

# **HM Revenue & Customs**

## **Disability Equality Scheme December 2009-2012**

This document is available in alternative formats, including large print, Braille, audio CD and an electronic word version, from HMRC, Visually Impaired Media Unit, 2<sup>nd</sup> Floor, Victoria Street, Shipley, West Yorkshire, BD98 8AA. Tel: 01274 539646

# Foreword

I am very pleased to introduce our second Disability Equality Scheme.

There are approximately 10 million disabled people in Great Britain covered by the Disability Discrimination Act, which represents around 18 per cent of the population (Family Resources survey 2003-2004). Many of these people will be customers of HM Revenue & Customs (HMRC). They will at some point have cause to contact or visit us and, when this happens, it is vital that they have confidence in our services.

At HMRC our goal is to be seen as a highly professional organisation, which strives to make what we do as simple and even handed for our customers as possible and to create a working environment that motivates and develops our people to give of their best. I am confident that through this Disability Equality Scheme, and the consultation we undertake with our disabled employees and customers, we will become a more disability aware organisation with a culture of sustainable inclusion.

**Lesley Strathie**

**Chief Executive and Permanent Secretary**

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# 1. Overview

## Disability Equality Scheme

This revised Disability Equality Scheme (DES) for 2009-12 updates our first scheme published on 4 December 2006. It demonstrates HMRC's commitment to meeting the legal requirements of the public sector duty on disability, both in the workplace and through customer service delivery.

Sections 1 to 6 of this document summarise what we do, how we are structured, our commitment to disability, the progress we have made since the publication of our first DES and how we have involved our employees and customers in setting the priorities for this scheme. Section 7 outlines the key components of this DES ie our approach to procurement, our use of equality impact assessments, how we are creating an inclusive workplace and our commitment to our disabled customers. The final section covers the consultation, monitoring and governance that will ensure this DES continues to evolve.

## Action plan

The accompanying action plan at Annex A details the specific actions we will take to ensure that that our policies, procedures and ways of working do not adversely affect disabled people. All outstanding actions from our first DES have been incorporated into this document. New actions will be added to keep pace with organisational change, new developments and feedback from employees and customers.

## 2. About HMRC

### Our vision and purpose

Our vision is to close the tax gap, to make the tax system simple and even handed for our customers and to be seen as a professional and efficient organisation. Our purpose is to make sure that money is available to fund the UK's public services and to help families and individuals with targeted financial support.

### Our Activity

Our main business activity is to collect taxes, duties and National Insurance contributions and to make tax credit and Child Benefit payments. In 2008-09 over £435 billion in revenue was collected and over £35 billion paid out in tax credits and benefits. A list of the taxes, duties and benefits we administer can be found at Annex B

As we are one of the Chancellor's departments our budget is allocated by HM Treasury.

### Our Structure

We employ approximately 80,000 people at 650 sites across the UK.

Four operational business units deliver front line services to our customers. They are:

- *Personal Tax* - supports 60 million individual customers across the UK to fulfil their tax obligations;
- *Business Tax* - assists businesses in paying the right amount of tax;
- *Benefits and Credits* - helps families to receive the benefits and tax credit payments they are entitled to; and
- *Enforcement and Compliance* - ensures that the full amount of money due is collected from UK taxpayers and investigates tax and duty offences.

Corporate service functions, a legal profession and a number of units that have specific remits to enhance the delivery of our strategic objectives support these four operational business units. A structure chart can be found at Annex C.

# 3. Legal framework and definitions

## Disability Equality Duty

The Disability Equality Duty (DED) is incorporated in the Disability Discrimination Act (amended 2005). It introduced a positive duty on all public sector organisations to promote equality of opportunity for disabled people and therefore to be proactive in ensuring that disabled people are treated fairly.

## General duty

The duty covers everything public organisations do, including policy making and services that are delivered to the public. People who work in the public sector are required to consider the impact of their work on disabled people and take action to tackle disability inequality. The Duty means that that in carrying out our functions we must have due regard to:

- promote equality of opportunity between disabled persons and other persons;
- eliminate unlawful discrimination that is unlawful under the Act
- eliminate unlawful harassment of disabled persons that is related to their disabilities
- promote positive attitudes towards disabled persons
- encourage participation by disabled persons in public life; and
- take steps to take account of disabled persons disabilities, even where that involves treating disabled persons more favourably than other persons.

## Specific duties

The duty also includes a requirement for all listed public bodies, including HMRC, to:

- publish a Disability Equality Scheme (to include an action plan) that demonstrates how we intend to fulfil the general and specific duties;

- involve disabled people in producing the scheme and its action plan;
- demonstrate that the actions in the scheme have been implemented and achieved appropriate outcomes;
- report on methods for equality impact assessment;
- report on progress and review and revise the scheme; and
- explain the arrangements for gathering, using and publishing information.

## Northern Ireland

For our presence in Northern Ireland, Section 49 of the Disability Discrimination Act (DDA) 1995 (as amended by the Disability Discrimination (Northern Ireland) Order 2006) and the Disability Discrimination Act 2005 applies.

## Disability models

The DDA uses the traditional `medical model` of disability, which defines disabled people by their physical or medical condition. This model is centred on the individual as it recognises the difficulties disabled people face in their lives as a direct result of their impairment. It promotes the view that it is a person's disability that is the problem and the solution is the treatment or cure of their impairment.

The need to for us to monitor our progress as an employer of disabled people means asking staff to declare whether they have a disability using 'medical' based categories. Staff may choose not to declare.

We subscribe to the 'social model' of disability, which was created by disabled people who felt their needs were not being fully considered. It recognises that people have impairments that can be difficult and exhausting to live with, and also that it is the extra problems of environmental, attitudinal and organisational barriers, which truly hinder their full participation in society.

Many disabled people believe that the solution to solving problems relating to disability lies in restructuring society and that this is an achievable goal, which will benefit everyone.

## Code of practice



We follow the guidance in *The Duty to Promote Equality Disability Equality Statutory Code of Practice* (provided by the former Disability Rights Commission) as to who is covered by the DDA.

[http://www.equalityhumanrights.com/uploaded\\_files/PSD/ded\\_code\\_englandwales.d  
oc](http://www.equalityhumanrights.com/uploaded_files/PSD/ded_code_englandwales.doc)

## 4. Our strategies for disability

Our approach to promoting equality and valuing diversity is all encompassing and focuses not just on the need to comply with legislation but also on identifying best practices. As we are committed to ensuring that equality issues become integral to everything we do, we have developed an overarching Diversity and Inclusion Strategy (DIS).

Sitting below the DIS are two disability strategies: one for the workplace and one for customers. These two strategies are influenced by the Disability Equality Duty and as such help to shape our priorities for this Disability Equality Scheme.

### The Diversity and Inclusion Strategy

The Diversity and Inclusion Strategy (DIS) and its Diversity Delivery Plan (DPP) set out our diversity and equality aims in response to the *Civil Service Diversity Strategy – Promoting Equality and Valuing Diversity* and the requirements of the *Single Equality Bill – Framework for a Fairer Future*. The DIS reflects a drive to mainstream equality and inclusion into every aspect of our work. It also recognises that employees have different skills, different ways of thinking and working, different knowledge and experience, and the need to harness these differences for the benefit of our business and customers.

The Diversity Inclusion Strategy can be viewed at Annex D. The Diversity Delivery Plan is available on request.

As the DPP is an overarching document on diversity, some of its actions are mirrored in the action plan for this Disability Equality Scheme. They include:

- our Disability Champion chairing the Disabled Customer Group, which includes representatives from the third sector and disabled customers;
- running a Dragon Mentoring group using experienced Dragon users to help those new to the software; and
- undertaking a Health and Safety audit of Particular Needs equipment.

### Disability strategies

Our two specific disability strategies ie one for the workplace and one for our customers can be found at Annex D.

The workplace strategy is about our commitment to our disabled employees and also to promoting the broader disability agenda in the workplace. The customer strategy focuses on the need to understand and adapt our services for our disabled customers.

# 5. Making progress

We want our workforce to reflect the diversity of our customers and we want to develop and use the collective experience of that diverse workforce to deliver high quality service. This DES provides a framework for taking forward the disability strand of this aim and to address the barriers that disabled people face as our employees and customers. It will enable us to act on areas for improvement to ensure we meet the general duty, as outlined on page 7.

Since the publication of our first DES in 2006 we have been active in progressing the disability agenda across HMRC. With the help of our Disability Champion, Melanie Dawes, and our Disability Staff Network we have listened to and addressed the concerns of our Disability Network members, our Disability Customer Group and the Virtual Disabled Customer Group – a new body that reaches a wider audience by consulting electronically with members of third sector disability organisations.

## Information technology

One of our Directors General, Steve Lamey, chairs the public / private sector Business Taskforce on Accessible Technology (BTAT). This group developed the groundbreaking Accessibility Maturity Model self-assessment tool to help organisations assess their performance on delivering IT accessibility and draw up plans for improvement. Linked to this work, we have set up our own an IT accessibility forum to identify how we need to improve access to our systems. We have carried out an audit to benchmark the levels of service provided by our different business units and we have put in place a strict web accessibility policy for our intranet site, which offers more than 125,000 pages of information and over 200 different online services, tools and calculators.

## With our suppliers

We have published information to make our suppliers more aware of our obligations under diversity legislation.

## In the workplace

Our own workplace adjustments now benefit from faster response rates and a joined up approach across our Estates, IT and HR functions.

We are proud to display the 'two ticks' symbol, which demonstrates our commitment to the recruitment and retention of disabled people.

We make reasonable adjustments to all stages of the recruitment process.

We analyse our performance management data and pay to ensure that disabled employees are not disadvantaged in any way.

Working in partnership with MOJ we have developed a co-coaching scheme for disabled employees.

Our Regional Review Programme is focused on rationalising our estate in line with future business needs to retain the buildings that best suit our long term plans. Equality impact assessments have been carried out as part of the decision making process on office closures.

In June 2009, we signed the Charter for Employers who are Positive about Mental Health, part of the [Mindful Employer initiative](#) to promote mental wellbeing.

### **Customer engagement**

In early September 2009 the mental health charity, MIND, publish the report *Tax In Mental Health: Removing the Barriers*, which looked into the issues our customers with mental health conditions have when engaging with us. The report provided us with 23 recommendations that we are now progressing. Some of recommendations will require long term action or legislative change, others are being progressed eg reviewing our complaints and penalties procedures.

### **In the community**

More widely within the community, we have helped homeless vulnerable adults, some of whom have mental health problems, to prepare for the world of work. Our achievements in this area fit with the cross government PSA 16 objective and were shortlisted for a Civil Service award.

## 6. Consultation

We are very grateful to the individuals and groups, from inside and outside of HMRC, who have helped us in putting together this DES. We have:

- analysed the feedback provided by our Disability Staff Network coordinator and network members of staff;
- taken account of the information gathered from the Disabled Customers Consultation group;
- met with LITRG (Low Income Tax Reform Group) to gauge its view; and
- involved local and national disability organisations – see Annex E for a full list.

# 7. The key components

The key components of this DES are about:

- ensuring **procurement** procedures meet disability equality requirements;
- carrying out **equality impact assessments** (EQIAs) for policies and procedures;
- creating an **inclusive workplace** for disabled staff; and
- making it easier for **disabled customers** to engage with HMRC.

## Procurement

We are committed to:

- revising standard terms and conditions for contracting out service to include information about the Disability Discrimination Act (DDA) 2005;
- ensuring that relevant government guidance on social or equality issues in procurement is considered;
- including a requirement in every contract that the contractor must comply with the anti-discrimination provisions of the DDA 2005;
- where relevant, specifying what evidence the contractor may need to gather for the authority to demonstrate its compliance with the general or specific duties;
- ensuring that disability equality is appropriately reflected in the specification, selection and award criteria and the contract conditions, in a way which is consistent with EC and UK procurement rules;
- ensuring that contractors fully understand any disability equality requirements of the contract; and
- monitoring performance of disability equality where relevant to the contract.

To monitor our suppliers more effectively, we have been piloting CAESER (Corporate Assessment of Environmental, Social and Economic Responsibility), a software evaluation tool, which verifies the diversity and equality policies and practice of our suppliers from the tendering process to the time when the contract expires.

## Equality Impact Assessments (EQIAs)

Our full Equality Impact Assessment involves an eight stage process ie:

i) Identification of policy aims; ii) consideration of available data and research; iii) assessment of the likely impact on race equality; iv) consideration of measures or alternative policies; v) consultation; vi) a decision; vii) arrangements to monitor and review the way the policy works; and viii) publication of the results.

If an EQIA identifies a potential adverse impact on a particular disability group and there is no alternative policy, we will take steps to lessen any adverse impact, consulting other groups to help resolve difficulties. Special monitoring and analysis will be used to confirm the extent of the adverse impact and / or the success of any mitigating measures and to take into account any information collected through the monitoring arrangements in any future review of the policy.

We have developed a package of online guidance for staff to support them in carrying out EQIAs. This incorporates the former Disability Rights Commission guidelines. The guidance is too large to include with this scheme but can be provided on request.

Directors are responsible for ensuring that compliant and effective EQIA work is identified and undertaken. Our Corporate Responsibility, Diversity and Wellbeing Team (CRD&W) provides support and policy advice on EQIA work. Every full EQIA is subject to final quality assurance for compliance with the DED before publication. CRD&W also carries out sample checking of other EQIA work undertaken.

To promote openness in the EQIA process, we:

- make publicly available the outcome of any equality impact assessment, subject to Budget confidentiality rules, as part of the publication of Regulatory Impact Assessment or as part of the annual reporting process on the DES;



- make available consultation documents once prepared – showing involvement of disabled people. Include the results of the consultation in the final equality impact assessment; and
- publish the results of monitoring, where appropriate, as a summary in our Annual Report or other relevant publication.

Any material we publish on EQIAs covers: the aims of the policy; details of the outcome of the assessments, highlighting whether there is any adverse impact and how it should be mitigated; details of any consideration given to alternative policies and recommendations for action to take.

### **An inclusive workplace**

Our employees have access to a copy of the Disability Equality Scheme on our intranet site. Alternative formats are available on request. Business Heads have responsibility for ensuring that appropriate communications and learning take place within their business area to enable employees to fulfil their responsibilities under the DES.

We are using training opportunities, our in house magazines - Pulse and 20/20, and our intranet newsroom to communicate the commitment of our Executive Committee and senior managers to the DED. Staff survey results will be analysed to provide feedback on the perceptions of disabled staff.

Our awareness and training programmes include:

- **Induction** - a mandatory online programme for new staff. Diversity is one of the subjects, which all new entrants have to cover during their first week in the organisation. This training provides links to the Diversity and Equality guidance.
- **Online diversity awareness** - launched in May 2007;
- **Delivering Diversity for HMRC** and **Diversity Awareness for HMRC Managers**;
- **Diversity on the Frontline** - for staff who have direct contact with our customers;

- **Online Diversity, Equality & Inclusion Series** - launched in August 2009 and incorporating a module on disability awareness. The module helps staff to understand what the law says on disability, reasonable adjustments, different approaches to disability and the Social Model of Disability; and
- **Developing Confident Managers** – covers managers' legal and policy responsibilities, and embedding diversity, inclusion and equality in day to day activities.

New training is under development for all staff involved in recruitment selection, sifting and interviewing processes. We are also making the EFD's Disability Confidence Toolkit: **Non visible disabilities – a line manager's guide** available as an on-line resource.

Recognising that disabled staff are underrepresented at senior grades, we are introducing a number of developmental programmes as a positive action measure to address this imbalance. They include: **Achieving Your Potential** – an online self-paced learning development programme which is targeted at members of our Diversity Networks; and a disability co-coaching scheme.

Following up on the uncertainty caused by our office closure programme and the fact that stress and depression are the main reason for a significant chunk of our sickness absence cases, we have signed up to the *Mindful Employer Charter* and will report progress against the associated action plan.

Our Diversity Champion is sponsoring a project to look at further improvements to our reasonable adjustment procedures and broader disability issues to make resolutions a speedy and automatic part of day to day working. This works fits with the implementation of the recommendations in a 2009 Health and Safety audit of particular needs equipment (PNE).

Communications across our disability staff network are to be enhanced with an electronic community of interest. This will be complimented by improved communications on development opportunities open to disabled staff.

We are also making changes to our disability intranet site and piloting a Reasonable Adjustment Passport to travel with employees, who meet the DDA definition, when they move jobs.

## Disabled customer service

Our services are accessible and sensitive to different customer needs. The information on our website at <http://www.hmrc.gov.uk> is available in other formats on request and all our public offices maintain a welcoming environment. We want to encourage disabled people to discuss their individual requirements with us so that we can provide help in the way that suits them best.

Our Visually Impaired Media Unit has recently received training on new Braille software, which will help them to provide a more efficient and effective service to customers.

At the instigation of our Disabled Customer Consultation group we have recently set up a Hearing Impaired sub group. Our Enquiry Centres have induction loops that improve sound quality for customers who have hearing aids with a T setting. We also have crystal listening devices which some customers may prefer to use

We recognise that over one million people have some degree of learning disability, which will impede their ability to read or write. Our policy is to provide face to face or on the telephone and to provide them with assistance for form filling. We are extending our community activity programme to assist with financial and general literacy for people of all ages.

For those customers who are unable to visit our enquiry centres because the building is inaccessible for them or circumstances prevent them from attending, we offer home visits.

# 8. Going forward

## Action plan and continuing involvement

The action plan at Annex A lists the specific tasks we will take to progress this scheme, along with the timescales and the teams / individuals who will lead the work. Staff and customers will be consulted at regular intervals and any further actions or amendments will be actioned as required. We will promote involvement by:

- ensuring access to information, including Braille, large print, audio cassette, and languages other than English;
- involving disabled customers through the Disabled Customer Consultation Group;
- enabling disabled employees to participate through the Disability Staff DES Forum and Staff Network. This includes members of: the DEAF forum; the DES 2009 forum; DRAGON users; the Dyslexia / Dyspraxia Forum; and JAWS users;
- working with the 'diversity leads' in each of our business areas to develop and implement Directorate Diversity and Inclusion plans; undertake EQIAs; ensure staff and managers are aware of their responsibilities under equality legislation; and encourage staff to complete diversity declarations on our Enterprise Resource Planning (ERP) system;
- working with representatives from our Trade Unions to take forward diversity and equality issues.

## Monitoring and data

This DES will be reviewed annually.

We already set and monitor targets for disability across employment processes and use EQIAs to determine the impact our policies have on the duties within the DDA.

Data for monitoring is gathered from: staff and customer surveys; feedback from staff networks/forums; external research and consultative groups; equality data from staff declarations. As at February 2010, 53.5% of employees had made an on-line

disability declaration. Because the Cabinet Office has set a target of 90% of employees making a disability declaration by 2013, we are raising awareness of why the information is needed and addressing security concerns on confidentiality. The Disability Champion, Disability Network coordinator, Trade Unions and HR Directors are all actively involved in this work. A Strategic Objective measure for disability declarations has also been set in our 2010 Business Plan, along with one for disabled staff in the Senior Civil service (SCS).

## Governance

### Key roles

- Our Executive Committee (ExCom), led by Lesley Strathie, has overall accountability for this DES.
- The Director General for Large Business and ExCom Disability Champion ensures that the disability agenda forms part of strategic decision making.
- The Head of Corporate Responsibility, Diversity and Wellbeing influences and co-ordinates action to build equality for disabled people into all that we do.

### Committees and groups

- The People Matters Committee, which is a sub committee of ExCom, has an assurance role and will monitor DES progress.
- The Responsible Business Steering Group (RBSG), which meets three times a year and is chaired by an ExCom member, takes decisions on strategic actions and policies related to diversity and disability, including those contained in this DES and the accompanying plan.
- The Directors General on the Executive Committee are responsible for implementing this DES in their business areas.
- The Disability Staff Network with 1,350 members, its sub groups and the Disability Customer Group provides feedback and advice on implementation and new areas for action.

# 9. Contact

## Alternative format requests

This document is published on the HMRC website at <http://www.hmrc.gov.uk>.

Alternative format requests for large print, Braille or audio cassette versions should be sent to: HMRC, Visually Impaired Media Unit, 2<sup>nd</sup> Floor, Victoria Street, Shipley, West Yorkshire, BD98 8AA. Tel: 01274 539646.

## Questions

If you have any questions about this document or would like to make a comment, please contact:

CR Diversity & Well-Being Team

Second Floor

Yorke House

Castle Meadow

Nottingham

NG2 1BG

Email: [crunit@hmrc.gsi.gov.uk](mailto:crunit@hmrc.gsi.gov.uk)

## Complaints

We have an established complaints process within which we address issues relating to equality of opportunity, including for failing to meet the commitments made in this DES, by:

- considering complaints where we have not fulfilled our statutory obligations;
- aiming to resolve any such complaints as quickly as possible; and
- providing a full and timely response.

We will continue to ensure that the complaints process is fully accessible to our customers and staff.

# Annex A DES Action Plan

## HMRC Disability Equality Scheme - Action Plan

Our Action Plan will be reviewed and refreshed yearly to help us to monitor and evaluate progress and to identify new actions on improving disability equality.

Corporate Responsibility Diversity & Wellbeing will work closely with business areas to provide advice and assistance in taking forward the actions and producing the annual outturn report. Our diversity and equality policies will be fundamental to our approach to change. We will involve our disabled customers and staff in exploring issues and solutions and will provide them with feedback on our response to their contributions.

This plan is divided into five sections:

- i. overarching activity;
- ii. procurement;
- iii. equality impact assessments;
- iv. an inclusive workplace; and
- v. disabled customers

Task/Activity	Action Required	Lead Responsibility	Progress Update	Outcomes	Date
1. Overarching activity					

Task/Activity	Action Required	Lead Responsibility	Progress Update	Outcomes	Date
i. Review update and publish annually a revised action plan for the DES progress.	Annual review of the DES.  Interim six monthly progress reviews.  Consultation with stakeholder groups	CRD&W		Updated action plan reflecting progress made, new actions and feedback form consultation	12/10 onwards
ii. Ensure a coordinated approach to disability monitoring and report outcomes annually	Analysis of data, survey results, EQIAs and customer monitoring.	CRD&W / KAI	.	Results used to inform ExCom and senior managers of issues for action. Plan updated to reflect new priorities and actions	06/10
iii. Review how we involve customers, employees and key stakeholders in setting disability priorities	Conduct a review of current arrangements.  Research with Disabled Customer Group if all interested	CRD&W / ICD		Clarification of appropriate disabled customers, employees and stakeholders to involved in setting priorities	03/11



Task/Activity	Action Required	Lead Responsibility	Progress Update	Outcomes	Date
	parties are included.  Report findings and recommendations			Better understanding of what the priorities should be.	
iv Publish standard guidance on the provision of interpreters for deaf staff and customers	Produce new guidance	CRD&W / PF/ ICD		Standard recognised procedures in place offering appropriate reasonable adjustment for deaf staff and customers	12/10
v. QA/QC advice on disability given by HR Centre of Expertise and HR Service Centre	Publish results of QA / QC	CRD&W	Initial findings show inconsistency of advice given.	Refinements made to ensure consistent advice is being given on diversity issues.	12/010
vi. Develop guidance on interaction between age and disability legislation	Publish new guidance	CRD&W		Staff and managers made aware of the links between the two sets of legislation.  Barriers identified and removed	03/11

Task/Activity	Action Required	Lead Responsibility	Progress Update	Outcomes	Date
<b>2. Procurement</b>					
i Review contract guidance to ensure it fully reflects HMRC legislative requirements for disability	Review and update guidance as necessary	Commercial		Suppliers comply with provisions of DDA 2005	Ongoing
ii Review pilot of CAESER software tool to verify the diversity and equality policies of our suppliers	Complete pilot and report results  Continue with CAESER if appropriate	Commercial		Assurance that suppliers have adequate policies in place	09/10
iii. Monitor contract performance where disability equality is relevant	Regular reviews	Commercial		Assurance that contracts are disability proofed.	Ongoing
<b>3. EQIAs</b>					
i. Carry out EQIAs on the policies areas listed as high priority for disability	Through equality impact screening priorities identified, if appropriate, and built	Business Units		Findings and recommendations are published for consultation with a range	12/10

Task/Activity	Action Required	Lead Responsibility	Progress Update	Outcomes	Date
	into business plans. EQIA findings produced and actioned			of stakeholders. Action taken to mitigate unfavourable outcomes.	
ii. Publish outcomes of equality impact assessments	Report findings	CRD&W		Staff, customers and the Commissions are aware of the EQIA work that has been carried out and the results.	Ongoing
<b>4. An inclusive workplace</b>					
i. Increase awareness of disability equality and awareness for staff and managers	Staff complete the <i>Just Ask</i> training & the <i>Disability Awareness</i> module  Enhancements to disability intranet site	CRD&W	Staff awareness training developed and effective training package agreed.  Changes to intranet site identified and being incorporated into diversity site modifications.	Staff and managers complete training and are aware of their obligations under the DDA.  Impact of disability raised in day to day activity.  Equality of opportunity for disabled persons increased.	Ongoing

Task/Activity	Action Required	Lead Responsibility	Progress Update	Outcomes	Date
ii. Improve disability staff declaration rates	<p>Work with HR managers on overcoming reluctance to declare</p> <p>Make changes to intranet page</p> <p>Publish guidance on data protection and confidentiality</p>	CRD&W	<p>Low disability disclosure rate due to confusion with screen. IT change request submitted to clarify questions posed and instructions.</p> <p>Once change request is actioned, HR Directors and CRD&amp;W will lead new initiative to encourage further declarations.</p> <p>Position being monitored as measure against strategic objective in HMRC 2010-11 Business Plan and in contracts for all Directors General.</p>	<p>Higher disclosure rates in line with Cabinet Office targets.</p> <p>Better and more reliable monitoring data</p>	Ongoing
iii. Clarify Disability Adjustment Leave (DAL) policy	Rewrite the DAL policy	CRD&W	Research has ascertained that : amount of DAL taken is not clear; and there are trends and	<p>DAL properly awarded.</p> <p>Managers understand system</p>	12/10

Task/Activity	Action Required	Lead Responsibility	Progress Update	Outcomes	Date
			inconsistencies in award of DAL.		
iv. Monitor staff survey and exit questionnaires to consider specific disability issues	Action plan required to address recurring themes	CRD&W	Ongoing analysis undertaken to identify trends and barriers	Identification of barriers and trends used to improve systems for disabled staff and raise managers' awareness of potential problems	Ongoing
v. Launch a reasonable adjustment passport pilot for disabled staff moving desks or offices	Launch reasonable adjustment passport	CRD&W	Feedback analysed from four areas taking part in the pilot.  Modifications being made in preparation for launch	Passport adds value and ensures that adjustments are made quickly and moves take place with minimum disruption.	12/10
vi. Run a Dragon mentoring group	Involve experienced Dragon users in passing on their experiences to those new to the software	CRD&W		Support for new Dragon users in overcoming teething problems. Good practice shared. More confidence and support for users generally.	Ongoing

Task/Activity	Action Required	Lead Responsibility	Progress Update	Outcomes	Date
vii. Action recommendations in 2009 audit of Particular Needs equipment	Analyse report findings and liaise with Health and Safety team on action plan for implementation of recommendations	H&S	Report published	Assurance that equipment is appropriate and meets required standards. Chairs are more readily available, equipment delivery times are improved, equipment moves with the employee on transfer to another government department, and Jaws and Dragon users receive support outside of core working day.	03/11
viii Undertake project to generate further improvements and faster responses to reasonable adjustment procedures and associated issues	Appoint project manager, carry out project, report findings	Disability Champion / CRD&W	Project manager appointed and terms of reference drawn up for agreement.	Fewer problems and grievances relating to reasonable adjustment. Slicker process.	12/10
ix. Develop new training for recruitment, selection, sifting and interviewing. Make EFD's <i>Non visible disabilities – a line</i>	Develop training. Make guide available to all managers	CRD&W Learning & development		Increased awareness. On-line training instantly available to all	12/10

Task/Activity	Action Required	Lead Responsibility	Progress Update	Outcomes	Date
<i>manager's guide</i> available as an on-line resource.				managers.	
x. Use community activity programme to provide more assistance with financial literacy	Publicity on community activity examples	CRD&W	Programmes underway and new Tax Matters programme in place for schools	Better understanding of problems face by customers with learning disabilities interacting with HMRC and the opportunity to help	Ongoing
xi. Improve communications across Disability Staff Network and in promoting development opportunities for disabled staff	Commission a 'community of interest' discussion forum, which will be run by the network co-ordinator.  New communication programme to raise awareness of development opportunities	CRD&W	Community of interest trialled successfully by LGB&T networks. Request in hand to replicate for disability network.  Directory drawn up of opportunities available covering different grades and areas of expertise.	Discussion forum that offers policing, discussion forums, surveys etc.  Disabled staff are more aware of opportunities on offer and have more confidence to apply.	2011
xii Develop in-house co-coaching programme for	Draw up ToFR and assign project	CRD&W	Previous scheme with MoJ established a	More confident disabled members of staff ready	03/11

Task/Activity	Action Required	Lead Responsibility	Progress Update	Outcomes	Date
disabled employees	manager. Involved network members.		framework. Places offered on external programmes whilst in-house solution is being developed	to take on new challenges.	
xiii. Monitor progress of action plan relating to Mindful Employer Charter	Gather data, carry out regular reviews of stress and depression sickness absences	CRD&W / PF Sickness Absence team		Priority list of actions to manage and reduce sickness absences caused by stress or depression.	Ongoing
<b>5. Disabled customers</b>					
i. Analyse and use research produced in conjunction with MIND and TaxAid to make improvements in services for customers with mental health conditions & learning difficulties	Investigate any barriers and issues identified in providing services to disabled customers.	ICD		Promoting a positive attitude towards people with mental health conditions or learning difficulties  Improved Customer Service  Raised levels of staff	12/10



Task/Activity	Action Required	Lead Responsibility	Progress Update	Outcomes	Date
				awareness.	
ii. Disability Champion to chair Disabled customer Group	Continue to use Group to provide feedback on needs of disabled customers	Disability Champion / CRD&W	Champion chairing meetings	Regular feedback. Early warning of new issues.	Ongoing
iii. Provide consistent information via the internet for disabled customers	Initial scoping and fact finding to bring together existing and new feedback / information.	ICD / CCD		Signposting and disability information is consistent and links are provided from the HMRC home page.  Customers will be able to access our services in a way that meets their requirements.	12/10
iv. Poster campaign to invite feedback from customers	Posters displayed in local offices	ICD / CAM		As above	12/10
v. Support deaf customers with hearing impairment initiatives (Coc HI project)	Commence project.  Implement a range of initiatives agreed at a	ICD / CCD		Improved customer access for deaf / hearing impaired customers.	12/10

Task/Activity	Action Required	Lead Responsibility	Progress Update	Outcomes	Date
	project meeting on 21/09/09			Identification of gaps in services.	
vi. Provide a choice of channels of communication for disabled customers	Consider provision of specialised channel	ICD		Disabled customers find it much easier to engage with us	03/12
vii. Raise staff awareness of the provision of using text messages for customer contact and the use of Text Relay	Establish customer requirements  Provide staff with guidance on the use of text phones.  Update guidance on the intranet.	ICD / CCD	Successful use of text messaging by Debt Management Unit	Meeting disabled customer needs with a cost saving environmentally sound approach	TBC

Task/Activity	Action Required	Lead Responsibility	Progress Update	Outcomes	Date
viii Introduce a provision for flexible Intermediaries	Scope work required and determine approach	ICD		TBC	TBC
ix Review complaints guidance and escalation route	Carry out review of procedures relating to disability complaints.  Produce findings and recommendations	ICD / Business Units		Standard procedures and escalation route ensure a consistent approach.  Disabled customers find it easier to use complaints procedures	03/11
x Consider Individual Prioritisation Segmentation Model (IPSM)	TBC			TBC	TBC
xi. Improve the way we communicate with disabled people and their organisations and involve them in policy	Develop a comprehensive stakeholder strategy	CRD&W /CaM / ICD		Better policy making through improved understanding of impacts on disabled people.	TBC

Task/Activity	Action Required	Lead Responsibility	Progress Update	Outcomes	Date
development					

**Abbreviations:**

CRD&W      Corporate Responsibility Diversity & Well-being

CaM          Communications and Marketing

CCD          Customer Contact Directorate

ICD          Individual Customer Directorate

PF            People Function

KAI          Knowledge, Analysis and Information

# Annex B Taxes, duties and benefits administered by HMRC

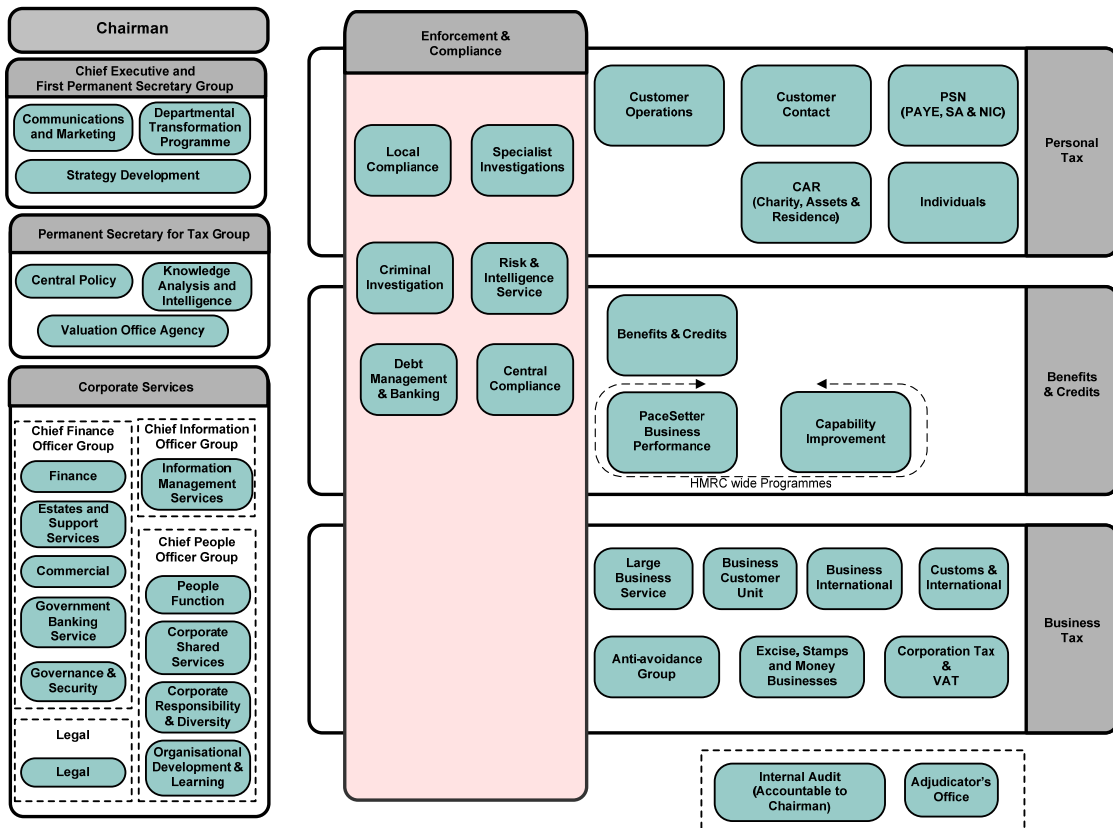
We are responsible for administering:

- Income tax;
- Corporation tax;
- Value Added Tax;
- National Insurance Contributions;
- Excise duties on alcohol, tobacco, fuels and gambling duties;
- Customs duties;
- Environmental taxes-Climate Change Levy, Aggregates Levy and Landfill Tax
- Insurance Premium Tax;
- Capital Gains Tax;
- Petroleum Revenue Tax;
- Inheritance Tax;
- Stamp Duty on property transactions and shares;
- Tax Credits-Child Tax Credit and Working Tax Credit
- Child Benefit
- Child Trust Fund endowments
- Health in Pregnancy Grant.

Other responsibilities include:

- enforcing the National Minimum Wage;
- administering the collection of student loans on behalf of the Department for Business Innovation and Skills (BIS);
- supervising money service businesses, trust or company service providers, accountancy service providers and dealers in high value goods to ensure that they comply with the Money Laundering Regulations.

# Annex C HMRC Structure Chart



# Annex D HMRC Disability Strategies for the workplace and customers

## HMRC'S DIVERSITY & INCLUSION STRATEGY FOR THE WORKPLACE

### HIGH LEVEL SUMMARY

#### What is our Strategy?

This Strategy, and the Diversity Delivery Plan which supports it, sets out HMRC's diversity and equality aims for the next three years. It shows how we are responding to the Civil Service Diversity Strategy *Promoting Equality, Valuing Diversity*, which was published in July 2008, and the requirements of the new *Single Equality Bill 2010 – Framework for a Fairer Future*, which for the first time includes age, sexual orientation and religion and belief.

It reflects our drive to mainstream equality and inclusion into every aspect of our work. It also recognises that our people have different skills; different ways of thinking and working; different knowledge and experience and the need for us to harness these differences for the benefit of our business and our customers.

#### Who is it for?

This strategy is for all HMRC staff.

For it to succeed, we need to make diversity and inclusion an entirely natural part of everything we do. This will require commitment and action from everyone in HMRC. We have therefore set out what leaders, managers and staff across HMRC need to do to turn our aims into reality.



### Why do we need it?

An effective approach to diversity and inclusion is key to helping us achieve our business targets and financial goals. It helps us to capture and retain the very best talent and it allows us the opportunity to maximise the performance of **all** our people and to respond more effectively to the needs of our diverse customer base.

- **We need to recruit, retain and motivate a talented workforce.** By 2011, only 18 per cent of the UK workforce will be white, male, not disabled, under 35 and heterosexual. We need to be ready to respond to these changes so that we can draw on talent from all sections of the population.
- **We need to present the right image and deliver services to a diverse and increasingly discerning general population.** Our customer base is large and diverse. One of the key departmental commitments in HMRC's Vision '*Our Purpose, Our Vision, Our Way*', is that we will understand our customer and their needs. Increased diversity brings understanding, empathy and innovation and puts us in closer touch with the individuals and communities we serve.
- **We must comply with an expanding range of anti-discrimination laws and avoid the escalating costs of litigation.** Between April 2006 and October 2007 there were 62 diversity-related tribunal cases within HMRC. In over half, the Department either lost the case or agreed a settlement. Fighting a discrimination case at an employment tribunal is a no-win situation. Even those cases that don't go to tribunal can do immense damage to an organisation's reputation, as the recent race discrimination case against Scotland Yard has shown.

### What are we aiming to achieve?

We want HMRC to be an organisation that:

- encourages talented people from all parts of the community to join us and achieve their potential;
- values and supports a diverse workforce through our commitment to fair and inclusive recruitment and employment practices;
- has an inclusive culture where everyone within the organisation treats their colleagues and the public with dignity and respect;
- has HR policies, processes and practices which are open and transparent;
- has zero tolerance of bullying and harassment and deals with any instances effectively, fairly and swiftly;
- understands the needs of its different customers and provides a service of the highest standard.

We will know we have succeeded in our aims when:

- staff from all backgrounds feel respected, supported and valued and there is a significant reduction in the number of diversity-related grievances and employment tribunal appeals;
- staff surveys show continuous improvement in the levels of engagement and satisfaction amongst staff from under-represented and minority groups;
- all managers understand their responsibilities and include a diversity performance indicator in their performance development evaluation (PDE);
- recruitment of black and minority ethnic staff is at the same percentage as in the working age population, locally and nationally;
- staff from all backgrounds, and men and women, are promoted at equal rates;
- we achieve a diversity declaration rate for ethnicity and disability of at least 90% and declaration rates for sexual orientation and religion or belief of 80%;
- our customers feel that the Department understands and is responsive to their needs and are more comfortable in approaching us and using our services as a result;
- we receive positive feedback from the Equality & Human Rights Commission and the Northern Ireland Equality Commission on the progress we have made.

### What are the key themes?

The themes of our Strategy reflect the four strands of the Civil Service strategy.

- **Behaviour and cultural change** – changing behaviour to create an inclusive culture, where everyone within HMRC feels valued and treated with dignity and respect.
- **Leadership accountability** – strong leadership and clear accountability for delivering diversity. Leaders and managers at all levels must understand and act upon their diversity responsibilities.
- **Talent management** – to enable everyone to realise their potential, and accelerate the rate at which we bring in and bring on people from different backgrounds.
- **Representation** – a diverse workforce at all levels, with progress measured against the targets we have set for 2011 for the representation of women (35%), minority ethnic staff (5.1%) and disabled people (8.6%) in the SCS.

### Diversity Delivery Plan

We have developed a **Diversity Delivery Plan** which sets out for each of these themes the action, which is underway or planned, over the next three years to

achieve our diversity goals.

### Monitoring progress

The **Civil Service Diversity Delivery Board** (chaired by Bill Jeffrey) will carry out an initial assessment of departmental Diversity Delivery Plans and will monitor departmental performance against these.

The Corporate Responsibility & Diversity Team will oversee implementation of HMRC's Diversity Delivery Plan and report on progress half-yearly to the HMRC People Committee.

## HMRC's WORKPLACE DISABILITY STRATEGY

### What is our strategy?

Our strategy is to:

- **provide accessibility** – by making the workplace accessible for all HMRC employees;
- **create a disability confident organisation** – by raising awareness and understanding and giving managers the confidence to deal with disability issues;
- **increase disabled staff development opportunities and representation** – by ensuring they have equality of opportunity; and
- **improve communications to enhance HMRC's reputation and engagement** – by promoting good disability practices.

These actions support Strategic Objective 5 in HMRC's Business Plan ie: *to create a working environment which motivates and develops our people to give of their best and take pride in working for HMRC in order to contribute to the transformation of our business.*

Workplace disability is also a key component of HMRC's Diversity & Inclusion Strategy for the Workplace and it links into HMRC's Service Delivery Strategy for its disabled customers.

## What will success look like for our disabled staff?

We will know we have succeeded in delivering our strategy when:

- the reasonable adjustment assessment and procurement process is simple and transparent, delivering adjustments efficiently and cost effectively;
- disabled staff feel supported and valued and there is a significant reduction in the number of disability-related grievances and employment tribunal appeals;
- staff surveys show continuous improvement in the levels of engagement and satisfaction amongst disabled staff (currently the group with the lowest engagement scores);
- all managers understand their responsibilities in relation to the provision of reasonable adjustments and are confident and informed about managing disabled staff;
- we achieve the targets we have set for the representation of disabled staff at senior grades;
- we achieve a disability declaration rate of 90% by 2013;
- we are able to draw upon the experience and knowledge of disabled staff to improve service delivery to our disabled customers;
- our leadership in the field of IT accessibility is sustained;
- we receive positive feedback from the Employers Forum on Disability and other external organisations for our positive and proactive approach to disability management.

## The environment in which our strategy operates

### The social context

In 2005, the Prime Minister's Strategy Unit published a report, 'Improving the life chances of disabled people', which proposed that *'by 2025, disabled people in Britain should have full opportunities and choices to improve their quality of life and will be respected and included as equal members of society'*. Key to this strategy is the twin aims of: supporting disabled people into the workforce and keeping them in employment; and contributing to the Government's overall employment targets.

It is estimated that 1 in 6 of the working population (aged 16 – 64) has a long-standing health problem or disability. The employment rate of the working age disabled population has risen from 38.1% to 47.2% between 1998 and 2007. Employment rates differ across impairments and are particularly poor for those with learning difficulties (fewer than 1 in 5) and mental health problems (just over 1 in 10).

### The definition of disability

The Disability Discrimination Act (DDA) defines a person as disabled if they have a physical or mental impairment that has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.

HMRC subscribes to the 'Social Model' of disability and we have confirmed this commitment in our Disability Equality Scheme. The 'Social Model' recognises that people have impairments which can be difficult to live with, but it is environmental, attitudinal and organisational barriers that hinder the full participation of disabled

people in society.

### **Our legal responsibilities**

Our legal duties towards disabled people fall under the Disability Discrimination Act 1995 & 2005 and the Disability Discrimination Act 1995 (Amendment) Regulations (Northern Ireland) 2004. One of the key elements of the DDA 2005 was the introduction of a positive duty on all public authorities to promote equality of opportunity for disabled people.

### **Workplace Disability Delivery Plan**

The Workplace Diversity Delivery Plan sets out the actions, underway or planned, over the next three years, to achieve our Workplace Disability Strategy.

### **Monitoring progress**

The Corporate Responsibility, Diversity and Wellbeing Team working with the Disability Champion, Melanie Dawes, will oversee implementation of Workplace Delivery Action Plan and report progress through the People Matters Committee.

## HMRC's Customer Strategy Roadmap

# Annex E National and local customer groups consulted

Adult Dyslexia Organisation	Dyslexia Action	Portsmouth Disability Forum
Age Concern	Disability Caerphilly	Physical, Sensory Disability Service
Alzheimer's Society	Disfigurement Guidance Centre	RSI Association
Asian Peoples Disability Alliance	Eating Disorders Association	Scope
Aspergers East Anglia	Headway Bristol	Scottish Disability Sport
Association of Disabled Professionals	Help the Aged	Sense West
Back Care (The Organisation for Healthy Backs)	Joint Epilepsy Council	Shaw Trust
Brain and Spinal Injury Charity	Lancashire Disability Information Federation Leukaemia Research Fund	Terrence Higgins Trust
British Dyslexia Association	Leonard Cheshire	The Council for Advancement of Communication with Deaf People
British Stammering Association	Low Incomes Tax Reform Group	The Fibromyalgia Association
British Epilepsy Association	Macmillan Cancer Relief	The Guide Dogs for the Blind
Brittle Bone Society	Manchester Disabled Peoples Association	The Long-Term Medical Conditions Alliance
Chest, Heart and Stroke Scotland	Mental Welfare Commission for Scotland	The Manic Depression Fellowship
Cleft Lip and Palate Association	Mind	The National Autistic Society

Community Transport Association	Mobilise	The National Society for Epilepsy
Council for the Advancement of Communications with Disabled People	MS Society	The Royal National Institute for Deaf People (RNID)
Deaf Blind UK	Muscular Dystrophy Campaign	The Royal National Institute for the Blind (RNIB)
Depression Alliance	National Association for Bikers with a Disability	The Downs Syndrome Educational Trust
Disabled Peoples Motoring Club	National Aids Trust	Tourism for All
Disabled Peoples Transport Association	National Union of Students	Tyne & Wear Autistic Society
Diabetes UK	Norfolk Association for the Disabled	
	Organisation for Sickle Cell Anaemia Research	





