



Equality Impact Assessment Regional Review Programme Outer London

This report, from HM Revenue & Customs People Function (Workforce Change) team, provides an update on equality impacts identified at May 2009 as arising from estate changes within Outer London as part of the Regional Review Programme. The related UK summary shows the action being taken by the Department to mitigate these impacts and any which emerge in the future.

11 November 2009

Contents

1	Regional Review Programme decisions in Outer London	3
2	Outer London Urban Centre: summary of estates and staffing	4
	Outer London Urban Centre	5
	RACIAL GROUP	5
	THOSE WITH A DISABILITY	6
	GENDER	6

To receive this document in an alternative version, please contact the Visually Impaired Media Unit on 01274 539 646 or email VISUALLY IMPAIRED MEDIA UNIT, SHIPLEY (CaM).

1 Regional Review Programme decisions in Outer London

The decisions on HMRC accommodation in Outer London are as follows:

Table 1 – RRP Decisions in Outer London

Date decision announced	Urban Centre / Cluster	Buildings reviewed	Review Outcome	Staff in post at announcement ¹
14 June 2007	Outer London urban centre	Northside House, Bromley	Vacate	66
		New Enterprise House, Chadwell Heath	Retain	107
		Southern House, Croydon	Retain	559
		International House, Ealing Broadway	Retain	159
		Berkeley House, Finchley	Retain	121
		Gateway House, Finchley	Vacate	98
		Lyon House, Harrow	Retain	269
		Custom House, Heathrow	Retain	648
		3 Brook Street, Kingston-upon-Thames	Vacate	88
		Colindale Station House, London	Vacate	34
		Collingwood Business Centre, London	Vacate	18
		Lyndhurst House, Mill Hill	Vacate	28
		Queens Moat House, Romford	Retain	113
		Forum House, Staines	Retain	227
		Heliting House, Staines	Retain	143
		Majestic House, Staines	Vacate	17
		Jubilee House, Stratford	Retain	320
		Tolworth Tower, Surbiton	Retain	87
		Helena House, Sutton	Vacate	41
		Bridge House, Twickenham	Retain	105
Valiant House, Uxbridge	Retain	133		
6-10 Church Hill, Walthamstow	Vacate	101		
Olympic House, Wembley	Retain	86		
Valiant House, Wembley	Vacate	118		

¹Source: Headcount data provided by HMRC business units at time of decision

		Capitol House, Winchmore Hill	Retain	209
		Crown Building, Woolwich	Retain	204

Enquiry centre services will remain in their current location or nearby.

These decisions are being implemented under the management of an Implementation Team.

2 Outer London Urban Centre: summary of estates and staffing

- 2.1 HMRC has more office space than it needs in Outer London and while about 3,660 people work for us in the region², HMRC's current business plans for 2011 predict that we will require around 2,660.
- 2.2 Following the announcement of decisions on the Outer London urban centre on 14 June 2007, HMRC has taken action to mitigate the potential equality impacts identified in the original Equality Impact Assessments (EQIA) documents.
- 2.3 The Regional Review Programme (RRP) resulted in decisions to retain 16 and vacate ten offices in the Outer London urban centre.
- 2.4 To date, two offices have been fully vacated and six are scheduled for full vacation during 2009/10. There have been no 'partial'³ vacations and no withdrawals have been deferred. Implementation of the decision for the two offices originally planned for full vacation by spring 2012 will continue as planned. The position on these buildings is to be monitored by local Implementation Teams and the Department's Estate Consolidation Programme.
- 2.5 Implementation Teams were set up to deliver the original decisions of the RRP. Where staff cannot relocate, either due to their journey being outside reasonable daily travel, caring responsibilities or disability, businesses are exploring alternative options. As the Department considers those options, office accommodation will be provided for staff, either in their current location or at an alternative office within reasonable daily travel. Businesses aim to feed back work to these staff for as long as it is viable to do so. Taking these issues into account, the extent to which office space is vacated is being managed by the relevant Implementation Team, which will also bear in mind other issues, such as funding priorities.
- 2.6 HMRC values the skills and experience of its staff and it is for that reason that staff are being asked to move with their work wherever possible. HMRC is making every effort to find alternative solutions for staff unable to relocate to another HMRC office. Its primary concern, however, must be to meet its business objectives.
- 2.7 The table below summarises the HMRC equality data for the Outer London urban centre as at 1 May 2009.

² As at 1 May 2009

³ A 'partial' vacation includes the release of office space such as reducing the number of floors in a building to accommodate (a) staff remaining, or (b) those who are unable to move with their business unit. Reduction to Enquiry Centre only is classed as a full vacation from a RRP perspective.

Table 2 – Equality Data

Ethnicity	%	Disability	%	Age Group	%
White	32	Disabled	7	15 - 24	1
Ethnic minority	23	Not disabled	29	25 - 34	11
Chosen not to declare	5	Chosen not to declare	3	35 - 49	51
Not known	40	Not known	61	50 - 59	29
				60+	8
Gender⁴	%	Working Pattern	%	Gender (part-time staff)	%
Male	46	Full Time	78	Male	9
Female	54	Part-time	22	Female	91

Outer London Urban Centre Update Summary

- HMRC has consulted and carried out EQIA activity at an urban centre level throughout the UK. Details of the impacts identified following decisions on offices in the Outer London urban centre is included below.
- At the time of the announcements in the Outer London urban centre there were 554 staff in office buildings due to be vacated who were expected to relocate with their business unit. Staff and their managers held one-to-one discussions to determine whether or not they were able to relocate, taking their personal circumstances into account. Final decisions were made by the Moderating Groups.
- When the decisions were announced it was expected that 554 staff would relocate. However the Moderating Group data shows that 668 staff were asked to relocate.
- Of the 668 staff asked to relocate:
 - 587 (88%) staff are able to relocate with their business unit.
 - Moderating Group decisions are currently unavailable for 17 (2%) staff
 - 64 (10%) staff are either unable to relocate with their business unit or decisions have been deferred pending receipt of further information
- For staff who are unable to relocate with their business unit as expected, the Department is already in the process of considering alternative options for these staff. This work is being led by the Implementation Team in negotiation with business units and HR specialists.

RACIAL GROUP

Impacts identified in original EQIAs

- All diversity data quoted in this EQIA is provided by background HR systems as at 1 May 2009 and staff completion is not mandatory. The information is therefore incomplete for ethnicity and disability.

⁴ For information, in this and the following narratives HMRC's national gender split is 58% female to 42% male.

- No issues specific to racial groups were raised as part of the staff consultation process.
- In the original EQIA, no potential adverse impacts were identified that would disproportionately affect staff due to their racial group.

Mitigating action identified

- No mitigating action was required as no impacts were identified.

Update on the original EQIAs

- At this stage no impacts have been identified that would disproportionately affect staff due to their racial group. HMRC will continue to monitor this information.

THOSE WITH A DISABILITY

Impacts identified in original EQIA

- Respondents to the consultation process raised concerns that the needs of those with specialist equipment connected with a disability may be overlooked when considering relocation options or 'hot-desking'.
- Respondents also noted some of the offices proposed for closure were compliant with the Disability Discrimination Act (DDA) but expressed concern that some of those proposed for retention were not.
- In the original EQIA no potential adverse impacts were identified that would disproportionately affect staff with a disability.

Mitigating action identified

- Managers to discuss personal circumstances with staff as part of the one-to-one process, considering further mitigating action such as reasonable adjustments.

Update on the original EQIA

- The overall percentage of staff unable to move due to a disability has been reported in the UK summary.
- Specific information on disability and health issues will be identified at Moderating Group and local management level. Implementation Teams will continue to work with managers and staff to explore options and potential solutions.

GENDER

Impacts identified in original EQIA

- No issues specific to gender were raised as part of the staff consultation process.
- No potential impacts were identified in the original EQIA. However, it was acknowledged that overall HMRC employs more female staff than male staff.
- The original EQIA recorded the gender ratio of part-time staff as an indication of the proportion of female staff who may have dependants.

Mitigating Action Identified

- Managers to discuss personal circumstances with staff as part of the one-to-one process.
- As no potential impacts specific to gender were identified, no further mitigating action was required at that stage.

Update on the original EQIA

- Discussions between managers and staff have taken place to identify any personal issues arising. If someone is unable to relocate with their work as expected, the Department, with the assistance and support of HR specialists, will consider reasonable solutions where appropriate.
- For reasons explained in the UK summary (para 5.4) information is available for only 615 of the 668 members of staff who had one-to-one meetings. Of these 412 (62%) are female and 203 (30%) are male. The gender split of staff in the Outer London urban centre is shown in Table 2 above.
- Of the 64 staff unable to relocate with their business unit, data is available for 59. Of these 42 are female (6% of the 668 staff in the Outer London urban centre expected to relocate with their business unit) and 17 are male (3% of the 668 staff in Outer London expected to relocate with their business unit).
- The overall number and gender of staff unable to move due to caring commitments has been reported in the UK summary.
- Options are still being considered for all staff unable to relocate.