

## Equality Act 2010: HMRC's objectives

### 1. Customer objectives

Objective	Specifics	How achievement will be measured
<p><b>1. Customer understanding</b> - improve understanding of the impacts of HM Revenue &amp; Customs' (HMRC's) service on diverse groups of customers</p>	<p>Recognise the need for 'enhanced support' within equality groups by improving HMRC's broader understanding of customers who need enhanced support.</p> <p>Increase stakeholder engagement through a variety of consultation networks.</p> <p>Improve understanding of equality related customer complaints and use that to improve customer service delivery</p>	<p>Published research that highlights how customer groups, such as disabled people, are represented within the category of needing enhanced support from HMRC.</p> <p>Stakeholder feedback published and actioned and where possible fed into policy and operational proposals.</p> <p>Improvements to customer service will be identified in equality information reports.</p>
<p><b>2. Electronic forms</b> - provide online forms that are accessible and usable by the widest possible range of customers.</p>	<p>Following the delivery of the 'OneClick' programme, HMRC will be able to build online, accessible intelligent forms that are useable by its customers and can be completed onscreen and submitted electronically.</p>	<p>Delivery of online forms that meet the international standard for website accessibility (WCAG2.0 AA).</p>
<p><b>3. Customer service</b> - improve the delivery of customer service, in line with the requirements of the Equality Act 2010 (EA), to</p>	<p>HMRC's public sector duty embedded in appropriate customer related policies, processes, projects and training.</p> <p>EA requirements aligned with Northern</p>	<p>Improvements will be reported in equality information reports.</p> <p>Consensus with the Northern Ireland</p>

diverse groups of customers.	<p>Ireland Section 75 requirements and agreed with Northern Ireland Equality Commission</p> <p>HMRC continues to provide £2 million per annum of Grant Funding to Voluntary and Charity sector organisations who give advice and support to a diverse range of vulnerable groups, including migrant workers, disabled, elderly and low-income customers.</p>	<p>Commission. Northern Ireland Equality Scheme agreed.</p> <p>Funding leads to:</p> <ul style="list-style-type: none"> <li>• greater take-up of tax credits, benefits and tax allowances;</li> <li>• an increase in identification of tax liability;</li> <li>• greater tax compliance and tax awareness; and</li> <li>• improved customer experience through better understanding of obligations and entitlements.</li> </ul>
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## 2. Employee objectives:

<b>Objective</b>	<b>Specifics</b>	<b>How achievement will be measured</b>
<p><b>1. Inclusive organisation</b> - create a more inclusive organisation, which respects the diversity of all employees.</p>	<p>Make diversity more visible in communication channels, and support mechanisms that are provided for managers, eg ensuring diversity features in training. Have Executive Committee level Diversity Champions</p> <p>Embed diversity awareness raising in all leadership and management capability training and employee training</p>	<p>Qualitative and quantitative monitoring of staff survey results.</p> <p>As above, also regular monitoring of training programmes.</p>

Objective	Specifics	How achievement will be measured
	<p>programmes.</p> <p>Monitor equality related bullying and harassment grievances and tribunal cases. Take appropriate action to achieve required behaviour change.</p> <p>Ensure all senior employees engage with diverse staff as part of their visiting programmes.</p> <p>Maintain and support staff diversity networks and secure funding for them to continue during austere times.</p> <p>The Central Diversity Team takes on a more proactive role and makes much greater use of data analysis to drive appropriate actions.</p> <p>The Reasonable Adjustments Support Team (RAST) provides timely and appropriate adjustments for staff needing a workplace adjustment.</p>	<p>Reduction in equality and diversity related grievances and tribunal cases.</p> <p>Inclusion of diversity in site based visits by Directors.</p> <p>Increased membership of networks and evidence of them being consulted on diversity related issues.</p> <p>Data analysis used to highlight areas for action across Lines of Business (LoBs) and specific activities, eg recruitment and appointments exercises</p> <p>Number and quality of adjustments made.</p>
<p><b>2. Equality Act</b> - embed the requirements of the Equality Act 2010 (EA) in HMRC's policies and activities and</p>	<p>HMRC's public sector duty embedded in appropriate workplace policies, processes and projects.</p>	<p>Policy/risk assessments and project evaluation carried out to gauge extent to which 'due regard' is taken into account</p>

<b>Objective</b>	<b>Specifics</b>	<b>How achievement will be measured</b>
increase awareness of the Act amongst leaders, managers and staff.	EA requirements aligned with Northern Ireland Section 75 requirements and agreed with Northern Ireland Equality Commission.	Consensus with the Northern Ireland Commission. Northern Ireland Equality Scheme agreed.
<b>3. Representation</b> - improve representation levels for all minority groups.	<p>With the support of the Executive Committee Diversity Champions and Departmental Trade Union Side, launch a programme to encourage increased diversity declarations and thereby enable accurate monitoring.</p> <p>Introduce positive action programmes to nurture the performance and career development of our people in under represented groups.</p> <p>Build equality monitoring into recruitment, 'Talent' programmes and succession plans.</p>	<p>Increased declarations.</p> <p>Increased representation of women, BAME, disabled and LGB employees in Senior Civil Service and its feeder grades.</p> <p>Evidence that under represented groups are not disadvantaged.</p>
<b>4. Supply chain</b> - improve equality and diversity practice in HMRC's supply chain	Continued use of an electronic assessment tool to assess the equality in HMRC's supply chain.	Year on year increase in suppliers using electronic assessment tool and, where appropriate, in the diversity of their organisations.