

Details of proposed Policy / Activity / Service / Change					
Function / Policy / Activity	Description of policy/activity or service	Status of Policy / Activity / Service (e.g. Current, New, Revision)	Risk to each Equality Group - High / Med / Low (e.g. Race - High)	Who does it affect? Staff, Customers or both.	Initial EQIA/full EQIA status (Date Completed). E.g. Full EQIA completed Jan 2011

Benefits and Credits

Benefits and Credits (Incl. Capability Improvement)

Skills Matrix	The skills matrix aim is to measure an individuals ability to do the job they are in	Current	Disability - Low	Staff	Initial EQIA completed 18 March 2011
Reward & Recognition	To implement a single non monetary Benefits & Credits Reward and Recognition policy that acknowledges peoples achievements	Current	Low - all groups	Staff	Initial EQIA completed May 2011
Changes made to the Change of Circumstances (CoC) process when receiving customer calls	Customers reporting a high risk change of circumstances (CoC) to a post award claim via contact centres	New - Policy implemented Dec 2009	None Identified	Customers	Initial EQIA completed November 2010

Multi-Occupancy	This process was introduced specifically to address a known problem where multiple claims to Tax Credits are being made from singleton addresses, apparently using the identities of genuine customers.	Current	Low - Languages	Both	Initial EQIA completed February 2011
Pre-capture Investigation of Tax Credit 600 forms	Process which is a major refurbishment programme affecting staff and customers	New	No risks identified at time	Both	Initial EQIA completed February 2011
Tackling fictitious Childcare claims	Recommendations paper drafted/submitted to stakeholders to consider how to prevent invalid claims being made	New	No risks identified at time	Both	Completed
Child Benefit (ChB) Regs - Method of Payment Reform (MoPR)	Method of Payment Reform and Child Benefit Regulations	New	Low - Disability, Gender, Transgender, Age, Dependants, Religion or Belief	Customers	Initial EQIA completed 2010
High Value Renewals on claimants disability elements	Assisted tax credit renewals to those who receive disability element of tax credits	New - Policy implemented 31 May 2010	Low - Disability	Customers	Planned 2010/11

Business Tax***Business Customer and Strategy (BC&S)***

Employee orderline (Enabling Function)	The Employer Orderline currently exists to provide paper forms & guidance, on a request basis, to approximately 1.3m employers & their agents, to enable them to meet their obligations in operating PAYE.	Current	Race, Disability, Religion or Belief, Language - Medium	Customers	June 2010 Completed
HMRC Employer CD- ROM	Provide an electronic medium to enable Employers (mainly aimed at those with less than 9 employees) to meet their legal obligations to operate PAYE for their employees.	Current	Disability - Medium	Customers	June 2010 Completed

Chief Finance Officer's Group***Internal Audit***

Training	The Internal Audit (IA) senior management periodically review the unit's need to develop auditors and their development requirements including professional audit qualifications. IA seeks to outline the principles that will be applied to the training and development	Current	Low	Staff	Initial EQIA completed
Audit Activity - Site/Desk Based	All audit activity that does not involve travel to sites for testing or meetings	Current	Low	Staff	Initial EQIA completed
Business Continuity Plan (BCP)	Business Continuity Activity	Current	Low	Staff	Completed July 2011
Personal Evacuation Plans (PEPs)	To ensure that staff who require assistance exiting the building in the event of an emergency have a PEP in place	Current	Low	Staff	Completed July 2011
Security	Promote sound security practice in line with HMRC policies and procedures. Identify roles and role holders with responsibilities relating to management of security within the business. Determine the objectives and formal procedure	Current	Low	Staff	Completed July 2011

Audit Activity - Visits	All audit activity that involves travel to sites for testing or meetings	Current	Low	Both	Completed July 2011
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Estates and Support Services

Support Services restructuring	Development & implementation of new Estates and Support services (ESS) delivery model	New	Race - Low, Gender - Low, Disability - Low	Staff	Completed
Remembrance Day	Development & implementation of an HMRC Policy in support of Remembrance Day and similar ceremonies.	New	Political Opinion (NI only) - Med All others - Low	Staff	Completed
Facilities Management Restructuring -	Development & implementation of new Facilities Management services delivery model.	New	Race - Low Gender - Low Disability - Low	Staff	Completed

Change and Information

Information Management Solutions

<p>IMS Organisation Design</p>	<p>The IMS Organisational Design project was commissioned by our new Chief Information Officer in late 2009. The project aims to look at the current IMS operational model and working processes to ensure that optimal processes, functions, governance, skills and technology is in place to best support HMRC in achieving its strategic goals, strategy and targets.</p>	<p>Current</p>	<p>The org. design is currently being carried out. The EQIA is part of the toolkit being used by the Change Leads. There is no feedback yet on the impact on any of the diversity groups.</p>	<p>Staff</p>	<p>Initial EQIA has been drafted and with Change leads to monitor impact in their Business Units in IMS.</p>
<p>Releasing IMS Talent Management</p>	<p>The IMS Talent Management Programme has been launched to develop 20 staff across IMS selected against set (Cabinet Office) criteria to benefit from additional personal development activities. To enable them to gain additional skills, looking forward to raising 1 or 2 grades within the next 5 years.</p>	<p>Current</p>	<p>No impact on customers. No specific issues identified for each equality group.</p>	<p>Staff</p>	<p>Initial EQIA - Completed 23/09/10</p>

People Function

Sustainability and Diversity

EQIA guidance	On line guidance and tools on how to carry out EQIA work	Revision	Gender, Race and Disability - Low	Both	Initial EQIA - Completed October 2010
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Leadership Development

Trainer Development	Training of new Learning Facilitators to deliver and design training.	New	None	Staff	Initial EQIA completed Feb 2011
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Occupational Health & Safety

Occupational Health & Safety	Occupational Health Services	Current	All low risk	Staff	Completed October 2009
Occupational Health & Safety	Legionella	New	All low risk	Staff	Completed 22 Oct 2010

PF Workforce Management

Lyons Review Implementation	Office restructuring and related staff and work moves from London and South East England	Current	Race - Med Disability - Med Gender - Low	Staff	Completed
Regional Review Programme and further office closures as a consequence of SR10	Significant office moves, staff relocation and role changes resulting from the Regional Review programme (RRP), Estates rationalisation and SR10.	Ongoing	Gender - High, Disability - High, Carers - High All other groups - Low	Staff	Initial EQIA's for the RRP published in phases and completed in December 2008. An EQIA update was published on 11/11/09. An EQIA summary update was published on 21/7/10. An annual update document to 31/3/11 is planned for publication later this year. For new buildings scheduled for closure under SR10 initial EQIA's are to be carried out.

<p>Tax Profession - Continuous Professional Development (CPD) Policy and Activity</p>	<p>(i) 5 days mandatory CPD Policy and PDE indicator requirement applicable to all tax professionals (ii) Access and availability to CPD events is available for all staff (delegates are invited to disclose if they have any "special" requirements & TPT ensures that arrangements are put into place) (iii) Withdraw Policy for delegates due to attend CPD events</p>	<p>(i) is existing policy (ii) existing process/procedures (iii) New Policy</p>	<p>Disability, People with dependants - Medium Other Groups - Low</p>	<p>Staff</p>	<p>June 2010</p>
<p>Tax Profession - Career Path</p>	<p>Job Mapping template links the Tax Professional Qualification training to Tax Professional job roles</p>	<p>Current</p>	<p>Low</p>	<p>Staff</p>	<p>Completed June 2010</p>
<p>Modernising Powers, Deterrents and Safeguards: Tackling Offshore Tax Evasion.</p>	<p>The Government's objective is to reduce the incidence and impact of offshore tax evasion, by deterring potential tax evasion and enhancing HMRC's ability to detect it where it occurs. The new policy allows penalties which are twice those provided by Schedule 24 where the non-compliance occurs in a country without any information exchange with the UK. This provides for top penalties of 200 percent of tax where the non-compliance is deliberate and concealed</p>	<p>New penalties commenced for tax periods beginning on or after 1 April 2011.</p>	<p>Low</p>	<p>Individuals</p>	<p>Completed</p>

Transposing EU Mutual Assistance Recovery Directive (MARD)	A new EU Directive covering mutual assistance was agreed in March 2010 and must be transposed by Member States by 31 December 2011. The primary legislation was included in FB11; the regulations are being drafted for consultation in Autumn.	Primary legislation in FB11; work ongoing in regulations	Low	DMB MARD team, DCLG, DVLA, Defra and devolved administrations, and those owing tax debts in UK and across EU	Completed
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Enforcement and Compliance

Compliance & Enforcement Programme

Extensible Business Reporting Language (XBRL)	An Extensive Business Reporting Language - This project will enable the businesses to exploit the potential for electronic analysis.	New	Not yet known	Customers	Initial EQIA completed 22/02/11
Managing Deliberate Defaulters	To design & develop a range of activities & products for use in the period following a compliance check where deliberately non-compliant behaviour has been identified.	New	Not yet known	Customers	Initial EQIA completed 15/03/11
Joint Training for Agents	This projects will deliver a toolkit for organising joint learning events to tax agents & local compliance staff	New	Not yet known	Customers	Initial EQIA completed 03/11

Alcohol Fraud Strategy	This project will deliver a redesigned & re-engineered structure & process across respective directorates involved in countering revenue losses flowing from alcohol fraud activity.	New	Not yet known	Customers	Initial EQIA completed 01/11
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Personal Tax

Customer Contact

Flexible opening patterns in Enquiry Centres (Face to Face)	Decision taken in principle to extend flexible patterns of opening pilot across Enquiry Centre Network by the Financial Secretary to the Treasury in July 2009	Current	Race, Disability, Gender, Age, Dependants & Political Opinion - Medium All other groups - Low	Both	Aug-09
Review of Contact Centre Opening Hours	We 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.	New	With/without dependants (carers) - Med All other groups Low	Both	Dec-09

Customer Operations (PSA, NICO,NOS)

Portsmouth Group - Lynx House - new structure/seating plan	Major reorganisation of office layout to accommodate move to Customer Correspondence-only site	New	Disability - Low	Staff	Completed April 2010
Migration of Staff - Anglia Group	Movement of staff from Non-Strategic to Strategic sites.	Revision	Low	Staff	Completed April 2011
Pacesetter Principles to the Repayment Authoriser Local Office Process	To introduce Pacesetter Principles to the Repayment Authoriser Local Office Process, through a Value Stream Map. Stockton Group to take lead on this to cascade out to other Self Assessment sites in Leicester.	Current	Low	Both	Completed Feb 2011
Customer Operations Change Programme	Streamlining and improving processing operations	New	None	Both	Initial EQIA completed 15/6/10

Migration of work - Portsmouth Group	Location moved to be Customer Correspondence site only	New	Low - all equality groups	Staff	Completed October 2010
Edinburgh Group Grayfield House Car Parking Policy	Bringing in to line with new national policy	New	Low	Staff	Completed 30/06/2010
Bootle car park policy	Bringing in to line with new national policy	Revision	Low	Staff	Completed June 2010

Charity, Assets & Residence (CAR)

<p>Disclosure of Inheritance tax avoidance</p>	<p>To extend existing DOTAS (disclosure of tax avoidance schemes) regime to IHT as it applies to transfers of property in to trust. Planned implementation date of April 2011.</p>	<p>Revision</p>	<p>All groups - low</p>	<p>Both</p>	<p>Dec-10</p>
<p>Closure of PTI advisory in Nottingham</p>	<p>Transfer work from PTI advisory in Nottingham to PTI advisory in Bootle or elsewhere. Implementation Sept 2011</p>	<p>revision</p>	<p>Disabled staff - medium all other groups - low</p>	<p>Both</p>	<p>May-11</p>
<p>Restructuring of Trusts & Estates</p>	<p>To restructure Trusts & Estates functions to create an affordable, sustainable org to administer IHT & Trusts taxation to meet budget constraints. Implementation between June 2010 and March 2011.</p>	<p>revision</p>	<p>Race, Transgender Sex.orient, age, marital status & language - low all others - medium</p>	<p>Staff only</p>	<p>Dec-10</p>

Pensions - Restriction of annual and lifetime allowances	Reduce the annual allowance to £50K in 2011/12 and the lifetime allowance to £1.5m in 2012/13	current	All groups - low	Customers	Initial completed Dec 2010
Pensions - Change to the age 75 annuitisation rules	Remove the effective obligation to buy an annuity at age 75 and permit flexible drawdown of pensions	current	All groups - low	Customers	Initial completed December 2010
Pensions - Changes to the tax rules affecting NEST (National Employment Savings Trust)	Specific changes to tax rules to ensure auto-enrolment of pensions and NEST can function without unforeseen tax charges	current	All groups - low	Customers	Initial completed November 2011

Anti-avoidance measure: foreign pensions paid to UK residents	Change to the tax rules to prevent UK residents with foreign pensions from avoiding tax by taking unfair advantage of double taxation treaties	current	All groups - low	Customers	Initial completed May 2011
Charities IT System Project	New IT system was announced in Budget 2011, which will allow online filing for charities. Implementation date of Oct 2012 or April 2013	New	Disabled/Race/Age - medium. All other groups - low	Both	Feb-11

Individuals Customer Directorate (ICD)

Supporting Diverse and Disadvantaged Customers	Delivering Disability Awareness Training for HMRC staff	NEW - training awareness tools for managers and staff	Disability - Low	Customers	Planned 2010/11. The package was impact assessed against the EA early in 2011 and no negative impacts were identified.
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Supporting Diverse and Disadvantaged Customers	Work is ongoing under the HMRC Disability Road Map to 2014 which sets out actions we will deliver year on year. The Road Map was discussed extensively with both business managers and external stakeholders.	NEW - Development of new strategy	Disability - Medium	Customers	An initial EQIA was considered during 2010 and early 2011
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<p>Informal/formal consultation carried out and issues raised. How were issues resolved?</p>	<p>Changes/ improvements made as a result of doing initial or full EQIA work and benefits to equality group(s)?</p>	<p>What monitoring is being done/ results of monitoring carried out?</p>	<p>Will a full EQIA be considered - if not undertaken already? If no, explain why</p>
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<p>Informal consultation identified impact on specialist software users</p>	<p>Dragon software was successfully used to enable the specialist software users to complete the skills matrix</p>	<p>Monitoring completed - no further issues identified</p>	<p>Full EQIA not warranted</p>
<p>No equality issues identified - now in monitoring stage</p>	<p>Monitoring ongoing</p>	<p>Bi-annual monitoring arrangements are in place to consider feedback on these rewards, including any potential grievances from staff and comments from local TUS.</p>	<p>Full EQIA not warranted</p>
<p>No equality issues identified</p>	<p>No changes required</p>	<p>Monitoring completed - no issues identified</p>	<p>Full EQIA not warranted</p>

<p>Informal consultation carried out - people speaking other languages may experience difficulty in contacting the Department</p>	<p>Big Word system is in place to assist those speaking other languages</p>	<p>Regular reviews have confirmed no issues identified</p>	<p>Full EQIA not warranted</p>
<p>Informal consultations revealed potential access issues for disabled staff and on those requiring specialist equipment</p>	<p>The opportunity to promote equality of opportunity for disabled people was recognised and implemented by arranging to have the building refurbished with ramps/ electronic doors and wheelchair docking station.</p>	<p>Monitoring completed - all mitigating action deemed suitable and no further issues identified</p>	<p>Full EQIA not warranted</p>
<p>No equality issues identified</p>	<p>No changes required</p>	<p>Monitoring completed - no issues identified</p>	<p>Full EQIA not warranted</p>
<p>Consultation undertaken with internal and external stakeholders.</p>	<p>Consultation with customers has influenced proposals for further changes to reduce cashcheque volumes.</p>	<p>Ongoing monitoring of customer response and reaction. Monitoring volumes of customer contacts, conversions, complaints, refusals to convert and reviews of processes ongoing.</p>	<p>Full EQIA not warranted</p>
<p>Informal consultation and minor changes made to existing assessment on 21/01/11</p>	<p>The only improvement made was the addition of txt-talk phone calls. Low impact.</p>	<p>Feedback was obtained from teams who had previously done the work and little/no negative impact was found</p>	<p>Full EQIA was considered but impact was far too low and extremely minor against common working practices.</p>

<p>Requests for forms in a foreign language. Passed to either Welsh language unit or Employer helpline who arrange an interpreter. Visually impaired customers can receive forms in screen reader software, also Braille, large print or audio. Visually Impaired Media Unit (VIMU) will prepare.</p>	<p>Encourage customers to use HMRC website. CD-ROM to be replaced with a downloadable version. Customers without Internet access can order a disk copy from Employer orderline. Monitored by feedback forms and comments at employer talks.</p>	<p>Emerging issues are monitored by the helpline, feedback forms and feedback given during formal consultation meetings as well as comments through the Chartered Institute of Payroll Professionals and similar representative bodies.</p>	<p>All relevant areas covered. No further value from a full EQIA</p>
<p>General feedback forms monitored and customers invited to take part in beta testing before a new version of CD-ROM is released</p>	<p>From 2011 the CD-ROM will not be issued automatically but available as a download on the HMRC website. The assisted version will continue to be issued and customers also invited to participate in regular Employer surveys.</p>	<p>Emerging issues are monitored by the helpline, feedback forms and feedback given during formal consultation meetings as well as comments through the Chartered Institute of Payroll Professionals and similar representative bodies.</p>	<p>All relevant areas covered. No further value from a full EQIA</p>

<p>Consultation carried out and issues fed into the assessment. Mitigation already exists for equality groups such as home study/ paid care for dependants</p>	<p>Following consultation with students, changes have been made to the wording of some of the mitigation e.g. it was pointed out that there are staff who have responsibilities for adult care as well so reference to only "child" was deleted from the wording.</p>	<p>Any issues would be raised with the in-house training officer or management. No issues of significance raised.</p>	<p>No requirement for full EQIA - no issues arising from students.</p>
<p>Verbal consultation of audit staff was carried out. No issues were raised</p>	<p>None required</p>	<p>Feedback from staff surveys and site meetings</p>	<p>No requirement for full EQIA - no particular issues relating to any specific group has been raised either via management or site meetings.</p>
<p>Used location BCP/BCR plans as benchmark</p>	<p>No resulting changes</p>	<p>via BCMS</p>	<p>No requirement</p>
<p>Used location BCP/BCR plans as benchmark</p>	<p>Personal Evacuation Plans in place</p>	<p>Monitoring with individuals</p>	<p>No requirement</p>
<p>Security Assurance Programme</p>	<p>No resulting changes</p>	<p>Continuing with 6 monthly assurance work</p>	<p>No - no real issues came out.</p>

Feedback from Assurance process	No resulting changes	This will be picked up via wider management assurance process	No - no issues highlighted.
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Consultation with a number of Support Services staff was carried out. A number of issues were raised, and in the main these were resolved through further discussion or changes to the proposed structure.	No particular impact identified on any gender group. The impact is accordingly low.	n/a	n/a
Consultation was carried out prior to the publication of the policy in 2009. However, feedback was received following publication that suggested either the policy or the associated guidance/newsroom article may need slight revision to wording to ensure consideration was given in respect of Northern Ireland.	Slight changes to wording of our communications on this subject	n/a	n/a
Initial EQIA of overarching restructure completed May 2009. Further review will take place Autumn 2010 when the new model is fully implemented	No identified issues	n/a	n/a

<p>Initial EQIA has been drafted and with Change leads to monitor impact in their Business Units in IMS.</p>	<p>None identified</p>	<p>As IMS is still working it's way through Org Design the full results are not in yet. But from those that have been done there is very little impact.</p>	<p>No. As there is such a small number of staff involved.</p>
<p>There will be 1:2:1 meetings with each candidate and the Talent Management team to ascertain any issues that may be experienced. The whole process was diversity checked and also the proposed application forms were accessibility tested by the disability network.</p>	<p>None identified yet</p>	<p>The Talent Programme is still ongoing. The initial work did not highlight any issues.</p>	<p>No. As there is such a small number of staff involved.</p>

<p>Consultation was with Staff Networks, Diversity Leads and Trade Union Side, as well as drawing on feedback from internal customers and EQIA training events. On the whole there was a lot of support for the changes, but suggestions were made to improve the clarity and language for some of the guidance and these were taken on board and incorporated in the final version.</p>	<p>The EQIA process has been streamlined to make it simpler and additional guidance has been provided to give greater clarity between initial and full EQIA. New tools and templates were developed to increase consistency and compliance in EQIA work. Additional data sources have been added and revised guidance around the use of data and effective monitoring.</p>	<p>Our EQIA guidance is under constant review. We regularly receive feedback which is always considered and will often lead to change/improvements. Since undertaking this project, we have made further amendments in line with the evolving Equality Act and Public Sector Duty.</p>	<p>No full EQIA is needed. We do not feel that a full EQIA will help to improve our guidance any more as we have already done extensive consultation.</p>
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<p>Informal learning needs analysis carried out and consultation with colleagues in E&C Learning.</p>	<p>None needed</p>	<p>Evaluation using QMP/ quarterly reports.</p>	<p>No - The programme of material is available to everyone.</p>
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<p>Consultation with Trade Union</p>	<p>No changes required</p>	<p>Feedback from users and those involved in service delivery is evaluated and changes introduced as applicable</p>	<p>No</p>
<p>Consultation with Trade Union, Lines of Business via HR Director's</p>	<p>No changes required</p>	<p>None</p>	<p>No</p>

<p>Informal consultation re Lyons moves were part of local office restructuring EQIA processes.</p>	<p>Substantial work/analysis was undertaken on a "Partial EQIA" of the Lyons moves but this did not go to formal consultation because the emerging findings were inconclusive and very little in terms of impact was identified.</p>	<p>EQIA work was completed after Lyons moves were implemented. An audit trail of the work has been maintained and the work continues to be monitored.</p>	<p>No.</p>
<p>Discussions with DTU have taken place throughout the programme. Their full input was obtained before each update was published and will continue for further updates. Northern Ireland Equality Commission was and will continue to be consulted when Northern Ireland offices are involved.</p>	<p>Initial EQIA public consultation in November 2006 informed the process for carrying out EQIA work throughout the RRP and highlighted the need for robust data and effective monitoring of equality information. For the latest initial EQIAs for buildings within SR10, new processes have been introduced which has improved the quality of data gathered in respect of equality impacts and mitigation put in place to reduce or eliminate impacts. Effective mitigation to reduce impacts is now well known as office closures have been ongoing for some time, e.g. alternative working patterns, access to work.</p>	<p>Local business managers of staff who relocate are responsible for ongoing monitoring to ensure mitigation/adjustments put in place etc are successful. They are also responsible for introducing any further measures found necessary.</p>	<p>Full EQIAs will not be necessary. The overall risk was determined as low at the commencement of the RRP (apart from in NI - full EQIAs were originally undertaken in NI). Further EQIA analysis work, leading to EQIA progress updates have confirmed the risk continues to be low and there is no reason to suspect this will change during the further building closures resulting from SR10.</p>

<p>Wide consultation with stakeholder groups from across business and include TUS. The events were the only areas we needed to ensure all tax professionals had access and none would be or feel excluded or adversely impacted.</p>	<p>Reasonable adjustments approach to organising events to ensure maximum availability to all, for example for parents: - avoiding event during school holidays; accommodating late start or early leaving where possible. For people with disabilities viewing venues to ensure access; for those with religious beliefs - having an awareness of Religious key dates and avoiding events on those dates where possible. Ensuring dietary requests are met for religious/health or other grounds. Feedback collected at each event.</p>	<p>Events always evaluated and kept under review</p>	<p>No</p>
<p>Spreadsheet set up and populated in consultation with stakeholder groups which include business and TUS</p>	<p>Template is a business driven application and meets the Dragons and Jaws requirements</p>	<p>n/a</p>	<p>No</p>
<p>n/a</p>	<p>n/a</p>	<p>n/a</p>	<p>No</p>

n/a	n/a	n/a	No
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Project has been rescoped, therefore customer impact not yet fully known at this stage of the project. Further EQIA has been rescheduled and will take place in 2011/12, actual consultation date TBC.	No changes made	Continuous monitoring is done throughout the life cycle of the project	No
Further EQIA rescheduled at the request of the project manager. Consultation date TBC	No changes made	Continuous monitoring is done throughout the life cycle of the project	No
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Informal consultation commenced 01/10/2009	Changes to Enquiry Centre opening patterns and on how to access information were communicated in accessible formats and via various sources, including local intermediary organisations and the internet. Interpreter assistance provided for customers.	Feedback is being monitored via customer surveys and complaints; however, no adverse reaction to implementation of revised opening hours. Project now closed as BAU.	Full EQIA completed Oct 2010.
Informal consultation carried out with key stakeholder groups before moving to full consultation phase	Changes to opening hours were communicated using a range of mediums including Interactive Voice Responses, HMRC Enquiry Centres and online services. For staff affected HMRC introduced 1:1 discussions to allow equality impacts to be identified and mitigated.	Feedback is being monitored via customer surveys and complaints; however, no adverse reaction to implementation of revised opening hours. Project now closed as BAU.	Full EQIA completed Oct 2010.

<p>Consultation undertaken with both staff and managers. TU reps were also part of the consultation process. Specific issues raised were resolved in partnership with all parties.</p>	<p>Moves planned around staff with specialised equipment/desks. Specific needs of individual disabled staff were identified early on and those needs were taken in to account when looking at accommodation issues.</p>	<p>Regular dialogue undertaken with staff, managers and TU. Any arising issues are then discussed by the Senior Management Team with appropriate solutions explored with all parties.</p>	<p>No. Staff with specialist equipment were not moved, staff requiring raised desks moved only to vacant raised desks - due to budgetary restraints. Display Screen Equipment risk assessments carried out after moves.</p>
<p>Staff have migrated across from diverse backgrounds into new teams/location. Account has been taken of particular needs of individuals and a learning programme was delivered as required. Dragon software was required for one member of staff working WMI and this has been installed with appropriate training.</p>	<p>Monitoring at present. Dragon machine set up, training organised and received.</p>	<p>Regular dialogue undertaken with staff, managers and TU. Any arising issues are then discussed by the Senior Management Team with appropriate solutions explored with all parties.</p>	<p>No. Account was taken of staff with specialist equipment needs and those needs were catered for as part of the reasonable adjustment process.</p>
<p>Consultation undertaken with both staff and managers. TU reps were also part of the consultation process at national level - this was a national initiative. No specific issues raised in respect of any equality group.</p>	<p>No impact identified for specific groups. Appropriate training given to all staff, taking account of staff with alternative working patterns.</p>	<p>Regular dialogue undertaken with staff, managers and TU. Any arising issues are then discussed by the Senior Management Team with appropriate solutions explored with all parties.</p>	<p>No. Restructure of internal work in Cust Ops, PSA and no impacts/significant risks identified.</p>
<p>Considered low risk evidenced by Oct 2010 PIR</p>	<p>Flexibility to accommodate disabled staff clearly outlined</p>	<p>Implementation monitored via checkpoint meetings</p>	<p>No - considered low risk as staff fully supported through changes and significant benefits to customers recorded.</p>

<p>Consultation undertaken with both staff and managers. TU reps were also part of the consultation process. Specific issues raised were resolved in partnership with all parties.</p>	<p>No impact identified for specific groups. Appropriate training given to all staff, taking account of staff with alternative working patterns.</p>	<p>Regular dialogue undertaken with staff, managers and TU. Any arising issues are then discussed by the Senior Management Team with appropriate solutions explored with all parties.</p>	<p>No. Restructure of internal work in Cust Ops, PSA and no impacts/significant risks identified.</p>
<p>Informal consultation with other HMRC managers from National and Local Compliance and PCS. Also had ongoing discussion with ESS to ensure policy complied.</p>	<p>New Car Parking Policy implemented on 5/7/2010. Likely benefits for individuals with caring responsibilities as proposed allocation of car park spaces is to be based on applications received rather than on a first come, first served basis.</p>	<p>Policy is kept under continuous review with individuals having the opportunity to raise any concerns and issues at any time. Recent changes to the policy have been propose following feedback from staff.</p>	<p>No, the initial EQIA takes account of all staff needs and delivers a fair car parking policy</p>
<p>Informal consultation with other HMRC managers from Specialist Investigations and Local Compliance also PCS.</p>	<p>Policy amended to consider available Daily Travel Assistance. Likely benefits for individuals with caring responsibilities as proposed allocation of car park spaces is to be based on applications received rather than on a first come, first served basis.</p>	<p>Policy is kept under continuous review with individuals having the opportunity to raise any concerns and issues at any time.</p>	<p>No, the initial EQIA takes account of all staff needs and delivers a fair car parking policy</p>

<p>Formal consultation was published on 27th July 2010</p>	<p>None necessary</p>	<p>The policy will be monitored by operational staff through information collected from disclosure and scheme users.</p>	<p>No. This is an anti-avoidance information measure. It is most likely to affect wealthier males over 50 and it has not been possible to break down further the total number of individuals affected by ethnicity, disability caring responsibilities, religion or belief and sexual orientation. However it is not expected that the policy would adversely or disproportionately impact on any of these equality groups.</p>
<p>Informal consultation with LBS, Bus Int etc as part of GM review and then the technical review as the initial stage in the move. Detailed discussions with staff involved about their personal needs and intentions etc. Report prepared by DT team.</p>	<p>Ensure that any specialist equipment needed by staff to be moved is supplied and all requirements met. No impact on customers.</p>	<p>Monitor staff feedback following announcement. Managers to discuss staff concerns and keep them informed of developments. Customer service targets reviewed as part of normal performance management process.</p>	<p>No. Change applied to a limited number of staff and any impact on diversity has been mitigated by discussions with the receiving offices/managers. No impact on external customers.</p>
<p>Business Change Team (BCT) set up with a rep in each location affected, Pacesetter events & TUS liaison. All data re workloads/resources available jobs etc analysed.</p>	<p>No impacts immediately identified JSEs (Job Selection Exercise) to be monitored closely to identify any impact on particular groups that need addressing. Ensure Diversity guidance is followed during sifts and panels made representative.</p>	<p>Impact on business delivery monitored monthly. BCT comms strategy provides day to day monitoring of how programme being implemented. Meet with TUS every quarter to report and address issues. Full post-implementation review planned.</p>	<p>No. Restructure of existing teams and work. 45-50 staff to be redeployed. No evidence of discriminatory impacts on any equality groups and steps taken to mitigate any potential impacts.</p>

<p>A series of formal consultations was carried out over a 2 year period. No particular EQIA issues identified</p>	<p>No particular EQIA issues identified</p>	<p>The policy will be monitored through information collected from tax returns, receipts and other statistics</p>	<p>No. The model and availability of data have not allowed the total number of individuals affected to be further broken down by ethnicity, disability, caring responsibilities, religion or belief and sexual orientation. However, it is not expected that the policy would adversely or disproportionately impact on any of these equality groups.</p>
<p>Formal consultation document was published in July 2010 and a response document in December 2010. No particular EQIA issues identified</p>	<p>As the proposals involve changes to universal pensions tax rates and rules, there is no direct discrimination towards any group, and indirect effects simply reflect existing pension savings trends.</p>	<p>The policy will be monitored through information collected from pension schemes and through external financial services statistics.</p>	<p>No. The potential equality impacts of this policy have been considered. No significant impact upon any particular group is expected as a result of this measure. This measure adds flexibility, increasing choice for individuals. It has also been concluded that related changes to IHT do not raise any inequality issues.</p>
<p>The measures are consequential to the introduction of the NEST to ensure that no unforeseen tax consequences arise</p>	<p>None necessary</p>	<p>n/a</p>	<p>No. There is no concern that the policy could be causing discrimination</p>

<p>This is an anti-avoidance measure and there was no formal consultation. Draft legislation was published for comments but no EQIA issues were identified</p>	<p>None necessary</p>	<p>The policy will be monitored by operational staff from information collected by scheme users</p>	<p>No. The measure seeks to make pensions and other similar remuneration taxable as intended so the change is unlikely to impact on any of the nine equality groups.</p>
<p>Consulted with externals and in particular the Representative Bodies. We are aware of a religious group (the Plymouth Brethren) who do not use computers so will be unable to use the online system. However, we will still accept paper claims forms so they will not be impacted upon. No other issues identified for equality groups.</p>	<p>Careful targeting of advertising for minority groups. Encourage use of library computers for those who do not have one at home but we will continue to accept paper versions anyway so impact minimal.</p>	<p>CAR charities will monitor comments, queries and complaints in consultation with external stakeholders and customers and when system goes live. Also liaise with representative bodies and Voluntary and Community Organisation (VCO)</p>	<p>No. The online filing system will be a universal system for all charities to use. No discrimination has been identified and if a charity does not have access to a computer they can still file in paper format. Also, if there are any issues these can be raised with the Charities Policy Team in London.</p>

<p>Discussed informally with a range of external stakeholders during 2010 and no issues were raised.</p>	<p>Training now in place. The initial EQIA identified that a full EQIA is not required.</p>	<p>We have ensured that the package is accessible to all HMRC staff for example with Jaws and Dragon technology and a word version of the 'Just Ask' DVD is available to those who need it.</p>	<p>A full EQIA will not be undertaken as we are satisfied through informal consultation that there are no negative impacts.</p>
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<p>Extensive informal discussion with external stakeholders during 2010 and early 2011. All were supportive and no negative issues were highlighted.</p>	<p>No changes to the focus of the Disability Road Map were suggested.</p>	<p>The 6 strategic objectives which constitute the Road Map will be monitored regularly and reported to the Disability Champion. Governance arrangements will be put in place by 2012.</p>	<p>A full EQIA will not be undertaken as we are satisfied through informal consultation that there are no negative impacts. There is in any event continuing consultation with stakeholders about progress.</p>
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