR & Learning to Business Tax Directorates (except LBS). Provide support to Senior Managers in respect of HR&L Policies and guidance, and all aspects of Development.	Initial EQIA completed October 2006. Reviewed July 2008. Reviewed April 2009	No

Excise, Stamps and Money Business

Stamp Duty Land Tax	Carry out risk based compliance activity on Stamp Duty Land Tax	Completed 30/11/06. Reviewed April 2009 - Current Policy	N
---------------------	---	--	---

Remote Gaming	New policy around online gambling	Completed 29/01/07. Reviewed April 2009 - Current Policy	N
Money Laundering	New policy on money laundering	Completed April 2009	No

Large Business Service

Geographical Restructuring Project	To locate all LBS staff in 15 locations, co-locating staff from Direct, Indirect, AS and EC regimes.	EQIA document completed during 2008/09.	No
		Further review of staff decisions carried out March to May 2008	
		Actions already taken:-1 to 1 meetings between staff and managers completed by January 2008. Workforce Change 1 to 1's and moderating processes carried out in line with reviews.	
High Risk Corporates Project	Project to focus on the highest risk cases in the LBS and to produce changed behaviour within large corporate	Diversity issues considered and NFA required. No concerns because staff can work flexibly, have no pressure put on them to attend meetings and their individual circumstances and requirements are dealt with sensitively and on an individual basis.	N
Resourcing to Risk	To concentrate compliance activity on high risk customers.	NFA required as project now forms part of Resource Planning and Management	N

Corporate Services

Information Management Solutions

IMS Strategy	IMS Strategic Framework	31/3/07 Completed	No
IMS Communications Strategy	The Strategy provides a framework for delivering effective communications	31/05/07 Completed	No
Transformational Blueprint	Set of activities required to transform the performance of IMS (at individual, team and enterprise level) into a High Performing Team.	31/03/07 Completed	No
HMRC Programme Governance Framework	The Framework is a series of controls that define how HMRC programmes are set up, managed and controlled.	31/03/07 Completed	No
IT Accessibility	IT system accessibility including Helpdesk Support	31/03/07 Completed	Yes Published in Aug 2008
Financial Strategy to 2007/8	IMS strategy and new IT system commissioning	31/05/07 Completed	No
Finance & Performance Location Strategy	Reviewing Finance and Performance different locations against it's business requirements.	Completed 14 March 2008	No
F&P Training Plan	Formulate Learning requirements (including upskilling managers) for all staff	Initial EQIA Completed – 30th September 2008	No
F&P Conference Strategy	Two 2 day events - conference for all staff . Framework to consider process of running the conference taking into account needs and requirements of all staff.	Initial EQIA Completed – 30th September 2008	No
Portfolio's Location Strategy & ROM Alignment	Reviewing Portfolio's different locations against its business requirements.	N/A	No longer applicable as no location changes for staff resulted from the ROM.
IMS Reorganisation and Staff Redeployment	Creation of Solutions Development and Delivery and movement of staff, in accordance with HMRC Reorganisation and Staff Redeployment guidelines.	31/05/07 Completed	No

Portfolio's Resource Forecasting	Ensure that the IT System is accessible and usable by all staff and that it takes into account different working patterns.	Completed 31/03/09	No
----------------------------------	--	-----------------------	----

Knowledge Analysis and Intelligence

Analysis Policy	Analytical and research support service to the tax policy functions in HMRC and HM Treasury	Apr-07	No
Analysis Operations	Provides analytical and research support service to all parts of HMRC (Forecasting and Monitoring, Compliance and, Performance and Customer Experience).	May-07	No
Information Centre, Cross Cutting and Knowledge Resources	Establishing a single data source for individuals and businesses, compilation of UK trade statistics, knowledge and analysis integration and optimisation, information law and records management.	Mar-07	No
Lyons Phase 2 moves	Impact of moves of people/posts	25-Jul-08	No

Finance

Commercial

Transformation of Commercial Directorate	Office closures	08/03/07 Completed	No
Designation of Commercial Posts	Review of policy to determine the specialist commercial posts within HMRC.	08/03/07 Completed	No
Revised guidance & Policy for HMRC Assigned Car Scheme (ACS)	Revised ACS Policy	09/01/08 Completed	No
Installation of Fast Ticket Kiosk in a HMRC building (Trinity Bridge House - Manchester)	Installation of a Fast Ticket Kiosk	04/03/08 Completed	No

Estates and Support Services

Assurance for access under the Disability Discrimination Act	Supporting HR&L and customer contact in delivering DDA compliance for staff and customers by arranging reasonable adjustments to address physical barriers	2007/8	All future ESS policies will include an Initial EQIA to ensure ESS are compliant with the DDA. Due to the diversity of Individual requirements the implementation of future policy may need to be site specific.
Faith rooms	Development & implementation of policy to provide facilities for prayer and quiet contemplation whilst maintaining flexibility in the use of the estate	Initial EQIA on draft policy completed and agreed with CR&D Nov 07. Risk deemed low so no full EQIA required. Policy published 14th April 2008.	No
Cessation of Typing Work in Northern Ireland	Transfer 10 staff/8.68 FTE in 6 locations to ESS Local Service Delivery Teams or local business streams. Transfer all typing work, in accordance with ETP Migration Plan, to the 3 keys sites identified in the ETP Text and Typing Review – Cardiff, Liverpool and Southend.	Initial EQIA completed summer 2008	No
Introduction of core time to FWH agreement in East Kilbride	Introduce mandatory core time to FWH arrangements for the ESS Storage & Distribution Centre, Hawbank road, East Kilbride	Initial EQIA completed March 2009	No

Financial Planning & Analysis

KPI 2: Management Information and advice	Development and roll out of quality MIS for HMRC	N/A	Project pulled because of lack of funding now part of Finance Transformation
KPI 4: Financial skills capability	Development of Financial Skills and training for staff & management across HMRC	N/A	Project pulled because of lack of funding and now being revisited

Financial Controller

KPI 1: Target to improve customer take up of Tax credit payments by BACS	Supporting customer inclusion, at strategic & financial level, in electronic transfer and access to bank accounts	Completed 2008	No
--	---	----------------	----

People Function**Corporate Responsibility & Diversity**

Diversity Policy	including: Age	2006/7	N
	Disability	2007/8	N
	Sexual Orientation	2007/8	N
	Gender	2007/8	N
	Transgender	2007/8	N
	Race	2007/8	N
	Religion & Belief	2007/8	N
Volunteering		April 2008	N

Central Policy & Reward Group

Accelerated Policy Development review	Review of the APD policy with the intention of rewriting the guidance and reviewing the time frames etc.	01/03/09	N
Employment Engagement Model	High level look at how the department engages with staff	The processes we eventually put in place for staff will be EQIA'd not 'engagement' as a theory.	N
People Strategy	Blueprint for the way in which HMRC people can contribute to the department's success. It supports the Department in delivering its long-term objectives by describing how we invest in our people & give them the skills/confidence to do a great job.	01/11/08	N
People Survey Pilot	A new census based survey will be implemented in 2009. HMRC are the pilot for this work that is being driven by the Cabinet Office.	20/04/09	N
Competence Framework	Revised framework in development	11/05/09	N

Industrial Relations & Reward

Interview skills & CV writing	Assistance for redeployment opportunities	01/11/06	N
-------------------------------	---	----------	---

TUS related processes and procedures	Consultation arrangements and facilities agreements	2007/8	N
--------------------------------------	---	--------	---

Shared Services

Ancillary recruitment & induction processes	Probation	03/04/06	N
	Induction	23/08/06	N
Leave	Annual leave	08/08/06	N
	Public and Privilege,	23/05/07	N
Conduct & Discipline	Policies including: HMRC Conduct Policy	completed 4/07	N
	Alcohol misuse policy	06/09/06	N
	Anti-internal Fraud Statement	06/09/06	N
	Drug Misuse incl. managers guidance	06/09/06	N
	Whistle blowing,	10/05/06	N
Working Patterns	Working Time Regulations	08/08/06	N
	Work Flexibility for Band T/Grades 6&7	09/08/05	N
	Hours of Attendance	09/02/06	N
Health & Safety	Accident Reporting	20/07/06	N
	Smoking	15/09/06	N
	Stress Management	11/02/09	N
	Safety Committees	11/02/09	N
	Fire & Emergency Procedures	06/02/09	N
	Display Screen Equipment	06/02/09	N
	Manual Handling Operations	06/02/09	N
	First Aid at Work	06/02/09	N
	Risk Assessment	11/02/09	N
	Overseas Occupational Health Care	04/02/09	N
	Personal Safety	04/02/09	N
	Respiratory Protection Equipment (RPE) masks and requirement for face fit testing (FIT) of tight fit RPE masks	06/02/09	N
	Corporate Manslaughter	04/02/09	N
	Organisation & Arrangements	04/02/09	N
	Eyesight Testing	11/02/09	N
	Health Screening	10/02/09	N
	Night Workers	10/02/09	N
	Flu Pandemic	06/02/09	N
	Pre-Course Health Assessments for Personal Safety Training (PST) and Criminal Investigation Safety Training	10/02/09	N
	HIV / Aids	10/02/09	N
Noise at Work	10/02/09	N	

Further Education	Policy on further education for staff	2007/8	N
Career Transition Support	CV writing, interview skills access	01/11/2006 Complete	No
Account management	Learning account management	2008/9	N
Planning of Learning	Identifying and addressing business learning needs	2008/9	N
Trainer development	Development of learning facilitators to enable them to develop, prepare and deliver training.	Mar-07	N
Learning quality assurance / control	Quality assurance, quality control and evaluation of all stages of learning	Mar-07	N
E Learning	Development of e-learning to acceptable standards	Mar-07	N
Evaluation of Learning	Measuring the effectiveness of training for individuals, groups and the business.	Mar-07	N
Pre-Course Learning	Distance learning etc. completed before face to face training.	Mar-07	N
Trainer Preparation Time	Time allowed for facilitators to prepare to deliver face to face training.	Mar-07	N
On line HR System project	This project was covered under the overarching EQIA looking at all HMRC IT systems. No EQIA taken forward.	N/A	N/A
Implementation of Pacesetter across CSS	Looking at where Pacesetter principals can be used within CSS.	N/A	Y

Enforcement and Compliance

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

Restructuring of Local Compliance	Restructuring of Local Compliance	01/08/2006 Completed	No
Deployment of staff in new Local Compliance	Deployment of staff in new Local Compliance	01/09/2006 Completed	No
Employer Compliance interventions	Case selection	01/03/07 Completed	No
Personal returns interventions	Case selection	01/03/07 Completed	No
Targeted education, enabling and leverage	Enabling new and existing businesses to be compliant	23.03.07 Completed	No
VAT interventions	assurance that VAT registered traders are compliant	12/03/07 Completed	No

Excise selections, holding and movements	Operational activity to support the Excise Strategies	23.03.07 Completed	No
International Trade	Assurance that non EU importers are compliant	23/03/07 Completed	No
Personal Returns Compliance Interventions	Assurance that individuals are submitting accurate returns	09/03/07 Completed	No
Corporation Tax interventions	Assurance that companies are submitting accurate returns	completed 28/03/2007	No
Employer Compliance Interventions	Assurance that employers are submitting accurate returns	06/03/07 Completed	No
Income Tax interventions	Assurance that traders are submitting accurate returns	Completed 12.03.07	No
Construction Industry Scheme	Assurance that contractors are compliant with the scheme	Completed 22.03.07	No
Hidden economy selection and interventions	Identification of arrears and underpayment of taxes	Completed 07.03.2007	Yes- reviewed in 08/09 and changed to No
Office restructuring to reduce the number of locations where Local Compliance have a presence.	Consolidation of work into strategic areas to provide better integrated teams and improve customer service. Also creates better development opportunities for staff.	18/03/09	No
Cash seizures activities	Cash seizures activities include monitoring risk areas and undertaking operations to seize cash	01/03/2006 Completed	Yes Partial EQIA completed April 08
Search of persons/profiling /freight and custody	Customs examinations at the frontier	No Initial EQIA completed	Yes Partial EQIA completed June 2005
National picture of risk-case selection	National picture of risk-case selection (trader selection)	01/02/2006 Completed	Yes Partial EQIA completed June 06
Adult women accused of a crime	Procedures for dealing with adult women accused of a crime	01/05/07 Planned	Yes - This work has transferred across to the UKBA
Passenger communications at the frontier	Passenger communications at the frontier	01/05/07 Planned	No - This work has transferred across to the UKBA
Inland tobacco teams including strike forces	Inland tobacco teams business monitoring	01/05/2006 Completed	Yes - This work has transferred across to the UKBA
National Minimum Wage	National Minimum Wage case selection activity	01/03/2006 Completed	No

Labour providers	Labour providers case selection	01/03/2006 Completed	Yes - These 3 entries are covered by the Partial EQIA on National Picture of Risk - Case Selection. Completed in June 2006
Insolvency Compliance and Securities	Insolvency and Securities risk assessment	2007/8	
Missing Trader Intra Community Fraud (MTIC)	Missing Trader Intra Community Fraud case selection	01/03/2006 Completed	

Debt management and Banking

Field Force	Review of project to assess changes in base locations of staff	Completed 08/03/07	N
Centralisation of Deceased Debtor Cases	Centralisation of Deceased Debtor Cases	Completed 12/03/07	N
Time to Pay (TTP)	Policy describing process and rules regarding payment	Completed 09/02/07	N
County Court Proceedings (CCP)	Proceedings taken in the County Courts in England and Wales	Completed 12/03/07	N
Bailiff (in house TUPE)	Bailiff processes and procedure	26/10/2006 Complete	N
Summary Proceedings (SP)	Summary Proceedings taken in the Magistrates Courts in England and Wales	Completed 12/03/07	N
Pre Enforcement	Various processes prior to taking of formal enforcement action	Completed 09/03/07	N
Inward cheques and form review	Management of incoming payments	Completed 20/03/07	N
Strategic Accounting Framework Environment.	Debt management computer system introduction - i.e computerising the hitherto manual processes of the Network Unit	Completed 17/01/07	N
Adding Value	Streamlined business processes (LEAN)	Completed 19/03/07	N
Summary Warrant for indirect tax in Scotland	Summary Warrant for indirect tax in Scotland	Completed 11/01/07	N
Distrain in house	Distrain in house	Completed 26/10/06	N
County Court Proceedings (CCP)	Centralisation of Proceedings taken in the County Courts in England and Wales	Completed 26/01/08	N
Field Force	Review of project to assess changes in base locations of staff	Completed 24/04/07	N
Field Force Support	Centralisation of Field Force Support	Completed 08/05/08	N
New Business Unit	Centralised Unit to deal with new employers	Completed 08/08/07	N
Better relationship with Large Business Service clients	Temporary relocation of work between offices in Liverpool	Completed 18/02/08	N

Attendance Management	Introduction of new strategy to help managers better manage attendance	Completed 22/02/08	N
DMB Corporate Services Re-organisation	Centralisation HR BP team Nottingham, centralisation Learning BP team Cumbernauld, creation of Data Guardian Business Assurance and IT support team.	Completed 15.08.08	N
Centralisation of Insolvency project	EIS movement of work from Belfast to Edinburgh; Liverpool to Worthing; Worthing to HRCCU Liverpool/Northampton	Completed 02/03/2009	N
Lyons phase 1	Movement of work from London and SE England	Completed 25/04/08	N

Personal Tax

Charity Assets and Residence

Risk selection	Risk selection for charities, assets and residence compliance cases	2007/8	No
Litigation Strategy	Selection of cases to litigate compliance failures	2007/8	No
Planning Gains Supplement	Planning Gains Supplement	2007/8	N/A - no longer a live project
Residence Modernisation Programme	The Residence Modernisation Programme	2007/8	No
Child Trust Fund	The Child Trust Fund	2007/8	No

Customer Contact

Shared Workspace	Shared Workspace is a web based tool for collaboratively working with external customers who have frequent contact with HMRC. It is being used in many different ways, both with internal and external customers.	Completed 29 Jan 09	N
Enquiry Centre Redesign	redesign of enquiry centres ensuring that customers are directed to low cost channels appropriate to their needs (in line with the channel strategy)	completed 14th September 2006	N

Contact Centre Rationalisation	Establishment of a fully integrated single network of contact centres by rationalising former Customs & Excise call handling to the strategic HMRC platform	completed 22nd June 2006	N
Customer Adviser guide	introduction of intranet based resource as key source of online guidance for staff handling customer contacts across all channels	Completed 20 October 2006	N
Printed Guidance	Provision and review of printed guidance in the form of leaflets and fact sheets for use of the unrepresented customer	Completed 27 July 2006	N
Review of Customer contact directorate intranet site	Redevelopment and relaunch of the customer contact intranet site to introduce a single, streamlined resource for all staff	Completed 1 February 2007	N
Enquiry Centre Restructuring	Implementation of plans to modernise HMRC operations by reviewing how staff and work are organised throughout the enquiry centre network	Completed May 2007	N
Post implementation review of National Advice Service structure	Implementation of an effective staffing model following the migration of National Advice Service into the Contact Centre network	Completed Dec 2008	N

Individuals (ICD)

Customer Foundations Programme	Key transformational changes for the customer as part of the 5 yr plan programme	No longer required	N/A
Complaints Policy & Strategy Team	HMRC Complaints Policy	13-Oct-08	N
Tax Credits Communications Strategy	Customer-focussed development of key tax credits communications products	2008/9 - No longer req'd	N/A
Demand Management	Identifying and prioritising the opportunities for reducing and mitigating demand, influence others to deliver. Deliver the skills	N/A	High level strategy that doesn't require an EQIA. Changes that come out of this strategy may need EQIA work which will be

	across CCD, B&C, PSN and cross-directorate.		scheduled in the future.
New Tax Credits claim pack	An improved experience for all tax credits new claimants. Greater understanding of the tax credits process and more user friendly claim form guidance.	Completed 2008/09	N

Customer Operations (PSA, NICO,NOS)

Bootle, Cardiff and Leicester functionalisation project	Cardiff, Bootle and Leicester Project was a real milestone in shaping the future business of Customer Operations PSA by specialising work in 3 strategic Groups. SA in Leicester, CC in Cardiff & EM in Bootle. 2.7 million Customer Correspondence records will move from Leicester to Cardiff, 590,000 SA records will transfer from Cardiff to Leicester, 6.6 million Employment maintenance records will transfer from Cardiff to Leicester and Bootle.	No equality impact forecast for Bootle Group staff as no change to processes, utilising capacity of evening teams, full learning and mentoring support by BSTs and floorwalkers. No equality issues for customers as no change to the way in which customers contact HMRC. The project went live 1 April & will be evaluated on how it has been delivered and the improvements in the service we provide and this will be shared across the business.	No full EQIA required.
New Strategic Model moves Leicester Customer Correspondence work to Cardiff	2.7 million Customer Correspondence records will move from Leicester to Cardiff.	2008	No full EQIA required.
Relocation of AA team within a Bristol Group location	Need identified to re-position team to facilitate better support and more effective working within the team.	2008/09	No - full EQIA not required
IT database reconfiguration	IT database re-configuration to show a common HMRC address on SA returns	2008/09	No adverse impact identified for customers or staff - no full EQIA

	and associated outgoing correspondence within Bristol Group.		required
--	--	--	----------

PSN (PAYE, Self Assessment and NI Contributions)

Collection of Student Loans	Collection of Student Loans Age consideration to include relative levels of earnings on behalf of DfES	2007/8	N
Construction Industry Scheme	Construction Industry Scheme to include Nationality issues and Educational attainment issues	2007/08	N
National Minimum Wage	National Minimum Wage to include gender and nationality issues on behalf of DTI	2007/8	N
Change - PAYE programme	Change - PAYE programme	2007/8	N
Allowances	Allowances	2007/8	N
Litigation	Litigation strategy	2007/8	N
National Insurance Class3	National Insurance Class 3	N/A	N/A

Acting Chief Executive Officer

Central Policy

Tax Professional Development programme(TPDP) and Tax Professional Qualifications(TPQ)	Development of new training programmes to produce joint direct and indirect tax specialists in line with the newly merged department	Completed 15 August 2008	Monitoring in place, EQIA to form part of formal review in 2012
Review of Powers, Deterrents and Safeguards	Compliance Checks: Apply the new compliance checking framework introduced in FA08 for the main taxes to: inheritance tax, petroleum revenue tax, stamp duty land tax, insurance premium tax, aggregates levy, climate change levy and landfill tax.	Completed 22 April 2009	No

Communications and Marketing

Communication Strategy	Providing advice and support to Business Units and Projects in internal and change communications	Completed 26/03/07 - reviewed as part of ICC1 -*	No
Communication Strategy	Ensuring that HMRC's strategic communication activities are properly integrated with HMRC strategies and plans.	Completed 26/03/07 - reviewed as part of ICC1 -*	No

* Communication Strategy Review ICC1 -	To provide communication and change management support in delivering HMRC's ambition and transformation programme; and to work with business units, projects and Communication Partners to identify and meet communication needs.	Completed 26/03/07	No
Communication Strategy	Customer Insight: Ensuring that the needs, attitudes and behaviours of our customers are fully understood and reflected throughout HMRC's business and communications activities	Completed 19/03/07	No
Brand strategy	Developing, managing and evaluating HMRC's marketing campaigns	Completed 12/02/07	No
Brand strategy	Developing and implementing a consistent brand image across HMRC	Completed 05/03/07	No
External communications	Media relations: Managing contact with national and regional press, radio and television, consumer, trade and online media.	Completed 06/03/07	No
External communications	Conducting stakeholder engagement and high level reputational risk management	Completed 20/03/07	No
Internal and change communication	Providing communication and change management support in delivering HMRC's ambition and transformation programme and supporting business units in delivery of their communication activities	Completed 26/03/07 - reviewed as part of ICC1 -*	No
Internal Media	Providing internal communications products for HMRC (One HMRC, Intranet newsroom, hotseat, leadership magazine)	Completed 26/03/07	No

Customer Information Strategy and Framework	a department wide strategy and framework for customer information to provide clear direction and standards to those producing customer information	23/04/08	No
CIT product database	provides centrally held details of all current products produced by Customer Information	30/05/08	No
Guidance strategy	to provide clear direction and standards to those producing customer information	12/05/08	No
Customer Information Resource Centre	Intranet resource to help staff write letters and guidance and commission forms and leaflets	Completed 25/02/2008	No
Customer Information Team - Monitoring process	Arrangements for sampling and monitoring the quality of all non transactional letters	Completed 12/05/2008	No
Form and leaflet delivery process	End to end process for creating new forms and leaflets	Completed 06/06/2008	No

Departmental Transformation Programme

DTPO	Assuring delivery of DTP	Completed 14 Aug 08	N
------	--------------------------	---------------------	---