

Full Data Pack for Newport Office Closure

1. Background

- 1.1. On 31st August 2010, the IPS Management Board agreed that a recommendation would be made to Ministers proposing the closure of the Newport regional office.
- 1.2. This is a considered response, based on detailed analysis, to the issue of overcapacity in the network, both in staffing and in physical capacity terms.
- 1.3. In resource terms, the cancellation of the National Identity Scheme (NIS) has reduced the activities and functions of the IPS passport operation, resulting in some staff overcapacity. Additionally, in our regional passport processing operation we have been able to demonstrate increasing productivity over a number of years and have further plans, through investment in our replacement system and online channel and through streamlining our processes, to improve productivity further. This will lead to increased levels of excess capacity by the end of 2011 of around 350 staff (Full Time Equivalents). The recent Voluntary Early Release (VER) exercise has addressed some of this excess capacity but still leave us with approximately 250 FTE excess staff by 2012 in the passport processing part of the business.
- 1.4. In terms of physical estate, IPS previously estimated that by 2012 it would have ~25% over-capacity in its estate. IPS has further reviewed its position and now estimates that it has 26,537 (m2) floor space and a requirement for 20,144 (m2), equivalent to 24.1% overcapacity. The refinement of these numbers makes no material difference to any of the analysis.
- 1.5. IPS has followed Treasury Green Book guidance in completing its analysis and selected the Multi Criteria Analysis tool to develop an objective recommendation for Ministers.

2. Objective

- 2.1. The objective of this analysis was to determine the best option to remove excess capacity from passport operations at least cost, in order to maximise efficiency and value for money in IPS.

3. Multi Criteria Analysis Methodology

- 3.1. IPS has undertaken detailed analysis, using the Multi Criteria Analysis (MCA) method, to establish objectively which office provided the best option for closure. The broad outline of the Multi Criteria Analysis as described in the Treasury Green book is as follows:
 - A. Identify policy options for analysis
 - B. Identify criteria against which options will be assessed
 - C. Assess options against criteria using quantitative or qualitative data
 - D. Score options against criteria on a consistent basis
 - E. Weight criteria and compare options
 - F. Carry out sensitivity analysis & revisit conclusions.
- 3.2. The criteria we have used fall into groups of Cost, Affordability, Estates, People, Customers & Partners, Performance and Operational Feasibility. These were agreed with

relevant stakeholders in Passport Operations, Finance and Strategy. Consideration was given to the respective weightings of the criteria but these were ultimately given equal weights, as varying the weightings made no discernible impact on the outcome of the analysis.

- 3.3. The criteria and data relevant to each were built into a model, which was run to determine which closure option would be the most sensible.

How this works in practice

Mechanics of the Model

- 3.4. Once the criteria had been agreed, raw data were gathered from across the organisation to input into the MCA model. The input data were then processed and indexed, meaning that a relative weighting – scoring 100 for the most positive response to IPS and decreasing proportionately – was determined for each data set. Indexed values were then allocated a score based on the weights given to each of the criterion. An output score was then produced by summing the output values.

Worked Example – Write Offs (Reduced or Zero Value of Assets)

- 3.5. Data were gathered from IPS's accounting system on the amount IPS would need to Write Off by closing each office. The raw data for Write Offs is as follows:

Scenario	Close Belfast	Close Durham	Close Liverpool	Close Newport	Close P'borough
Write offs	£4,302k	£626k	£4,346k	£1,253k	£928k

- 3.6. Once Indexed each office is awarded a relative value as follows (low Write Offs are preferable so Durham is given the maximum indexed score):

Scenario	Close Belfast	Close Durham	Close Liverpool	Close Newport	Close P'borough
Write offs	15	100	14	50	67

- 3.7. Write Offs contribute 6% of the total score which provides the following relative weighted score to each office:

Scenario	Close Belfast	Close Durham	Close Liverpool	Close Newport	Close P'borough
Write offs	1	6	1	3	4

- 3.8. This score is then added to the total as presented in the table in section 7.

- 3.9. Details of the exact scenarios, data and weighting are provided below.

4. Options for Analysis

- 4.1. IPS developed a number of options for delivering its objective and these were built into the model for analysis. Descriptions of the options are given below.

- 4.2. The option to remove excess staff capacity across all five Application Processing Centres rather than closing a single centre was discounted at an earlier stage of the analysis. IPS currently pays £7,853k in estates costs per year¹ on its five application processing centres. An excess estates capacity of 24.1% means that, should we retain all five APCs, £1,893k of fruitless payments will be made on estates costs per year due to over capacity. Across

¹ Estates costs includes: building rent, services charges, rates, facilities management, fuel and utilities and maintenance. Figures represent spend in the FY2009/10.

a 10 year period this is equivalent to approximately £19m. Sir Phillip Green's Efficiency Review² (pages 25 - 30) raises the fact that property is not managed as a commercial estate across government and highlights the issue of chronic over capacity. Cabinet Office has established a moratorium for all lease breaks and entering into leases across government.

Option: Close Belfast RO, end 2010

Belfast would cease application processing immediately before the move from Hampton House. The existing Counter and local printing would move into Law Society House (LSH), along with all the Interview Offices in Northern Ireland. The upper floors in LSH would be blocked off from the counter and mezzanine area and sub-let to recover as much of our rent costs as possible, although this could be difficult short-term.

Option: Close Durham RO, March 2012

The entire Durham regional office would close after the 2011 peak, handing over the estate by the lease break in October 2012. We would need to investigate retaining the Newcastle Interview Office as a replacement counter for Premium and Fast Track customers. The counter would operate until the end of August 2011 and postal applications would be accepted for processing until the end of July 2011, subject to sufficient staff remaining.

Option: Close Liverpool RO, by March 2012

The entire Liverpool regional office would close by the end of FY 2011-12. The counter would remain operational until the end of August 2011 and postal processing until at least June 2011, although longer might be desirable to give contingency for rollout of the replacement passport issuing system. We would need to investigate providing alternative premises or redirecting customers, as a replacement counter for Premium and Fast Track customers. The servers currently located in Liverpool RO are planned to be moved to a data centre by the end of FY11-12 anyway, so there would be no additional cost should the Liverpool RO close.

Option: Close Newport RO, by March 2012

The entire Newport regional office would close by the end of FY 2011-12. We would need to investigate retaining the Newport Interview Office, providing alternative premises or redirecting customers, as a replacement counter for Premium and Fast Track customers. Application processing could cease at any time after May 2011 but we might wish to continue past this point to keep contingency for the rollout of our replacement passport issuing system.

Option: Close Peterborough RO, by March 2012

The entire Peterborough regional office would close by the end of FY 2011-12. The counter would remain operational until the end of August 2011 and postal processing until at least July 2011. We would need to investigate providing alternative premises or redirecting customers, as a replacement counter for Premium and Fast Track customers.

² The Key Findings and Recommendations of Sir Philip Green's review can be found on the Cabinet office website.

5. Criteria

5.1. The criteria detailed below were agreed with operational leaders and were reviewed by PCS representatives during pre-consultation meetings. The data used in the model are detailed in section 6.1.

5.2. As previously stated, consideration was given to the respective weightings of the criteria but these were ultimately given equal weights, as weighting had no discernible impact on the outcome of the analysis.

Criteria & Weightings	criteria weight	internal weight	% Benefit in category	overall benefit
<u>Cost</u>	100			17%
Net Present Value (NPV)		100	33%	6%
Write offs		100	33%	6%
Payback		100	33%	6%
<u>Affordability</u>	100			17%
Cost Profile		100	100%	17%
<u>Estates</u>	100			17%
Workstation maximum potential capacity (FTE)		100	50%	8%
Empty Space		100	50%	8%
<u>People</u>	100			17%
Business Functions (HQ & Operations)		100	10%	2%
Regional Specialty		100	10%	2%
Backfill Recruitment		100	10%	2%
Staff Survey Engagement Index (%)*		100	10%	2%
Staff Survey Plan for the future (%)*		100	10%	2%
Staff Survey Managing Change (%)*		100	10%	2%
Attrition (%)		100	10%	2%
Attendance (% Average Sick per month)		100	10%	2%
VER		100	10%	2%
Security Audit		100	10%	2%
<u>Customer & Partner</u>	100			17%
Customer Complaint %		100	100%	17%
<u>Performance</u>	100			17%
Weighted Average Transaction Time		100	17%	3%
Productivity Efficiency Rate		100	17%	3%
Efficiency Distribution		100	17%	3%
Quality Standard		100	17%	3%
Fraud Detection (%)		100	17%	3%
Key Performance Indicator		100	17%	3%
				100%

*The criteria that are greyed out and marked with an asterisk were discounted during sensitivity analysis following discussions with PCS and make no difference to the outcome.

6. Data Inputs

6.1. The data used in analysing the options are detailed below. **These data represent the position at 13th September 2010.** Information was drawn from empirical data sources and has been verified by the IPS Management Information Team, Network Operations Team, Finance and Performance Team and Regional Managers.

NOT PROTECTIVELY MARKED

Input Data for APC Scenarios					
Scenario	Close Belfast	Close Durham	Close Liverpool	Close Newport	Close Peterborough
Net Present Value (NPV) (£k) 10yrs	£26,042	£32,820	£48,703	£49,259	£41,497
Write offs (£k)	£4,302	£626	£4,346	£1,253	£928
Payback (months from 1 April 2011)	18	37	23	23	29
Staff & Estates CSR Cost Profile (£k)	£528,574	£513,976	£510,891	£513,811	£515,469
Workstation max capacity (FTE)	273	985	677	532	731
Room for Additional Staff (FTE)	116	356	314	219	267
HQ Functions (FTE)	14	66	69	26	38
Regional Specialty (FTE)	0	14	2	20	67
Backfill Requirement (FTE)	0	311	73	0	182
Staff Survey Engagement Index (%)*	60%	53%	50%	53%	53%
Staff Survey Plan for the future (%)*	75%	64%	66%	66%	69%
Staff Survey Managing Change (%)*	51%	31%	26%	36%	32%
Attrition (%)	6%	1%	2%	5%	3%
Average Sick Absence (days/FTE)	8.5	9.1	12.1	10.1	11.6
VER (number applied)	18	54	33	25	52
Security Audit (no. issues)	20	14	16	8	8
Customer Complaint (per 100k intake)	99	87	93	108	87
Weighted Average Transaction Time (sec)	298	279	238	280	260
Productivity Efficiency Rate (%)	113.5	117.9	122.8	110.2	119.5
Output per Production FTE (apps)	1710	1305	1727	1610	1635
Quality Standard (% checked no errors)	91%	92%	94%	89%	92%
Fraud Detection (frauds per 100k intake)	106	159	128	113	117
Key Performance Indicators Passed (monthly)	91%	88%	77%	83%	75%

*The criteria that are greyed out and marked with an asterix were discounted during sensitivity analysis following discussions with PCS and make no difference to the outcome.

Note: NPV is defined as the difference between the present value of a stream of benefits and that of a stream of costs. A positive NPV occurs when the sum of the discounted benefits exceeds the sum of the discounted costs.

Financial Calculations per APC

BELFAST	1	2	3	4	5	6	7	8	9	10	TOTAL	
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
Baseline Costs	£5,415	£4,966	£5,445	£5,445	£5,445	£5,445	£5,445	£5,445	£5,445	£5,445	£5,445	
Setup Costs												
Relocation		£28										£28
Severance/Recruitment Backfill (See Note1)		£2,037										£2,037
Dilapidations/ Decommissioning ITC												
Project Management	£110	£110										£220
Additional rental buyout at Oct 2011		£5,115										£5,115
TOTAL SETUP	£110	£7,290										£7,400
Annual running costs												
Staff	£3,587	£3,587	£392	£392	£392	£392	£392	£392	£392	£392	£392	£10,701
Estates	£940	£940	£53	£53	£53	£53	£53	£53	£53	£53	£53	£2,358
other costs	£158	£158	£16	£16	£16	£16	£16	£16	£16	£16	£16	£457
TOTAL RUNNING COSTS	£4,685	£4,685	£461	£461	£461	£461	£461	£461	£461	£461	£461	£13,516
Total costs (more)/ less than baseline	£621	-£7,008	£4,984	£4,984	£4,984	£4,984	£4,984	£4,984	£4,984	£4,984	£4,984	£38,472
Cumul total costs (more)/ less than baseline	£621	-£6,388	-£1,403	£3,581	£8,566	£13,550	£18,534	£23,519	£28,503	£33,488	£38,472	
NPV (Discount Rate 3.5%)	£26,042											
PAYBACK MONTHS	18											

NOT PROTECTIVELY MARKED

DURHAM	2011	1 2012	2 2013	3 2014	4 2015	5 2016	6 2017	7 2018	8 2019	9 2020	10 2021	TOTAL
Baseline Costs	£15,436	£14,889	£14,614	£14,364	£13,604	£13,604	£13,604	£13,604	£13,604	£13,604	£13,604	
Setup Costs												
Relocation	£132		£-250	£-500								£-618
Severance/Recruitment Backfill (See Note1)		£9,260										£9,260
Dilapidations/ Decommissioning ITC			£400									£400
Project Management	£165	£165										£330
Additional rental buyout at Oct 2011		£675										£675
TOTAL SETUP	£297	£10,100	£150	£-500								£10,047
Annual running costs												
Staff	£13,666	£8,190	£8,370	£8,370	£8,370	£8,370	£8,370	£8,370	£8,370	£8,370	£8,370	£97,189
Estates	£1,556	£778	£199	£199	£199	£199	£199	£199	£199	£199	£199	£4,123
other costs	£214	£107	£74	£74	£74	£74	£74	£74	£74	£74	£74	£986
TOTAL RUNNING COSTS	£15,436	£9,075	£8,643	£8,643	£8,643	£8,643	£8,643	£8,643	£8,643	£8,643	£8,643	£102,299
total costs (more)/ less than baseline	£-297	£-4,286	£5,821	£6,221	£4,961	£4,961	£4,961	£4,961	£4,961	£4,961	£4,961	£42,189
Cumul total costs (more)/ less than baseline	£-297	£-4,583	£1,238	£7,459	£12,421	£17,382	£22,344	£27,305	£32,266	£37,228	£42,189	
NPV (Discount Rate 3.5%)												£32,820
PAYBACK MONTHS												37

LIVERPOOL	2011	1 2012	2 2013	3 2014	4 2015	5 2016	6 2017	7 2018	8 2019	9 2020	10 2021	TOTAL
Baseline Costs	£12,211	£12,518	£12,205	£12,205	£12,205	£12,211	£12,206	£12,207	£12,207	£12,208	£12,707	
Setup Costs												
Relocation		£138										£138
Severance/Recruitment Backfill (See Note1)		£5,404										£5,404
Dilapidations/ Decommissioning ITC		£400										£400
Project Management	£110	£110										£220
Additional rental buyout at Oct 2011		£3,408										£3,408
TOTAL SETUP	£110	£9,460										£9,570
Annual running costs												
Staff	£9,485	£9,485	£3,807	£3,807	£3,807	£3,807	£3,807	£3,807	£3,807	£3,807	£3,807	£53,231
Estates	£2,551	£2,551	£312	£312	£312	£312	£312	£312	£312	£312	£312	£7,910
other costs	£166	£166	£77	£77	£77	£77	£77	£77	£77	£77	£77	£1,028
TOTAL RUNNING COSTS	£12,201	£12,201	£4,196	£4,196	£4,196	£4,196	£4,196	£4,196	£4,196	£4,196	£4,196	£62,168
total costs (more)/ less than baseline	£-101	£-9,144	£8,008	£8,008	£8,008	£8,015	£8,010	£8,010	£8,011	£8,012	£8,511	£63,349
Cumul total costs (more)/ less than baseline	£-101	£-9,245	£-1,236	£6,772	£14,780	£22,795	£30,805	£38,816	£46,826	£54,838	£63,349	
NPV (Discount Rate 3.5%)												£48,597
PAYBACK MONTHS												26.7

NEWPORT	2011	1 2012	2 2013	3 2014	4 2015	5 2016	6 2017	7 2018	8 2019	9 2020	10 2021	TOTAL
Baseline Costs	£8,624	£8,606	£8,601	£8,601	£8,601	£8,601	£8,851	£9,346	£8,846	£8,846	£8,846	
Setup Costs												
Relocation		£52										£52
Severance/Recruitment Backfill (See Note1)		£5,407										£5,407
Dilapidations/ Decommissioning ITC		£250										£250
Project Management	£110	£110										£220
Additional rental buyout at Oct 2011		£697										£697
TOTAL SETUP	£110	£6,516										£6,626
Annual running costs												
Staff	£7,061	£7,061	£728	£728	£728	£728	£728	£728	£728	£728	£728	£20,674
Estates	£1,214	£1,214	£78	£78	£78	£78	£78	£78	£78	£78	£78	£3,133
other costs	£211	£211	£29	£29	£29	£29	£29	£29	£29	£29	£29	£684
Newport ION estates costs	£137	£137	£137	£137	£137	£137	£137	£137	£137	£137	£137	£1,507
TOTAL RUNNING COSTS	£8,623	£8,623	£972	£972	£972	£972	£972	£972	£972	£972	£972	£25,998
total costs (more)/ less than baseline	£-109	£-6,533	£7,629	£7,629	£7,629	£7,629	£7,879	£8,374	£7,874	£7,874	£7,874	£63,748
Cumul total costs (more)/ less than baseline	£-109	£-6,642	£987	£8,616	£16,245	£23,874	£31,753	£40,127	£48,001	£55,874	£63,748	
NPV (Discount Rate 3.5%)												£49,259
PAYBACK MONTHS												22.7

NOT PROTECTIVELY MARKED

PETERBOROUGH	1	2	3	4	5	6	7	8	9	10	TOTAL	
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
Baseline Costs	£12,248	£12,221	£12,226	£12,261	£12,221	£12,222	£12,480	£12,917	£12,417	£12,417	£12,417	
Setup Costs												
Relocation		£78										£78
Severance/Recruitment Backfill (See Note1)		£7,617										£7,617
Dilapidations/ Decommissioning ITC		£400										£400
Project Management	£110	£110										£220
Additional rental buyout at Oct 2011		£1,435										£1,435
TOTAL SETUP	£110	£9,640										£9,750
Annual running costs												
Staff	£10,604	£10,604	£4,990	£4,990	£4,990	£4,990	£4,990	£4,990	£4,990	£4,990	£4,990	£66,115
Estates	£1,831	£1,831	£118	£118	£118	£118	£118	£118	£118	£118	£118	£4,719
other costs	£221	£221	£44	£44	£44	£44	£44	£44	£44	£44	£44	£835
TOTAL RUNNING COSTS	£12,656	£12,656	£5,151	£5,151	£5,151	£5,151	£5,151	£5,151	£5,151	£5,151	£5,151	£71,669
total costs (more)/ less than baseline	£-518	£-10,075	£7,076	£7,110	£7,070	£7,071	£7,329	£7,766	£7,266	£7,266	£7,266	£54,629
Cumul total costs (more)/ less than baseline	£-518	£-10,593	£-3,517	£3,593	£10,663	£17,735	£25,064	£32,830	£40,097	£47,363	£54,629	
NPV (Discount Rate 3.5%)	£41,497											
PAYBACK MONTHS	28.9											

Note (1): Severance costs have been estimated using an average payout per FTE. This equates to one months salary for the first five years of employment followed by two months salary for each subsequent year, subject to a cap of 12 months, averaged across individual salaries. These calculations predate the proposals contained within the current Superannuation Bill. Any changes in severance costs as a result of the Superannuation Bill would apply to all options.

7. Outcome of the Analysis

7.1. Running the Multi Criteria Analysis (MCA) model provides a clear view that the Newport office is the recommended option for closure for a combination of reasons. The score is derived from running the MCA model and presented in column three in the table below. Supplementary information is presented to aid management and ministerial decision making.

Rank	Office	Score	One-off costs (£m)	Total CSR Spend (£m)	NPV over 10 yrs (£m)	Total FTE in Region	Backfill Needed (FTE)
1	Close Newport RO	91	6.6	514	49.3	313	0
2	Close Peterborough RO	89	8.6	515	41.5	463	182
3	Close Liverpool RO	86	9.6	511	48.7	363	73
4	Close Belfast RO	86	7.4	529	26.0	156	0
5	Close Durham RO	85	10.0	514	32.8	629	311

Newport

7.2. Closure of Newport, first in the MCA model running order, is the recommended option because it combines the lowest costs of closure and the highest Net Present Value (NPV) with an opportunity to vacate a relatively poor building (and not renew the lease). Closure could also be done at acceptable operational risk because we would retain sufficient operational capacity in the remaining network to meet forecast demand for passports, without the need to recruit and backfill elsewhere. Whilst this option would not remove all the excess physical capacity, we are expecting an increase in demand, as we absorb Foreign and Commonwealth office customers from Q3/4 2011/12, and absorb interviews into the Application Processing Network premises, for which this space will act as contingency. Following Ministerial agreement, a Customer Service Centre will need to be established in Newport to accommodate existing customers served by the Newport regional office and interview office.

Peterborough

7.3. Peterborough is second on the list because its NPV and the ongoing CSR running costs (following closure) are reasonable and, as a larger office, a greater amount of physical space would be removed. However, the up front costs for closing are higher than Newport and, as the second largest site, there are simply too many of our staff at Peterborough for us to continue to meet demand, were we to close the office, without significant recruitment to backfill at the remaining sites. Recruiting at the same time as making some of our staff redundant is considered an inappropriate and expensive strategy.

Liverpool

7.4. The combination of its results puts Liverpool lower on the list. Whilst Liverpool has the lowest ongoing cost profile (because the Liverpool building is relatively expensive) it is also a very large public caller office catering for significant counter volumes. It also has a large contingent of some 69 HQ staff who would be displaced to other sites. Liverpool scores best against most of the productivity and quality measures. In addition, the lease does not expire until 2019, although there is a partial break opportunity in January 2014, which would mean closing the office in 2012 incurring significant fruitless payments.

Belfast

7.5. Belfast has reasonably low one off closure costs because there is no requirement to backfill staff anywhere else. However, closure would mean writing off the ~£5m spent on relocation, resolving what to do with the building and living with a higher ongoing cost profile of remaining offices. As an option, it would leave us with spare staffing capacity in the system and it would only reduce our physical footprint by 8%.

Durham

7.6. Closing Durham would incur the highest one off costs and has a poor NPV. It would provide the best response to the challenge of excess physical estate but is not a feasible option due to the operational risk of closing the largest site without very sizeable backfilling, posing a real risk to the business through the next cyclical peak in demand. The Durham office lease expires in 2014, which means that, if we do not close Durham now, there is an opportunity to reduce physical capacity further at that time, by downsizing the Durham physical estate by around one third, removing the remaining spare physical capacity.

8. Other supporting Information

IPS Estates

IPS Space Requirements

Space Requirement - post efficiencies (m2): 20,144

Current capacity (m2):	26,537
Over Capacity (m2):	6,393
Over Capacity (%):	24.1%
New capacity (m2):	21,376 (Post Newport Closure)
New over Capacity (m2):	1,232
New over Capacity (%):	5.8%

Any slight variations in % or (m2) compared to previous figures is due changes in the Belfast estate linked to the change over of offices.

Estates Footprint and Lease End Dates per Regional Office

Lease End Date	Belfast	Durham	Liverpool	Newport	Peterborough	Total
	01/02/2020	28/04/2014	14/01/2019	23/06/2013	10/07/2013	N/A
FLOORSFACE- total	2,480	6,991	5,449	5,161	6,456	26,537
Estate Costs (£k) See Note (1)	£940	£1,404	£2,465	£1,214	£1,831	£7,853

Note (1): Estates costs includes: building rent, services charges, rates, facilities management, fuel and utilities and maintenance. Figures represent spend in the FY2009/10.

Passport Application Volumes 2005 - 2009

A summary of postal and total applications received per Application Processing Centre is provided in the following table:

	2005		2006		2007		2008		2009	
	Postal	Total	Postal	Total	Postal	Total	Postal	Total	Postal	Total
Belfast	194009	308192	168757	332656	120164	265716	97092	251706	128810	347674
Durham	1095841	1895014	1058160	1955776	815547	1735821	603656	1558926	568090	1487712
Glasgow	276616	637830	333047	713189	244625	614419	184313*	479638	135364*	408542
Liverpool	558831	1091086	472204	976266	465886	1058104	428692	1098525	352125	930046
London	335	252623	47	270940	21	277235	99	234457	19	281766
Newport	578262	1162879	556372	1087757	524110	1028613	466058	830655	487405	849535
Peterborough	460600	1193637	453740	1113577	363716	1034389	342935	967464	317191	900991
Total		6541261		6450161		6014297		5421371		5206266

* These applications are received by Glasgow but processed at another regional office.

Although postal applications are received in all local nominated offices, in order to maximise efficiencies and best delivery these are routinely transferred to other sites in the UK for processing.

Diversity Information*

* This information has been extracted from Dataview, which draws data from Adelphi, pay roll and Kallidus. It only represents paid civil servants and excludes unpaid staff who may be on career break, long term sick or maternity leave. **This information is accurate as of end September 2010.**

Black and Minority Ethnic

A summary of Black and Minority Ethnic (BME) data per APC is provided in the following tables:

BME	IPS	Belfast	Durham	Liverpool	Newport	Peterborough
Ethnic Minority	13%	4%	3%	6%	4%	27%
White	87%	96%	97%	94%	96%	73%
Surveyed: Positive Response	86%	91%	92%	78%	83%	89%
Surveyed: Prefer not to say	1%	1%	0%	3%	1%	1%
Declaration Rate	87%	92%	92%	81%	85%	90%
Not Surveyed	13%	8%	8%	19%	15%	10%

Gender

A summary of gender data per IPS office is provided in the following table:

Gender	Female	Male	Total
IPS	63%	37%	100%
Belfast	60%	40%	100%
Durham	68%	32%	100%
Liverpool	67%	33%	100%
Newport	74%	26%	100%
Peterborough	71%	29%	100%

Disability

A summary of disability data per IPS office is provided in the following table:

Disability	IPS	Belfast	Durham	Liverpool	Newport	Peterborough
Disabled	11%	8%	14%	12%	13%	12%
Non-Disabled	89%	92%	86%	88%	87%	88%
Surveyed: Positive Response	83%	89%	88%	76%	82%	85%
Surveyed: Prefer not to say	4%	3%	4%	6%	3%	5%
Declaration Rate	87%	92%	92%	81%	85%	90%
Not Surveyed	13%	8%	8%	19%	15%	10%

Sexual Orientation

A summary of sexual orientation data per IPS office is provided in the following table:

Sexual Orientation	IPS	Belfast	Durham	Liverpool	Newport	Peterborough
LGB	2%	2%	1%	0%	1%	2%
Heterosexual / Straight	98%	98%	99%	100%	99%	98%
Surveyed: Positive Response	76%	85%	83%	69%	75%	77%
Surveyed: Prefer not to say	10%	7%	9%	12%	9%	13%
Declaration Rate	87%	92%	92%	80%	85%	90%
Not Surveyed	13%	8%	8%	20%	15%	10%

Working Patterns

A summary of working patterns data per IPS office is provided in the following table:

Working Patterns	IPS	Belfast	Durham	Liverpool	Newport	Peterborough
Part Time	28%	17%	36%	29%	30%	36%
Full Time	72%	83%	64%	71%	70%	64%

Grade

A summary of grade data per APC is provided in the following table:

Grade	AA	AO	EO	HEO	SEO	G7	G6	SCS
IPS	19%	36%	25%	9%	6%	3%	1%	1%
Belfast	27%	45%	17%	7%	3%	1%	1%	0%
Durham	27%	56%	13%	3%	1%	0%	0%	0%
Liverpool	23%	52%	18%	4%	2%	1%	1%	0%
Newport	23%	54%	16%	6%	1%	0%	0%	0%
Peterborough	27%	53%	15%	4%	1%	0%	0%	0%

Age

A summary of age data per APC is provided in the following table:

Age Bands	IPS	Belfast	Durham	Liverpool	Newport	Peterborough
16-19	0%	0%	1%	0%	0%	0%
20-24	4%	7%	5%	6%	2%	4%
25-29	10%	10%	10%	10%	8%	12%
30-34	12%	17%	14%	16%	9%	10%
35-39	14%	20%	12%	12%	14%	12%
40-44	15%	18%	12%	13%	16%	16%
45-49	16%	9%	15%	17%	17%	12%
50-54	13%	7%	12%	13%	14%	14%
55-59	11%	8%	13%	9%	10%	12%
60-64	6%	2%	5%	4%	9%	8%
65+	1%	1%	1%	1%	1%	1%

The chart below models the age profile data per APC:

