



EQUALITY IMPACT ASSESSMENT SUMMARY UPDATE

**HMRC OFFICES SCHEDULED FOR CLOSURE IN 2010/11
BUSINESS WORKFORCE CHANGE PHASE 2**

Issued by Workforce Management Programme

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Business Workforce Change Phase 2

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1 Introduction

On 13 January 2010, HMRC announced its plans for Business Workforce Change (BWFC) 'Phase 2' i.e. that HMRC intends to cease all business activity, apart from any Enquiry Centre presence, in around 130 offices during 2010/11. The announcement included a launch of voluntary redundancy schemes, offered to all staff who were pre-surplus¹ at the time of the announcement. These staff were officially made surplus on 15 January 2010. All the offices involved were previously announced for closure as part of HMRC's Regional Review Programme (RRP), which ended in December 2008. The list of the 127 eventual offices² involved in BWFC Phase 2 is provided in Appendix A.

The offices affected by the announcement were selected using the following criteria:

- Each office was previously scheduled for closure by 31 March 2011 under the RRP decisions, and
- The office was in a town/city which was not strategic for HMRC, and
- The office contained pre-surplus staff.

There are a further 32 offices scheduled for full closure under the RRP decisions. The intention remains for these buildings to be vacated, but the expectation is that this won't be until 2011/12.

This Equality Impact Assessment (EQIA) update considers the equality impacts arising for staff in the 127 offices. It puts particular emphasis on the position following the departure of 1,468 staff who chose to take voluntary redundancy on compulsory terms during March and April 2010.

It also continues the Department's commitment to fulfil its duty as a public sector body arising from Section 71 of the Race Relations (Amendment) Act 2000, the Equality Act 2006, Section 75 of the Northern Ireland Act 1998 and the Disability Discrimination Act 2005.

2 Summary of Previous EQIA Activity

During the period 8 February 2007 to 4 December 2008, HMRC published building specific Impact Assessments, each with an EQIA as an appendix, for all 258 offices that it planned to vacate as part of the RRP.

On 11 November 2009 an EQIA update document (Regional Review Programme UK Summary) was published for each Region and Devolved Administration which commented on the emerging equality impacts following the RRP decisions.

All documents above were published on HMRC's intranet and internet sites.

¹ Pre-surplus staff, in the context of this document, are broadly defined as staff who are unable to move to their business unit's long term strategic location.

² The following offices were originally listed in the 13 January announcement; Kentmere House, Kendal; Northside House, Bromley and Oaklands, Haywards Heath, but were later excluded.

3 The Structure of this EQIA

This EQIA update lists the actions taken by HMRC to find suitable redeployment for staff at the 127 offices and also makes an equality comparison at the following dates:

- December 2008 – the date the final announcement was made for the last of the offices now contained within BWFC Phase 2 and when the final building specific EQIAs were published.
- January 2010 – the month in which the voluntary redundancy schemes were launched and when closure during 2010/11 was confirmed for these office buildings.
- April 2010³ – following the departure of HMRC staff who accepted voluntary redundancy terms.

It considers the equality impacts arising for staff in any equality groups and also comments on what mitigation was taken to minimise such impacts.

The equality breakdown of those staff who took either compulsory early retirement (CER) or compulsory early severance (CES) on a voluntary basis is found at Section 13.

4 Enquiry Centres

Where an Enquiry Centre currently exists at a building which is due to close, it is likely to remain in the short term at its current office location.

In the longer term some Enquiry Centres will remain at their current location, others will move to an alternative location nearby. Where services need to move, it is recognised that potentially there will be an impact on HMRC customers. These customers will be made aware of any move to new accommodation in good time⁴.

The facilities at the new location will meet departmental standards and will include a minimum of the following:

- Access compliant with Disability Discrimination Act regulations
- Provision of telephone access to HMRC helplines
- Provision of digital communication aids if required
- Professional interpretation arrangements through RNID
- Provision of telephone interpretation to assist customers for whom English is not their first language
- The availability of lighted magnifiers for customers who find it easier to have text or images magnified.

Where an Enquiry Centre moves to another location, it is expected that there will be only minimal impact on customers. HMRC will monitor the position through its customer feedback and surveys. The surveys will seek to collect data on customer equality groups and invite customers to highlight any issues or difficulties both before and after the Enquiry

³ April data included in this EQIA update relates to the staff remaining in HMRC following the departure of staff on 31 March or 1 April. A further 27 staff left HMRC on 30 April 2010 under CER or CES schemes.

⁴ An EQIA consultation document on a proposal to change the opening patterns of HMRC Enquiry Centres was published in March 2010.

Centre moves. The Department will take any appropriate mitigating action, where possible, to reduce disproportionate impacts arising for any equality group.

5 Data Sources

Information for this EQIA update has been obtained from:

- previously published EQIA documents
- Implementation Teams
- Regional Director Support Teams
- HMRC Job Centre
- HMRC's on-line system (ERP)
- HR data from the original 1-2-1 meetings between staff and their managers and subsequent Moderating Group decisions
- the latest Redeployment Discussion meetings between staff and their managers.

6 Redeployment Activity Update

HMRC values the skills and experience of its staff and has looked to relocate staff with their work wherever possible. It has and continues to make every effort to find alternative solutions for staff unable to relocate with their particular business unit and is committed to doing everything it can to avoid compulsory redundancies.

HMRC recognises that the impacts on staff of office closure decisions would vary depending on individual circumstances. In discussion with trade unions, procedures and processes were developed for ensuring fairness and consistency in determining whether it was reasonable for individual members of staff to relocate when personal circumstances were taken into account.

6.1 1-2-1 Meetings and Moderating Groups

Following the original RRP decision announcements, which were made at various dates during the years 2007 and 2008, managers were advised to hold 1-2-1 meetings with each individual member of their staff. These meetings gave staff the opportunity to discuss whether moving to another location following their business unit's strategic plan was within reasonable daily travel (RDT), based on their personal circumstances. These discussions also helped to determine issues relating to equality and whether staff from any equality group was at a potential significant disadvantage as a result of HMRC's decision to vacate the office.

Details were passed to a Moderating Group made up of local managers, supported by a HR mobility specialist. The Moderating Group used a consistent approach in considering whether staff in offices due for vacation could reasonably be expected to move to their business units preferred location. They could either ratify the manager's or staff member's views or form their own views as to whether a move to the new location was reasonable. Staff who were unhappy with the Moderating Group's decision had the right to raise a grievance against the decision and also, if they were still not satisfied, appeal against the grievance decision.

6.2 Implementation Teams

Local Implementation Teams were set up in 2008 to deliver the RRP decisions through approving the vacation of offices and seeking redeployment solutions for staff. A key role for the Implementation Teams was to explore options available for any staff unable to relocate with their business following the Moderating Group decisions.

6.3 Redeployment Discussions

For staff made surplus as a result of the 13 January announcement, managers were required to hold another meeting to discuss the voluntary redundancy schemes available, in order to help them make decisions on whether they should apply, as well as to discuss what other options were available.

For surplus staff who chose not to apply for voluntary redundancy following the 13 January announcement, managers were required to hold a 'Redeployment Discussion' meeting to review their current circumstances, preferences for redeployment and options now available to them. Details of any vacancies known to the manager would also be discussed at this stage.

6.4 Regional Director Support Teams

Five Regional Director Support Teams (RDSTs) were set up to manage the delivery of the decisions announced on 13 January 2010. Their primary role was to work with businesses to seek redeployment for the surplus staff who did not leave under a scheme and remained in HMRC after April 2010, continuing the work previously carried out by the Implementation Teams.

7 Staff Movement

There were 5,308 staff working in the 127 HMRC Phase 2 offices at 1 December 2008. As at 1 January 2010 our records show that there were 3,265 staff based at these offices and 1,663 staff as at 2 April 2010.

Appendix B shows an equality breakdown of the staff in the offices at the three dates.

Table 1 below shows how the staff numbers reduced from 1 December 2008 to 2 April 2010.

Table 1: Staff Movement in BWFC Phase 2 offices

| BWFC Phase 2 HMRC Offices 13 January 2010 | Total Staff in Post | Leavers |
|--|---------------------|--------------------|
| 1 December 2008 | 5,308 | |
| 2 April 2010 | 1,663 | |
| Resignations | | |
| Early Release Scheme | | 58 |
| Transferred to OGD | | 946 |
| Other (e.g. retirements, dismissals, FTA etc) | | 371 |
| Voluntary Redundancy etc | | 270 |
| Total leavers | | 1,441 ⁵ |
| Net staff relocated to other HMRC offices | | 3,086 |
| | Grand Total | 559 |
| | | 3,645 |

Of the 1,663 staff in the Phase 2 offices at 2 April 2010, 281 remain surplus compared to 1,382 who are non surplus.

The effectiveness of the measures that HMRC has introduced in relation to its surplus staff is reflected in the fact that no staff have been made compulsorily redundant as a direct result of an office closure. HMRC continues to make every effort to avoid this happening.

Appendix C shows details of the numbers of staff still remaining in each office at 2 April 2010, broken down into non surplus or surplus, which are defined as follows:

Non surplus

- Staff waiting to move to their business units' strategic location as agreed during the moderating process, or
- Enquiry Centre staff.

Surplus

Broadly speaking these are staff who have not applied for or rejected an offer to leave under a voluntary redundancy scheme. Many wish to continue their Civil Service careers and HMRC undertakes to redeploy these staff within the Department, where vacancies exist, or to other Government Departments (OGDs), where vacancies exist.

The available data shows that staff who remain surplus at 2 April 2010 were unable to relocate to their business unit's strategic site because:

- 180 (64%) are outside of RDT
- 2 (1%) have care issues
- 33 (12%) have health issues⁶ and are outside RDT
- 48 (17%) have care issues and are outside RDT
- 18 (6%) have both care and health issues and are outside RDT

By early May 2010, only 78 of the Phase 2 offices still had surplus staff remaining in them.

⁵ A further 27 staff left HMRC on 30 April 2010 under CES or CES schemes.

⁶ The expression "health issues" includes staff who are disabled.

In the other 49 Phase 2 offices, all staff previously classed as surplus either left via the voluntary redundancy schemes, retired, were redeployed to other HMRC offices or transferred to OGDs.

8 General Impacts

No potential or actual impacts have been identified specifically relating to marital status, religion or belief and political opinion (Northern Ireland only). Our assessment in this equality document has therefore focused on racial groups, disabled staff, gender (including transgender), age, those with or without dependants (note that there is no statistical data available relating to those with or without dependants) and sexual orientation.

HMRC recognises that the changes can impact their staff in a number of ways:

- Staff may move to a new location in the same role
- Staff may move to a new location to a different HMRC role
- Staff cannot move and are retained in their closing office until alternative employment can be found in another government department or they otherwise leave HMRC.

For many staff who remain in HMRC, there are a number of ways in which this will impact on them:

- Shorter/easier journeys to work
- Longer/more difficult journeys to work
- Additional travel costs
- A need to reduce working hours
- An increase in care costs.

Changes in office environment may also have an impact on some staff, particularly those with certain impairments. These impacts are established via the 1-2-1 meetings and redeployment discussions and addressed, and where possible minimised, through the use of reasonable adjustments. Any such adjustments made are reviewed for effectiveness.

HMRC also has a number of policies and arrangements to mitigate these adverse impacts.

These include:

- Flexible working hours and alternative working patterns
- HMRC Childcare Voucher Scheme
- Daily Travel Assistance (DTA) - assistance with additional travel costs arising from relocation (these payments are taxable and liable to National Insurance Contributions except for disabled staff as defined by the Disability Discrimination Act 1995). DTA is normally payable for 3 years – for staff who agree to travel to a new location and their journey is beyond RDT, to meet their extra travel to work costs, HMRC has introduced the extension of such payments to 5 years. It is recognised that for those staff who are entitled to tax credits (often part time staff), receipt of DTA is likely to reduce the amount of tax credits they are eligible for, leaving them disadvantaged compared with colleagues who are not in receipt of tax credits.
- Home Moves Assistance

- Discussions between managers and staff to identify any personal issues and establishing reasonable solutions – with where appropriate, support and assistance from HR specialists.
- Specialist and confidential counselling and support from specialist teams in HMRC
- Staff being relocated within RDT
- Use of an 'Options Assessment', an intranet-based questionnaire which lists HMRC's redeployment, relocation or release schemes for staff who cannot relocate with their work, such as:
 - Home working
 - Transfers to OGDs or other HMRC business areas within RDT
 - Voluntary early release schemes: Approved Early Retirement (AER), Flexible Early Severance (FES) and Public Sector Release (PSRS).
- The vacancy filling policy adopted by HMRC for people who are surplus. This gives surplus staff priority for any vacant posts over pre-surplus and other staff within HMRC.
- A process for completing, agreeing and actioning an individual stress risk assessment between a manager and his/her staff. A stress tool is also available for use by teams in actively assisting the management of stress in the workplace (based on the Health and Safety Executive's management standards).
- Ensuring staff who relocate complete an induction programme to aid their settlement into a new office.

In addition, HMRC has:

- ensured that communications to staff and managers are co-ordinated effectively, both for face to face messages and central intranet communications.
- provided extensive guidance and support to managers for each announcement, assisting with key messages and 'frequently asked questions' through managers' briefing material and intranet guidance.
- published a comprehensive 'Managers Toolkit' on HMRC's intranet site, providing guidance and support on a range of subjects, such as compensation terms, redeployment options, and Health & Safety.
- held seminars for all offices affected by the 13 January announcement, to allow surplus staff to ask questions about opportunities available for redeployment and implications of accepting voluntary redundancy.
- not enforced its mobility policy to compulsorily move staff beyond RDT to a strategic location.
- taken reasonable steps to allow staff appropriate time to seek alternative employment outside the Department
- arranged a series of Career Transition Workshops for surplus staff, one of the aims of which is to help such staff prepare for a career outside HMRC, such as giving guidance in CV presentation, interview skills etc.
- provided managers with the option to allow staff affected by a move of location appropriate time to test/assess the journey to a proposed new office, and for any reasonable costs involved to be reimbursed.
- arranged secondments for some staff to OGDs in their locality, funded by HMRC.

The Department continues to monitor the impacts on staff affected by office closures, and the 'Redeployment Discussion' outcomes including the options being considered are

passed to the RDSTs to ensure each individual member of staff's personal circumstances are taken into account.

Sections 8.1 – 8.6 below consider whether any impacts have arisen in relation to the following specific equality groups:

- Racial Groups
- Disabled
- Gender (including transgender)
- Age
- Those with or without dependants
- Sexual Orientation

Section 8.7 below relates specifically to the position with regard to the two Northern Ireland offices affected by BWFC Phase 2.

8.1 Racial Groups

Details of the ethnicity of the staff working in the BWFC Phase 2 offices as at 1 December 2008, 1 January 2010 and 2 April 2010 are shown in Appendix B.

There is no indication from this information to suggest that vacation of these offices is having a disproportionate impact on ethnic minority staff. Neither were there any issues raised by staff during their 1-2-1 meetings with their managers which suggested that their ethnicity presented any difficulties in allowing them to move.

8.2 Disabled

Details of the disability status of the staff working in the BWFC Phase 2 offices as at 1 December 2008, 1 January 2010 and 2 April 2010 are shown in Appendix B.

A summary of the information is shown in Table 2 below, which also includes details of percentages of staff in the Phase 2 offices who have declared they are disabled and who are categorised as surplus.

Table 2: Disability Declaration Summary

| Date | Number of Staff | % Staff in Phase 2 Offices who made a Disability Declaration ⁷ | % Overall Staff in Phase 2 Offices who declared they are disabled | % of <u>Surplus</u> ⁸ Staff in Phase 2 Offices who declared they are disabled |
|----------------|-----------------|---|---|--|
| 1 Dec 2008 | 5,308 | 58.44 | 10.47 | N/A ⁹ |
| 1 January 2010 | 3,265 | 60.09 | 11.61 | 13.15 |
| 2 April 2010 | 1,663 | 62.66 | 11.61 | 20.28 |

The table shows that there has been a 1.14% increase in the percentage of overall staff in the Phase 2 offices from 1 December 2008 to 2 April 2010 who have declared they are disabled.

It also shows that the percentage of surplus staff in the Phase 2 offices who have declared they are disabled increased by 7.13% from 1 January 2010 to 2 April 2010. This implies that proportionately fewer staff who have declared they are disabled left HMRC under a voluntary redundancy/severance scheme (this is confirmed by the data shown in Table 14 within Section 13 below). It also implies that during this period proportionately fewer staff who have declared they are disabled were redeployed to other HMRC offices or transferred to OGDs.

This indicates that there may have been a negative disproportionate impact on disabled staff, although any increase in the percentage of staff over this period making a disability declaration may also have had a small affect on these statistics.

It is recognised that for disabled staff, it is not necessarily their disability which has prevented them from moving to their business unit's new strategic location. However, closer analysis of the data held on surplus staff at 2 April 2010 does show that for 51 staff (see Section 7 above) a health issue¹⁰ is a contributory factor in not being able to move to a strategic site. This is 18.15% of the surplus staff, compared with 20.28% (57) of the surplus staff who have declared they are disabled, as shown in Table 2 above.

Since the original announcements regarding the closure of these offices, HMRC has monitored the position closely and worked to mitigate against any impacts arising through local management, the Implementation Teams, HR specialists and the RDSTs. The effectiveness of any mitigation which has taken place has also been monitored.

⁷ A disability declaration could be 'disabled', 'not disabled' or 'do not wish to declare'. As at 1 April 2010 the HMRC disability declaration rate was 54.5%.

⁸ For presentational purposes, staff who were pre-surplus at 1 January 2010 have been categorised as surplus.

⁹ Noted here as N/A as many staff were still to be made pre-surplus at 1 December 2008.

¹⁰ The expression "health issue" includes staff who are disabled.

RDSTs, working with businesses, are continuing to consider each surplus staff member's personal circumstances and endeavouring to find alternative redeployment solutions for such staff, making reasonable adjustments where possible.

The position regarding disabled staff leaving the Department is considered at Section 10.

8.3 Gender

Details of the gender of staff working in the BWFC Phase 2 offices as at 1 December 2008, 1 January 2010 and 2 April 2010 are shown in Appendix B.

A summary of the information is shown in Table 3 below, which also includes details of percentages of female staff categorised as surplus in the Phase 2 offices.

Table 3: Gender

| Date | Number of Staff | % Female¹¹ Staff in Phase 2 Offices | % Male Staff in Phase 2 Offices | % of Surplus¹² Staff who are Female in Phase 2 Offices |
|-----------------|------------------------|---|--|--|
| 1 December 2008 | 5,308 | 68.76 | 31.24 | N/A ¹³ |
| 1 January 2010 | 3,265 | 67.53* | 32.47 | 72.28* |
| 2 April 2010 | 1,663 | 62.96* | 37.04 | 60.50* |

Note: There are still many staff in Phase 2 offices who are non surplus and who in due course will be moving to their business unit's strategic location. Of the 1,047 female staff in offices at 2 April 10 there were 877 non surplus and 170 surplus which explains why percentages marked * differ at this date and 1 Jan 10.

The table shows that the percentage of female staff in the Phase 2 offices has gradually decreased in the period 1 December 2008 to 2 April 2010, with the biggest fall appearing to have occurred as a result of staff leaving, having taken voluntary redundancy/severance on compulsory terms (31 March/1 April 2010).

Although many female staff would have moved to their business unit's long term strategic location, the main reasons for the percentage of female staff having reduced appears to be because female staff have, broadly speaking:

- left HMRC in greater numbers than men (see Section 10.1 below), and
- accepted voluntary redundancy/severance in proportionately greater numbers than men (see Section 13 below).

There is no information from the 1-2-1 discussions that gender specific issues arose. There were issues arising however relating to changes in working hours and caring responsibilities which have a greater indirect impact on female staff, as a higher proportion

¹¹ As at 1 April 2010 the percentage of female staff working for HMRC was 59%.

¹² For presentational purposes, staff who were pre-surplus at 1 January 2010 have been categorised as surplus.

¹³ Noted here as N/A as many staff were still to be made pre-surplus at 1 December 2008.

of female staff have caring responsibilities and work part time. See also observations made under “those with or without dependants” (Section 8.5 below).

Since the original announcements regarding the closure of these offices, HMRC has monitored the position closely and worked to mitigate against any impacts arising through local management, the Implementation Teams, HR specialists and the RDSTs. The effectiveness of any mitigation which has taken place has also been monitored.

RDSTs, working with businesses, are continuing to consider each surplus staff member’s personal circumstances and endeavouring to find alternative redeployment solutions for such staff.

8.3.1 Transgender

No data relating to transgender or transsexual staff is available for analysis. Nevertheless, it is recognised that negative impacts may have arisen for such staff as a result of a change of location.

These are as follows:

- They may already be patients at a gender identity clinic. A change of location for some of these staff could make it more difficult for them to gain access to such a clinic, especially if there is no clinic at the new location. A necessary change in working patterns at a new location may also make visiting such a clinic more difficult.
- The loss of local networks, community groups etc as a result of staff relocating
- They may not be comfortable with a change of role at a new location e.g. customer facing.
- During meetings with their managers etc regarding proposed relocations they may have to come out as transgender in order to mention their specific issues and concerns
- Whether they feel able (or not) to come out to new colleagues in their relocation office.

All concerns and such impacts will have been addressed by local management with support if necessary from HMRC’s Corporate Responsibility, Diversity and Wellbeing Team.

Records kept of meetings held between managers and staff show no transgender issues that may have prevented them moving to a new location.

8.4 Age

Details of the ages of staff working in the BWFC Phase 2 offices as at 1 December 2008, 1 January 2010 and 2 April 2010 are shown in Appendix B.

A summary of the information is shown in Table 4 below.

Table 4: Age

| Age Range | Number of Staff | 22-32 | 33-43 | 44-54 | 55-60 | 61-65 | 66+ |
|-----------------|-----------------|-------|-------|-------|-------|-------|------|
| 1 December 2008 | 5,308 | 7.1% | 26.3% | 43.8% | 18.8% | 3.9% | 0.1% |
| 1 January 2010 | 3,265 | 6.2% | 24.2% | 43.7% | 19.4% | 6.1% | 0.4% |
| 2 April 2010 | 1,663 | 7.5% | 23.7% | 44.2% | 17.9% | 6.2% | 0.5% |

This table appears to indicate that:

- staff aged 22-32 did not take voluntary redundancy/severance in such high numbers compared to older staff
- staff aged 55-60 accepted voluntary redundancy/severance in higher numbers compared to other staff
- only in the 61+ age bands have the staff percentages continually increased.

An analysis of the 1,663 staff remaining in the Phase 2 offices at 2 April 2010, broken down into surplus and non surplus, is shown in Table 5 below.

Table 5: Ages of Surplus and Non Surplus Staff at 2 April 2010

| Age Range | Number of Staff | 22-32 | 33-43 | 44-54 | 55-60 | 61-65 | 66+ |
|-------------|-----------------|-------|-------|-------|-------|-------|------|
| Surplus | 281 | 12.1% | 22.1% | 42.0% | 13.2% | 10.0% | 0.7% |
| Non Surplus | 1,382 | 6.6% | 24.0% | 44.6% | 18.8% | 5.5% | 0.4% |

This table shows that at 2 April 2010 there were:

- a significantly higher percentage of surplus staff compared to non surplus staff aged 22-32 (5.5%) and 61-65 (4.5%)
- a lower percentage of surplus staff compared to non surplus staff aged 33-43 (1.9%), 44-54 (2.6%) and 55-60 (5.6%).

Taken in conjunction with the observations from Table 4 above, this indicates that in general in the Phase 2 offices, a greater percentage of staff employed who are aged in the lower and higher age bands wish to continue working in HMRC. In addition, staff in these age bands, proportionately, in comparison with staff in other age bands have been unable to move to their business unit's strategic locations.

There is no indication however from the 1-2-1 discussions that staff were/are unable to relocate specifically due to age-related reasons.

8.5 Those With or Without Dependants

HMRC does not collect statistical data via its on line HR system relating to those staff with or without dependants. Data relating to employees with dependants was collected however via the HMRC staff survey. The last national staff survey, completed by approximately 53,300 employees (64% of the HMRC workforce), was undertaken during October 2009.

Of those who responded:

- 22% said they have a caring responsibility for a family member with a long-term physical or mental illness or a disability
- 33% said they have a caring responsibility for dependant children.

It is acknowledged that a high percentage of staff with dependants work part time. In view of this and because accurate details of staff with dependants are unavailable, part time staff details are being used here (and at 10.2 below) to consider potential impacts on staff with or without dependants.

Details of percentages of part time/full time staff working in the BWFC Phase 2 offices as at 1 December 2008, 1 January 2010 and 2 April 2010 are shown in Appendix B.

A summary of the information is shown in Table 6 below, which also includes details of percentages of part time staff categorised as surplus in the Phase 2 offices.

Table 6: Working Pattern

| Date | Number of Staff | % Part Time¹⁴ Staff in Phase 2 Offices | % Full Time Staff in Phase 2 Offices | % of Surplus¹⁵ Staff in Phase 2 Offices who Work Part Time |
|-----------------|------------------------|--|---|--|
| 1 December 2008 | 5,308 | 36.00 | 64.00 | N/A ¹⁶ |
| 1 January 2010 | 3,265 | 36.02 | 63.98 | 41.87 |
| 2 April 2010 | 1,663 | 31.03 | 68.97 | 31.67 |

The table shows that the percentage of part time staff in the Phase 2 offices has decreased in the period 1 December 2008 to 2 April 2010. A large fall appears to have occurred as a result of staff leaving having taken voluntary redundancy/severance on compulsory terms (31 March/1 April 2010).

Although many part time staff would have moved to their business unit's long term strategic location, the main reasons for part time percentages of staff having fallen appears to be because part time staff have, broadly speaking:

- left HMRC in greater numbers than full time staff (see Section 10.2 below), and
- accepted voluntary redundancy/severance in proportionately greater numbers than full time staff (see Section 13 below).

As almost 85%¹⁷ of part time staff working in the Department are female, the impact identified also affects the gender equality group.

Since the original announcements regarding the closure of these offices, HMRC has monitored the position closely and worked to mitigate against any impacts arising through

¹⁴ As at 1 April 2010 the percentage of part time staff working for HMRC was 29.82%.

¹⁵ For presentational purposes, staff who were pre-surplus at 1 January 2010 have been categorised as surplus.

¹⁶ Noted here as N/A as many staff were still to be made pre-surplus at 1 December 2008.

¹⁷ As at 1 April 2010.

local management, the Implementation Teams, HR specialists and the RDSTs. The effectiveness of any mitigation which has taken place has also been monitored.

RDSTs, working with businesses, are continuing to consider each surplus staff members personal circumstances and endeavouring to find alternative redeployment solutions for such staff.

The position regarding part time staff leaving the Department is considered at Section 10.

8.6 Sexual Orientation

HMRC did not start collecting details of sexual orientation via its electronic HR system until October 2008. At 1 April 2010, approximately 31% of HMRC staff had completed their declaration of sexual orientation. In view of this and the fact that prior to this date declaration rates were even lower, detailed analysis of current and past data would not produce any meaningful conclusions and has not therefore taken place.

HMRC recognises that many similar impacts have arisen for staff working in the BWFC Phase 2 offices whatever their differing sexual orientation (as mentioned elsewhere in this EQIA update).

HMRC also recognises however that for some lesbian, gay or bisexual staff additional impacts may have arisen, e.g. lack of appropriate support networks at the new location, availability of health clinics.

Other impacts may also have arisen similar to some of those stated within the transgender Section of 8.3.1 above. If this was the case, they should have been addressed with a high degree of sensitivity by local management, with any necessary mitigating action being taken on an individual basis.

Records kept of meetings held between managers and staff do not indicate that staff's differing sexual orientation prevented them moving to a new location.

8.7 Northern Ireland

HMRC is fully aware of its obligations under Section 75 of the Northern Ireland Act 1998 and continues to engage with the Equality Commission for Northern Ireland in relation to workforce change issues and its associated EQIA work.

Kilpatrick House, Ballymena and Bridgewater House, Banbridge are the two Northern Ireland offices within BWFC Phase 2. Due to the small numbers of staff in these offices and in order to protect anonymity, no specific equality data for these staff is provided in this EQIA update.

However, an analysis of the data held has been made (including community background and CER/CES leaver details) and established that no negative disproportionate impacts for any equality groups have arisen.

9 Sickness Absence

Table 7 below shows a comparison of sickness absence taken by staff in the Phase 2 offices in the year leading up to the final Regional Review decision announcement on 4 December 2008 and the year following. The sickness absence position in the offices is being considered in order to give some indicative information to assess whether the decision to vacate the offices has had a detrimental impact on any particular equality group. Also included for comparison purposes are the average number of day's sickness absence taken in the two years by staff in the remainder of HMRC's offices (i.e. those not within Phase 2).

Table 7: Sickness Absence Data

| FTE Days Sickness Absence taken in the Phase 2 offices | | Average Days per Person (Phase 2 Offices) | Average Days per Person (in the remainder of HMRC Offices ¹⁸) |
|--|--------|---|---|
| 5 December 2007 to 4 December 2008 | 46,250 | 8.94 | 11.10 |
| 5 December 2008 to 4 December 2009 | 38,635 | 9.82 | 10.36 |

The table shows there was a decrease in the number of days sickness absence taken in the Phase 2 offices in the year following the final announcement on 4 December 2008. This is not unexpected as staff numbers in these offices decreased over time as moves to strategic sites took place. There was however an increase in the average number of working days lost per person in these offices.

For the remainder of HMRC's offices, although the average number of days lost per person in both years was higher than in the Phase 2 offices, there was, contrary to the position in the Phase 2 offices, a reduction in the average number of days sickness absence taken per person in the year ended 4 December 2009 (11.10 days fell to 10.36 days). This suggests that the decision announcements may have had an adverse affect on staff absence within the Phase 2 offices.

In view of this, an actual analysis of stress-related sickness absences (the most likely category to be impacted by the announcements) in the Phase 2 offices for both years has been undertaken. This reveals that stress-related absences decreased from 7,605 days in the year ended 4 December 2008 to 6,833 days in the year ended 4 December 2009. This relates to a fall in such absence of 10.15% compared to a fall in the overall sickness absence in the year ended 4 December 2009 of around 16.45%, compared to the year before (i.e. 46,250 days reducing to 38,635 days).

There may be a correlation between the lower percentage fall in stress-related absences and the decision to vacate the buildings, although it is not possible to reach an accurate conclusion as stress-related illness is very much based on an individual's personal circumstances. If this was the case, it is local management's responsibility to address it with any necessary mitigating action being taken by them on an individual basis to help

¹⁸ This includes HMRC Contact Centres.

alleviate the position (see Section 8 above regarding stress related tools etc available to managers).

10 Leavers

Appendix D shows a comparison of staff in the Phase 2 offices who left HMRC in the year leading up to the announcement on 4 December 2008 and the subsequent 12 months.

This reveals that there was no increase in staff resigning from these offices as a result of the announcements. In fact, there was a large reduction in resignations in the year following the final RRP announcement when 27 staff resigned compared to 110 in the previous year.

Overall however, more staff did leave HMRC in the year ended 4 December 2009. This was mainly due to increased numbers taking advantage of the early release schemes made available, or transfers to other government departments.

10.1 Leavers – Gender

Appendix D also shows the gender position regarding the staff in the Phase 2 offices who left HMRC in both years.

Table 8 below makes a comparison in number and percentage terms of male and female leavers for both years.

Table 8: Male/Female Leaver Comparison

| | Male | Female | Total |
|----------------------------|--------------|---------------|--------------|
| Year Ended 4 December 2008 | 180 (28.57%) | 450 (71.43%) | 630 |
| Year Ended 4 December 2009 | 194 (22.30%) | 676 (77.70%) | 870 |

The table shows that in the 12 months following the final announcement, there was a substantial increase in the number of female staff leaving the offices (as well as a small increase in the number of male staff leaving). In addition, for both years, the percentage of female leavers, compared to male leavers, was higher than the 1 December 2008 percentage of female staff working in the offices (68.76% - see Table 3 above).

Please see also the additional linked gender comments at the end of Section 10.2.

10.2 Leavers – Part Time/Full Time

Appendix E shows the part time/full time position regarding the staff in the Phase 2 offices who left HMRC in both years.

Table 9 below makes a comparison in number and percentage terms between part time/full time leavers for both years.

Table 9: Part Time/Full Time Leavers

| | Part Time Staff | Full Time Staff | Total Leavers |
|----------------------------|-----------------|-----------------|---------------|
| Year Ended 4 December 2008 | 263 (41.75%) | 367 (58.25%) | 630 |
| Year Ended 4 December 2009 | 422 (48.51%) | 448 (51.49%) | 870 |

At both 1 December 2008 and 1 January 2010 the percentage of part time staff employed in the Phase 2 offices was approximately 36% (see table 6 above).

The table shows that in both years a higher percentage of part time staff left these offices compared to the percentage of part time staff that were employed in them at the time. The table also reveals that a higher percentage and number of part time staff left these offices in the year following the final announcement date (4 December 2008) than in the year leading up to the announcement.

Table 10 below makes a comparison in number and percentage terms between part time/full time staff who resigned from Phase 2 offices during both years.

Table 10: Part Time/Full Time Resignations

| | Part Time Staff | Full Time Staff | Total Resignations |
|----------------------------|-----------------|-----------------|--------------------|
| Year Ended 4 December 2008 | 57 (51.82%) | 53 (48.18%) | 110 |
| Year Ended 4 December 2009 | 21 (77.78%) | 6 (22.22%) | 27 |

The table shows that in both years, a greater number of part time staff resigned compared to full time staff, although the actual number of part time staff who left in the year following the final announcement reduced and was relatively small (21).

The majority of part time staff working in HMRC are female, a large number of whom might work part time because of caring responsibilities. It is possible that there could be a connection between part time staff (and as a consequence female staff) leaving the Department in comparatively higher numbers than full time staff (and men) because they are carers. Many may have considered the additional travelling time required to work at a new office further from their home (and perhaps travel and/or child care costs) too difficult to sustain, hence a higher percentage of female staff may have left the Department because of this.

10.3 Leavers – Disabled

Appendix F shows the disability data of staff leavers in the Phase 2 offices in:

- the year ended 4 December 2008
- the year ended 4 December 2009
- the period 5 December 2009 – 2 April 2010¹⁹

¹⁹ Excluding staff who left on voluntary redundancy terms etc.

This data is based on their declarations made on the HMRC on line system (ERP) and reveals that only seven staff who have declared they are disabled resigned from the Department during the periods being considered.

Table 11 below makes a comparison in percentage terms between staff who have declared they are disabled in the Phase 2 offices who left HMRC in both years and in the period 5 December 2009 to 2 April 2010, with the known percentage of staff in those offices who have declared they are disabled at 1 December 2008 and 1 January 2010 (see Table 2 above), and 2 April 2010.

Table 11: Comparison of disabled leavers with total disabled staff

| | Year | Year | Period |
|-----------------------|---------------------------------|---------------------------------|---------------------------------|
| % of Disabled Leavers | Year Ended 4 Dec 2008 7.46% | Year Ended 4 Dec 2009 11.95% | 5 Dec 09 - 2 April 10 14.49% |
| % of Disabled Staff | As at 1 December 2008 10.47% | As at 1 January 2010 11.61% | As at 2 April 2010 11.61% |

The table shows that in neither of the years ended 4 December 2008 or 4 December 2009 did staff who have declared they are disabled leave HMRC in significant disproportionate numbers compared with the overall staff who have declared they are disabled working in these offices.

In the period 5 December 2009 to 2 April 2010, although the percentage of disabled leavers was higher than the percentage of staff in the Phase 2 offices who have declared they are disabled, only one of these staff resigned. The overall number of disabled leavers also was comparatively low (20 – see Appendix F) with the majority leaving under early release schemes (11).

Table 12 below makes a comparison in percentage terms between:

- staff who have declared they are disabled who worked in the Phase 2 offices and left HMRC in the years ended 4 December 2008 and 4 December 2009, and
- staff who have declared they are disabled who worked in these offices at dates approximately at the end of both of those years.

This is broken down into the various leaver categories as follows:

Table 12: Disabled Leavers

| Leaver Category | % (and number) of Leavers y/e 4 Dec 2008 | % of Staff who declared they are disabled at 1 Dec 2008 | % (and number) of Leavers y/e 4 Dec 2009 | % of Staff who declared they are disabled at 1 Jan 2010 |
|-----------------------|--|---|--|---|
| Resigned | 3.64% (4) | 10.47% | 7.41% (2) | 11.61% |
| OGD Transfers | 9.26% (5) | 10.47% | 11.29% (21) | 11.61% |
| Early Release Schemes | 8.52% (23) | 10.47% | 11.28% (59) | 11.61% |
| Other ²⁰ | 7.65% (15) | 10.47% | 16.42% (22) | 11.61% |

The table shows that in neither year was there a negative disproportionate impact on disabled staff in any leaver category (apart from the “other leaver” category in the y/e 4/12/09).

It is recognised that many disabled staff who leave HMRC may have more difficulty in finding alternative employment than non disabled colleagues.

10.4 Leavers Summary

Analysis of the data for the Phase 2 offices suggests:

- there has been no increase in the number of staff resigning as a result of the RRP
- there has been a higher percentage of part time staff leaving compared to the percentage of part time staff who were working in the Phase 2 offices at the time
- a higher percentage and number of part time staff left the Department in the year following the final announcement date than in the previous year
- a greater number of part time staff resigned compared to full time staff
- there has been a higher percentage of female leavers when compared to the percentage of female staff working in the offices at the time
- there has been no significant disproportionate impact overall in relation to staff who have declared they are disabled.

11 Grievances and Appeals

Grievances and appeals are confidentially monitored so that impacts on equality groups can be identified at an early stage and, if necessary, policies, procedures and mitigating actions reviewed. The grounds on which grievances and appeals were submitted following moderation must remain confidential. In general terms however, from the moderating group information available:

- 5,351 staff were expected to relocate - the moderating groups agreed that 2,091 (39.07%) staff could relocate with their business unit
- Data available indicates that a total of 133 (6%) grievances were raised by these staff
- Of these 133 grievances, 53 were upheld and 80 not upheld

²⁰ Includes Retirements, End of FTA, Dismissals etc.

- Of the 80 grievances not upheld, 74 appeals were lodged, of which 43 (58%) were upheld.

An equality group analysis of the 133 grievances raised shows a similar pattern to the equality group analysis results earlier in this EQIA.

Table 13 below makes an equality comparison in percentage and number terms of grievance data held²¹ and staff data in the Phase 2 offices at 1 December 2008.

Table 13: Grievances by Equality Group

| Equality Group | % of Total Grievances Raised by Staff | % Staff in Phase 2 Offices at 1 Dec 2008 | % Difference |
|--|--|---|---------------------|
| Black, Asian & Ethnic Minority (BAME) | 3.82% (5) | 1.17% (62) | 2.65% |
| Staff who declared they are disabled | 10.69% (14) | 10.47% (556) | 0.22% |
| Gender – Female | 73.28% (96) | 68.76% (3,650) | 4.52% |
| Part Time Staff (used as an indicator for those with or without dependants) | 45.80% (60) | 36.00% (1,911) | 9.80% |

The table shows significant higher percentage of grievances raised by female and part time staff compared to the percentages of such staff in Phase 2 offices at 1 December 2008. In fact, closer analysis of the grievances made by part time staff shows that over 98% of them were raised by female part time staff.

The table also shows only a small percentage difference with regard to staff who declared they are disabled (0.22%).

Although grievances raised by BAME staff show a 2.65% difference, the actual number of staff who made a grievance was very low.

Analysis made of grievances broken down into age ranges shows that in only two age ranges (22-32 and 33-43) were the percentage of grievances made higher than the percentage of staff in those age ranges in the Phase 2 offices at 1 December 2008. The differences are 2.82% and 6.52% respectively.

This suggests that there could be a link between grievances made by staff from such age ranges and the part time and gender position above. It is likely that a higher percentage of female staff in those age ranges have child care responsibilities and have chosen to work part time. A change of office location, which for a number of them might have required additional time spent travelling, might well have been the basis for them raising a grievance against moderating group decisions.

²¹ Data is only available for 131 of the 133 grievances raised.

It should be noted however that not all the grievances made (or subsequent appeals), were directly related to decisions made by moderating groups that staff could reasonably be expected to relocate with their business units.

Overall, the low number of grievances raised compared with the high number of staff affected by a required relocation suggests that the processes put in place by HMRC to consider staff circumstances and their redeployment were largely successful.

12 Employment Tribunals

HMRC will continue to monitor all cases brought to tribunal and will consider if any changes are necessary to the current processes and guidance in the light of them.

13 Voluntary Redundancy

On 31 March/1 April 2010 a total of 1,441²² staff left HMRC by accepting voluntary redundancy/severance on compulsory terms.

Appendix G shows an equality breakdown of these staff.

Table 14 below makes a comparison of staff data from the equality groups above where an impact has been identified, as at 1 January 2010, and with staff from those groups who accepted voluntary redundancy. Included in the table for comparison purposes are details of all staff from these groups in the Department as at 1 April 2010.

Table 14: Equality Comparison of staff taking voluntary redundancy March/April 2010

| Equality Group | % Staff in Phase 2 Offices as at 1 January 2010 | % CER/CES Leavers | % Overall Staff in HMRC at 1 April 2010 |
|--|--|--------------------------|--|
| Staff who have declared they are disabled | 11.6 | 11.4 | 8.3 |
| Gender – Female | 67.5 | 74.5 | 59.0 |
| Part Time Staff (used as an indicator for those with or without dependants) | 36.0 | 44.0 | 29.8 |

The table shows that in percentage terms, there has been a higher proportion of female and part time staff leaving on CER/CES, compared to all staff in the Phase 2 offices at 1 January 2010.

Appendix H shows the diversity data of staff (surplus and non surplus), still working in Phase 2 offices at 2 April 2010 following the departure of those staff who accepted voluntary redundancy on 31 March/1 April. A summary of the information relating to the equality groups where an impact has been identified is shown in table 15 below. Included

²² This figure also includes those staff who have left aged over 60 having accepted the special payment award. In addition a further 27 staff left on 30 April 2010 - table 14 does not contain data for these staff.

for comparison purposes are the staff percentages in the Phase 2 offices for these groups as at 1 January 2010.

Table 15: Equality Comparison of those staff remaining in the Phase 2 offices at 2 April 2010

| Equality Group | % Surplus Staff²³ in Phase 2 Offices (1 Jan 2010) | % Non Surplus Staff in Phase 2 Offices (1 Jan 2010) | % Surplus Staff in Phase 2 Offices (2 April 2010) | % Non Surplus Staff in Phase 2 Offices (2 April10) |
|--|---|--|--|---|
| Staff who have declared they are disabled | 13.2% | 9.9% | 20.3% | 9.8% |
| Gender – Female | 72.3% | 62.4% | 60.5% | 63.5% |
| Part Time Staff (used as an indicator for those with or without dependants) | 41.9% | 29.6% | 31.7% | 30.9% |

The table shows that there is a disproportionately high percentage of surplus disabled staff still remaining in the Phase 2 offices at 2 April 2010 (20.3%).

RDSTs continue to work actively with the businesses to seek redeployment for these surplus staff.

14 Recommendations

The recommendations in this EQIA update aim to further reduce the equality impacts within different groups. They are that HMRC should:

- continue to monitor progress of staff redeployed and respond, where appropriate, to any changes in circumstances, including making reasonable adjustments.
- ensure that RDSTs continue to consider each surplus staff member's circumstances and endeavour to find redeployment solutions
- obtain and monitor customer feedback regarding the relocation of Enquiry Centres
- recognise that more accurate data is required to promote equality and diversity, continue its campaign and consider alternative strategies to increase declaration rates amongst its staff for ethnicity, disability and sexual orientation.

15 Conclusion

The RRP was part of the wider HMRC objective to deliver HMRC's location strategy as quickly and efficiently as possible in line with commitments given to HM Treasury under the Spending Reviews 04 and 07. By centralising more of HMRC's business operations in fewer locations and rationalising and reducing its estate the Department will be better placed to deliver better service to customers and provide better value for money for the taxpayer.

²³ For presentational purposes, staff who were pre-surplus at 1 January 2010 have been categorised as surplus.

BWFC Phase 2 contributes to this objective to ensure that the right numbers of people are in the right places with the right skills. It also ensures certainty for staff and helps staff make informed choices about their career options.

The data contained within this EQIA update indicates that there may be a negative impact emerging in respect of the following equality groups:

- Disabled
- Gender
- Those with or without dependants.

However, the proportionate impact on these groups is not as high as previously feared when the office closures were initially announced, and to some extent the impact has been expected based on the historic office model the Department inherited from Inland Revenue and Customs & Excise. HMRC has made extensive efforts to implement a fair and consistent redeployment policy to deliver the target business model within the Workforce Change Programme, including:

- ensuring that at all times individual circumstances have been taken into account when considering moves of office
- where staff couldn't move with their business, accommodation being provided and portable work fed back
- flexible working arrangements continuing to be offered to staff to assist in relocation to another office, adapted where possible to accommodate personal circumstances.
- no staff being forced to move outside of RDT from their home
- no staff being made compulsorily redundant as a direct result of an office closure, HMRC continuing to make every effort to avoid this.

In June of this year HMRC made a decision to move those surplus staff in Phase 2 offices who had, since the introduction of the Redeployment Discussion process, expressed a willingness and ability to move to a strategic site. Work is underway to establish the exact numbers and offices impacted by this decision. The intention is to move these staff within the next few months, subject to estate capacity, grade, and the confidence in future vacancies being available within the strategic site. This is a further step in avoiding the need for compulsory redundancy.

The Department will continue to learn lessons in relation to how it captures and assesses equality information in relation to workforce change. It is clear that further reductions in staffing levels will be required as Government funding pressures become more acute and our accommodation will need to be reviewed as a result of this. The EQIA good practice developed during the RRP and the redeployment policies around staff relocation will enable the Department to continue assessing the impact of such changes on equality during the forthcoming year and beyond.

APPENDIX A: List of Phase 2 Offices

| | | |
|----------------------------------|---------------------------------------|-------------------------------------|
| Aberystwyth, Crown Buildings | Dunfermline, Merchiston House | Newport, Crown Buildings |
| Accrington, Castle House | Dunoon, Auchencraig | Newport (IOW), The Apex |
| Alfreton, Horsefair House | East Dereham, 24 Church Street | Newton Abbot, Sherborne House |
| Alnwick, Bondgate Hall | Elgin, Phoenix House | Northwich, Dane House |
| Altrincham, Roberts House | Evesham, Lower Leys | Nuneaton, Powell House |
| Andover, London Street | Farnham, Woolmead House | Oban, Mathieson House |
| Ashford, Crown Buildings | Frome, Edwin Sims House | Oldham, Phoenix House |
| Aylesbury, Kingfisher House | Gainsborough, Crown House | Oswestry, Plas Ffynnon |
| Ayr, Russell House | Galashiels, New Reiver House | Penrith, Environment Agency |
| Ballymena, Kilpatrick House | Grantham, Crown House | Penzance, Penlowarth |
| Banbridge, Bridgewater House | Grays, Crown House | Perth, 1-3 Water Vennel |
| Banbury, Crown Buildings | Great Yarmouth, Havenbridge House | Peterhead, Keith House |
| Bangor, Ty Glyn | Greenock, Custom House | Pontefract, Micklegate House |
| Barrow in Furness, Furness House | Greenock, 99 Dalrymple Street | Pontypool, Ty'r Felin |
| Bath, Royal Mead | Halifax, Southgate House | Pontypridd, Taff Vale House |
| Bideford, Northbank House | Hamilton, Barrack Street | Redditch, Threadneedle House |
| Birkenhead, Birchen House | Harlow, Beaufort House | Retford, Kings Park House |
| Bishop Auckland, Vinovium House | Harlow, Terminus House | Rhyl, Llys Anwyl |
| Boston, Chantry House | Hatfield, Gracemead House | Ripon, Athelstan Court |
| Brecon, Government Buildings | Haverfordwest, Government Buildings | Rothersay, 9-10 King Street |
| Bridgend, Tremains House | Hawick, Crown Building | Rugby, Bennfield House |
| Bridgewater, Westgate House | Hemel Hempstead, Lord Alexander House | Salisbury, Summerlock House |
| Bridlington, Crown Building | Hereford, Broadway House | Scarborough, Albion House |
| Buckie, Moray House | Hertford, Sovereign House | Scunthorpe, Station House |
| Burnley, Towneley House | Hexham, St Andrews House | Shrewsbury, New Mayfield House |
| Burton on Trent, Crown House | Horsham, Tower Court | Skipton, Cavendish House |
| Bury St Edmonds, Triton House | Huddersfield, Crown House | Southport, Dukes House |
| Cannock, Rogers House | Huntingdon, Chequers Court | Spalding, Government Buildings |
| Cheltenham, Inland Revenue House | Keighley, Worth House | St Albans, Beaver House |
| Chester, Eden House | Kendal, Eskdale House | St Annes, Petros House |
| Chester, Norroy House | Kettering, Cytringan House | Stafford, Greyfriars House |
| Chichester, 6 Southgate | Lancaster, Charter House | Stratford Upon Avon, Crown Building |
| Chippenham, Kilvert House | Launceston, Madford House | Sudbury, Crown Building |
| Chorley, Lingmell House | Lewes, Medwyn House | Tonbridge, Douglas House |
| Clacton on Sea, Harlech House | Louth, Chequergate | Torquay, Tor Hill House |
| Crewe, Crewe House | Ludlow, Old Meb Buildings | Tunbridge Wells, Longford House |
| Darlington, Regent House | Macclesfield, Craven House | Wakefield, Crown House |
| Doncaster, Weston House | Mansfield, Chaucer House | Wellingborough, Christchurch House |
| Doncaster, St Peter's House | Margate, Capital House | Wells, 20 Priory Road |
| Dorchester, Vespasian House | Melton Mowbray, Crown House | Welshpool, Dolanog House |
| Dumbarton, Meadowbank Street | Newark, Millgate | Weston Super Mare, Parkside |
| Dumfries, Government Buildings | Newbury, Elizabeth House | Witham, Icen House |
| | | Yeovil, Maltravers House |

APPENDIX B: Equality Summaries of Staff in Phase 2 Offices

Staff Diversity Data as at 1 December 2008 (Total Staff – 5,308)

| Ethnicity | | Disability | | Age Group | |
|-----------------------|-------|-----------------------|-------|------------------|-------|
| | % | | % | | % |
| White | 69.08 | Disabled | 10.47 | 16 – 21 | 0 |
| Ethnic Minority | 1.17 | Not disabled | 44.31 | 22 – 32 | 7.1 |
| Chosen not to declare | 5.26 | Chosen not to declare | 3.66 | 33 – 43 | 26.3 |
| Not Known | 24.49 | Not Known | 41.56 | 44 – 54 | 43.8 |
| | | | | 55 – 60 | 18.8 |
| | | | | 61 -65 | 3.9 |
| | | | | 66+ | 0.1 |
| Gender | | Working Pattern | | Part Time Gender | |
| | % | | % | | % |
| Male | 31.24 | Full Time | 64.00 | Male | 8.22 |
| Female | 68.76 | Part Time | 36.00 | Female | 91.78 |

Staff Diversity Data as at 1 January 2010 (Total Staff – 3,265)

| Ethnicity | | Disability | | Age Group | |
|-----------------------|-------|-----------------------|-------|------------------|-------|
| | % | | % | | % |
| White | 70.87 | Disabled | 11.61 | 16 – 21 | 0 |
| Ethnic Minority | 1.19 | Not disabled | 44.71 | 22 – 32 | 6.2 |
| Chosen not to declare | 5.18 | Chosen not to declare | 3.77 | 33 – 43 | 24.2 |
| Not Known | 22.76 | Not Known | 39.91 | 44 – 54 | 43.7 |
| | | | | 55 – 60 | 19.4 |
| | | | | 61 -65 | 6.1 |
| | | | | 66+ | 0.4 |
| Gender | | Working Pattern | | Part Time Gender | |
| | % | | % | | % |
| Male | 32.47 | Full Time | 63.98 | Male | 9.52 |
| Female | 67.53 | Part Time | 36.02 | Female | 90.48 |

Staff Diversity Data as at 2 April 2010 (Total Staff – 1,663)

| Ethnicity | % | Disability | % | Age Group | % |
|-----------------------|----------|------------------------|----------|-------------------------|----------|
| White | 71.86 | Disabled | 11.61 | 16 – 21 | 0 |
| Ethnic Minority | 1.20 | Not disabled | 47.50 | 22 – 32 | 7.5 |
| Chosen not to declare | 5.11 | Chosen not to declare | 3.55 | 33 – 43 | 23.7 |
| Not Known | 21.83 | Not Known | 37.34 | 44 – 54 | 44.2 |
| | | | | 55 – 60 | 17.9 |
| | | | | 61 -65 | 6.2 |
| | | | | 66+ | 0.5 |
| Gender | % | Working Pattern | % | Part Time Gender | % |
| Male | 37.04 | Full Time | 68.97 | Male | 13.18 |
| Female | 62.96 | Part Time | 31.03 | Female | 86.82 |

APPENDIX C: Staff Numbers as at 2 April 2010²⁴

| GOR | Location | Building | Surplus Staff | Non Surplus Staff | |
|-------------------|--------------------|----------------------|-----------------|-------------------|----|
| South East | Andover | London Street | 0 | 5 | |
| | Ashford | Crown Building | 3 | 23 | |
| | Aylesbury | Kingfisher House | 2 | 21 | |
| | Banbury | Crown Buildings | 5 | 8 | |
| | Chichester | 6 Southgate | 3 | 21 | |
| | Farnham | Woolmead House | 0 | 17 | |
| | Horsham | Tower Court | 0 | 13 | |
| | Isle of Wight | The Apex | 11 | 9 | |
| | Lewes | Medwyn House | 2 | 10 | |
| | Margate | Capital House | 1 | 12 | |
| | Newbury | Elizabeth House | 2 | 7 | |
| | Tonbridge | Douglas House | 1 | 8 | |
| | Tunbridge Wells | Longford House | 7 | 19 | |
| | South West | Bath | Royal Mead | 2 | 10 |
| | | Bideford | Northbank House | 0 | 6 |
| Bridgwater | | Westgate House | 0 | 15 | |
| Cheltenham | | Inland Revenue House | 0 | 27 | |
| Chippenham | | Kilvert House | 0 | 7 | |
| Dorchester | | Vespasian House | 0 | 6 | |
| Frome | | Edwin Sims House | 0 | 13 | |
| Launceston | | Madford House | 4 | 6 | |
| Newton Abbot | | Sherborne House | 18 | 20 | |
| Penzance | | Penlowarth | 1 | 16 | |
| Salisbury | | Summerlock House | 0 | 3 | |
| Torquay | | Tor Hill House | 5 | 11 | |
| Wells | | Priory Road | 1 | 5 | |
| Weston-Super-Mare | | Parkside | 5 | 8 | |
| Yeovil | | Maltravers House | 3 | 10 | |
| North West | Accrington | Castle House | 7 | 33 | |
| | Altrincham | Roberts House | 0 | 13 | |
| | Barrow in Furness | Furness House | 0 | 7 | |
| | Birkenhead | Birchen House | 2 | 51 | |
| | Burnley | Towneley House | 4 | 26 | |
| | Chester | Eden House | 0 | 5 | |
| | | Norroy House | 1 | 26 | |
| | Chorley | Lingmell House | 3 | 29 | |
| | Crewe | Crewe House | 3 | 21 | |
| | Kendal | Eskdale House | 0 | 10 | |
| | Lancaster | Charter House | 2 | 17 | |
| | Lytham St Annes | Petros House | 0 | 4 | |
| | Macclesfield | Craven House | 0 | 16 | |
| | Northwich | Dane House | 1 | 16 | |
| | Oldham | Phoenix House | 2 | 18 | |
| Penrith | Environment Agency | 0 | 0 | | |

²⁴ Source: HR data as at 2 April 2010.

EQIA Update: HMRC offices scheduled for closure in 2010/11

| | | | | |
|----------------|-----------------|----------------------|----|----|
| | Southport | Dukes House | 2 | 18 |
| Yorks & Humber | Bridlington | Crown Building | 2 | 6 |
| | Doncaster | St Peters House | 8 | 17 |
| | | Weston House | 5 | 11 |
| | Halifax | 6/8 Southgate House | 2 | 10 |
| | Huddersfield | Crown House | 2 | 12 |
| | Keighley | Worth House | 0 | 10 |
| | Pontefract | Micklelegate House | 1 | 10 |
| | Ripon | Athelstan Court | 0 | 4 |
| | Scarborough | Albion House | 0 | 7 |
| | Scunthorpe | Station House | 0 | 10 |
| | Skipton | Cavendish House | 5 | 8 |
| | Wakefield | Crown House | 1 | 4 |
| N Ireland | Ballymena | Kilpatrick House | 12 | 17 |
| | Banbridge | Bridgewater House | 0 | 9 |
| North East | Alnwick | Bondgate Hall | 0 | 2 |
| | Bishop Auckland | Vinovium House | 8 | 5 |
| | Darlington | Regent House | 2 | 8 |
| | Hexham | St Andrews House | 4 | 2 |
| Scotland | Ayr | Russell House | 7 | 19 |
| | Buckie | Moray House | 1 | 3 |
| | Dumbarton | 15 Meadowbank Street | 1 | 4 |
| | Dumfries | Government Buildings | 3 | 3 |
| | Dunfermline | Merchiston House | 0 | 11 |
| | Dunoon | Auchencraig | 1 | 3 |
| | Elgin | Phoenix House | 0 | 0 |
| | Galashiels | New Reiver House | 0 | 6 |
| | Greenock | 99 Dalrymple Street | 0 | 8 |
| | | Custom House | 3 | 12 |
| | Hamilton | Barrack Street | 0 | 3 |
| | Hawick | Crown Building | 0 | 2 |
| | Oban | Mathieson House | 0 | 1 |
| | Perth | 1-3 Water Vennel | 0 | 11 |
| | Peterhead | Keith House | 0 | 1 |
| | Rothesay | 9 King Street | 0 | 1 |
| East | Bury St Edmunds | Triton House | 3 | 19 |
| | Clacton on Sea | Harlech House | 2 | 5 |
| | East Dereham | Church Street | 5 | 6 |
| | Grays | Crown House | 1 | 5 |
| | Great Yarmouth | Havenbridge House | 12 | 25 |
| | Harlow | Beaufort House | 5 | 18 |
| | | Terminus House | 0 | 7 |
| | Hatfield | Gracemead House | 1 | 11 |
| | Hemel Hempstead | Lord Alexander House | 6 | 11 |
| | Hertford | Sovereign House | 2 | 5 |
| | Huntingdon | Chequers Court | 0 | 5 |
| | St Albans | Beauver House | 1 | 19 |
| | Sudbury | Crown Building | 2 | 8 |
| | Witham | Iceni House | 0 | 8 |
| East Midlands | Alfreton | Horsefair House | 1 | 4 |

EQIA Update: HMRC offices scheduled for closure in 2010/11

| | | | | |
|---------------|-------------------|----------------------|------------|--------------|
| | Boston | Chantry House | 1 | 9 |
| | Gainsborough | Crown House | 1 | 7 |
| | Grantham | 49A Castlegate | 0 | 16 |
| | Kettering | Cytringan House | 2 | 17 |
| | Louth | Chequergate | 0 | 5 |
| | Mansfield | Chaucer House | 0 | 7 |
| | Melton Mowbray | Crown House | 1 | 5 |
| | Newark | 11- 21 Millgate | 1 | 7 |
| | Retford | Kings Park House | 1 | 11 |
| | Spalding | Government Buildings | 2 | 6 |
| | Wellingborough | Christchurch House | 0 | 8 |
| Wales | Aberystwyth | Crown Buildings | 5 | 5 |
| | Bangor | Ty Glyn | 3 | 45 |
| | Brecon | Government Building | 2 | 2 |
| | Bridgend | Tremains House | 2 | 14 |
| | Haverfordwest | Government Buildings | 0 | 7 |
| | Newport | Crown Building | 8 | 20 |
| | Pontypool | Ty'r Felin | 3 | 7 |
| | Pontypridd | Taff Vale House | 0 | 6 |
| | Rhyl | Llys Anwyl | 6 | 13 |
| | Welshpool | New Dolanog House | 8 | 5 |
| West Midlands | Burton upon Trent | Crown House | 3 | 21 |
| | Cannock | Rogers House | 0 | 10 |
| | Evesham | Lower Leys | 1 | 19 |
| | Hereford | Broadway House | 7 | 8 |
| | Ludlow | Old MEB Buildings | 1 | 3 |
| | Nuneaton | Powell House | 0 | 9 |
| | Oswestry | Plas Ffynnon | 6 | 10 |
| | Redditch | Threadneedle House | 0 | 8 |
| | Rugby | Bennfield House | 0 | 4 |
| | Shrewsbury | New Mayfield House | 4 | 11 |
| | Stafford | Greyfriars House | 0 | 9 |
| | Stratford-on-Avon | Crown Building | 1 | 6 |
| TOTALS | | | 281 | 1,382 |

APPENDIX D: Staff Leaver Details

| Leavers in the Phase 2 Offices | | | |
|--------------------------------------|-------------|------------------------------|-----------------------------|
| | Total | Female | Male |
| 5 December 2007 - 4 December 2008 | 630 | 450 | 180 |
| 5 December 2008 - 4 December 2009 | 870 | 676 | 194 |
| | | | |
| | Resignation | OGD Permanent Transfer | Early Release Schemes |
| 5 December 2007 - 4 December 2008 | 110 | 54 | 270 |
| 5 December 2008 - 4 December 2009 | 27 | 186 | 523 |

APPENDIX E: Staff Leaver Details – Part Time/Full Time

| Leavers in the Phase 2 Offices | | Female | Male | Total | | |
|--------------------------------------|-----------|-------------|------------------------|-------------------------------------|---------------------|-------|
| 5 December 2007 - 4 December 2008 | Part Time | 248 | 15 | 263 | | |
| | Full Time | 202 | 165 | 367 | | |
| | Total | 450 | 180 | 630 | | |
| 5 December 2008 - 4 December 2009 | Part Time | 393 | 29 | 422 | | |
| | Full Time | 283 | 165 | 448 | | |
| | Total | 676 | 194 | 870 | | |
| Reasons for Leaving | | | | | | |
| Leavers in the Phase 2 Offices | | Resignation | OGD Permanent Transfer | Early Release Schemes ²⁵ | Other ²⁶ | Total |
| 5 December 2007 - 4 December 2008 | Part Time | 57 | 20 | 135 | 51 | 263 |
| | Full Time | 53 | 34 | 135 | 145 | 367 |
| | Total | 110 | 54 | 270 | 196 | 630 |
| 5 December 2008 - 4 December 2009 | Part Time | 21 | 74 | 268 | 59 | 422 |
| | Full Time | 6 | 112 | 255 | 75 | 448 |
| | Total | 27 | 186 | 523 | 134 | 870 |

²⁵ Includes AER, FES, PSRS etc.

²⁶ Includes Retirements, End of FTA, Dismissals etc.

APPENDIX F: Staff Leaver Details - Disabled/Non Disabled

| Reasons for Leaving | | | | | | | |
|--|--------------|-------------|------------------------|-------------------------------------|---------------------|------------|-------------|
| | | Resignation | OGD Permanent Transfer | Early Release Schemes ²⁷ | Other ²⁸ | Total | % of Total |
| 5 December 2007 - 4 December 2008 | Disabled | 4 | 5 | 23 | 15 | 47 | 7.46% |
| | Non Disabled | 44 | 27 | 124 | 70 | 265 | 42.06% |
| | Not Known | 62 | 22 | 123 | 111 | 318 | 50.48% |
| | Total | 110 | 54 | 270 | 196 | 630 | 100% |
| 5 December 2008 - 4 December 2009 | Disabled | 2 | 21 | 59 | 22 | 104 | 11.95% |
| | Non Disabled | 8 | 91 | 235 | 46 | 380 | 43.68% |
| | Not Known | 17 | 74 | 229 | 66 | 386 | 44.37% |
| | Total | 27 | 186 | 523 | 134 | 870 | 100% |
| 5 December 2009 - 2 April 2010 | Disabled | 1 | 3 | 11 | 5 | 20 | 14.49% |
| | Non Disabled | 3 | 11 | 38 | 8 | 60 | 43.48% |
| | Not Known | 6 | 9 | 26 | 17 | 58 | 42.03% |
| | Total | 10 | 23 | 75 | 30 | 138 | 100% |

²⁷ Includes AER, FES, PSRS etc.

²⁸ Includes Retirements, End of FTA, Dismissals etc.

APPENDIX G: Equality Summary of Staff Leaving Under CER/CES

(Total Staff – 1,441)

| Ethnicity | % | Disability | % | Age Group | % |
|-----------------------|----------|------------------------|----------|------------------|----------|
| White | 68.8 | Disabled | 11.4 | 16 – 21 | 0 |
| Ethnic Minority | 1.3 | Not disabled | 41.0 | 22 – 32 | 4.6 |
| Chosen not to declare | 5.4 | Chosen not to declare | 3.9 | 33 – 43 | 25.1 |
| Not Known | 24.5 | Not Known | 43.7 | 44 – 54 | 42.6 |
| | | | | 55 – 60 | 20.7 |
| | | | | 61 -65 | 6.5 |
| | | | | 66+ | 0.5 |
| Gender | % | Working Pattern | % | PT Gender | % |
| Male | 25.5 | Full Time | 56.0 | Male | 7.6 |
| Female | 74.5 | Part Time | 44.0 | Female | 92.4 |

APPENDIX H: Equality Summary of Staff in Phase 2 Offices at 2 April 2010

Surplus Staff in Phase 2 Offices at 2 April 2010

| Ethnicity | | Disability | | Age Group | |
|-----------------------|------|-----------------------|------|------------------|------|
| | % | | % | | % |
| White | 66.5 | Disabled | 20.3 | 16 – 21 | 0 |
| Ethnic Minority | 2.5 | Not disabled | 33.8 | 22 – 32 | 12.1 |
| Chosen not to declare | 6.8 | Chosen not to declare | 4.3 | 33 – 43 | 22.0 |
| Not Known | 24.2 | Not Known | 41.6 | 44 – 54 | 42.0 |
| | | | | 55 – 60 | 13.2 |
| | | | | 61 -65 | 10.0 |
| | | | | 66+ | 0.7 |
| Gender | | Working Pattern | | Part Time Gender | |
| | % | | % | | % |
| Male | 39.5 | Full Time | 68.3 | Male | 21.3 |
| Female | 60.5 | Part Time | 31.7 | Female | 78.7 |

Non Surplus Staff in Phase 2 Offices at 2 April 2010

| Ethnicity | | Disability | | Age Group | |
|-----------------------|------|-----------------------|------|------------------|------|
| | % | | % | | % |
| White | 72.9 | Disabled | 9.8 | 16 – 21 | 0 |
| Ethnic Minority | 0.9 | Not disabled | 50.3 | 22 – 32 | 6.6 |
| Chosen not to declare | 4.8 | Chosen not to declare | 3.4 | 33 – 43 | 24.0 |
| Not Known | 21.4 | Not Known | 36.5 | 44 – 54 | 44.7 |
| | | | | 55 – 60 | 18.8 |
| | | | | 61 -65 | 5.5 |
| | | | | 66+ | 0.4 |
| Gender | | Working Pattern | | Part Time Gender | |
| | % | | % | | % |
| Male | 36.5 | Full Time | 69.1 | Male | 11.5 |
| Female | 63.5 | Part Time | 30.9 | Female | 88.5 |

APPENDIX I: List of Acronyms

| | | |
|-------|---|--|
| AER | - | Approved Early Retirement |
| BAME | - | Black, Asian & Ethnic Minority |
| BWFC | - | Business Workforce Change |
| CER | - | Compulsory Early Retirement |
| CES | - | Compulsory Early Severance |
| CV | - | Curriculum Vitae |
| DTA | - | Daily Travel Assistance |
| EQIA | - | Equality Impact Assessment |
| ERP | - | Enterprise Resource Planning (HMRC's on line System) |
| FES | - | Flexible Early Severance |
| FTA | - | Fixed Term Appointments |
| HMRC | - | Her Majesty's Revenue & Customs |
| HR | - | Human Resources |
| N/A | - | Not Applicable |
| OGDs | - | Other Government Departments |
| PSRS | - | Public Sector Release Scheme |
| RDSTs | - | Regional Director Support Teams |
| RDT | - | Reasonable Daily Travel |
| RNID | - | The Royal National Institute for the Deaf |
| RRP | - | Regional Review Programme |