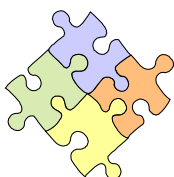


IMPACT ASSESSMENT

Region: East

Cluster 4: Clacton-on-Sea, Colchester, Harwich

Location	Harlech House, Clacton-on-Sea, CO15 6QP.
Original Proposal	To withdraw from Harlech House and relocate staff to other HMRC offices within reasonable daily travel.
Decision	HMRC does not expect to fully vacate Harlech House before spring 2010. Staff are expected to relocate, where applicable, to 14 Headgate, Colchester.
Risks/Issues	<p>Risk to customer service.</p> <p>Travel times for some staff may exceed or be at the limit of reasonable daily travel if relocating to 14 Headgate, Colchester.</p> <p>Risk to HMRC meeting its efficiency targets if decision not implemented.</p>
Mitigating Action	<p>Enquiry centre services will continue to be provided from Harlech House or from an alternative location nearby.</p> <p>Further examination of individual circumstances and available options will be undertaken through one to one discussions between managers and staff. No staff will be required to relocate beyond reasonable daily travel.</p>



Issued by Workforce Change
4 December 2008

IMPACT ASSESSMENT

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1 SUMMARY

1.1. Background

HMRC proposes to rationalise its estate in the East Region with the aim of making more effective and efficient use of office space and to integrate teams within and across business units. As part of this proposal HMRC has reviewed its business requirement to remain at office buildings in Cluster 4. This cluster contains the office buildings in Clacton-on-Sea, Colchester and Harwich. The review has identified that there is no long term requirement to retain Harlech House, Clacton-on-Sea.

1.2. Enquiry Centre Customers

Enquiry centre services will continue to be provided from Harlech House or from an alternative location nearby. The impact on customers is expected to be minimal.

1.3. Socio-economic

The Harlech House office is situated within the local authority of Tendring. The unemployment rate for Tendring is 6.1%, against the UK national average of 5.3%. There are around 3,625 employers in Tendring employing approximately 36,700 people. There are 37 HMRC employees located at Harlech House, which is less than 1% of those employed within the local authority area. It is therefore reasonable to infer that the local economy is not dependent on the HMRC presence at this office.

1.4. Staff

Harlech House accommodates a total of 37 staff. During consultation, concerns around additional travelling for staff have been raised. Further examination of individual circumstances will be undertaken through one to one discussions between managers and staff. Where a staff member is unable to relocate to the proposed HMRC office within reasonable daily travel managers will discuss other available options with them. No staff will be required to relocate beyond reasonable daily travel.

1.5. Staff Diversity

The gender ratio of staff is 66% female to 34% male. 34% of staff work part-time, 3% are recorded as having a disability and no staff are recorded as being from an ethnic minority group.

Workforce Change has undertaken Equality Impact Assessment (EQIA) work on the proposal for Cluster 4. No significant risks with regard to equality issues have been identified and wider public consultation has not been considered necessary at this stage. Individuals will have an opportunity to raise any particular concerns with their manager during the one to one discussions. Mitigating actions will be considered where risks have been identified with regard to equality issues. The EQIA findings for Harlech House can be found at Appendix A.

1.6. Business Units

The **Customer Operations** business unit does not intend to retain a long term presence in this location. AA and AO staff will transfer to Debt Management &

Banking (DMB) and relocate to 14 Headgate, Colchester by spring 2010. The business unit will be in discussion with staff in other grades about their options.

Estates & Support Services (ESS) business unit will relocate to 14 Headgate, Colchester.

The **Local Compliance** business unit does not intend to retain a long term presence in this location and will be in discussion with staff about their options.

Customer Contact will continue to provide enquiry centre services at Harlech House or at alternative location nearby.

1.7. Finance

The vacation of this office will contribute to estimated estate savings of £25.9m in the East Region between 2007 and 2012.

2 OFFICE PROPOSAL AND BUSINESS PLANS

2.1. Office Proposal

HMRC proposes to rationalise its estate in the East Region with the aim of making more effective and efficient use of office space and bringing teams closer together within and across business units. It is proposed to withdraw from Harlech House and relocate staff, where applicable, to 14 Headgate, Colchester. Enquiry centre services will remain at Harlech House or relocate to an alternative location nearby.

2.2. Business Plans

Harlech House is occupied by staff from the **Customer Contact**, **Customer Operations**, **ESS** and **Local Compliance** business units.

Customer Operations does not intend to retain a long term presence in this location. AA and AO staff will transfer to DMB and relocate to 14 Headgate, Colchester by spring 2010. The business unit will be in discussion with staff in other grades about their options.

ESS plan to relocate to 14 Headgate, Colchester.

Local Compliance does not intend to retain a long term presence in this location and will be in discussion with staff about their options.

For most staff this will present an opportunity to co-locate with teams already there or who will also move there from other buildings.

Customer Contact will continue to provide enquiry centre services at Harlech House or from an alternative location nearby.

3 ENQUIRY CENTRE CUSTOMER IMPACT

3.1. Enquiry Centre Summary

During 2007/2008 the Enquiry Centre at Harlech House received 10,422 callers. Enquiry centre services will continue to be provided from Harlech House or from

an alternative location nearby. The impact on customers is expected to be minimal.

4 **SOCIO-ECONOMIC IMPACT**

4.1. **Member of Parliament and Constituency**

Harlech House is within the parliamentary constituency of Harwich. The Member of Parliament is Mr Douglas Carswell (Conservative)¹.

Douglas Carswell wrote to HMRC and met HMRC officials, raising concerns about the potential loss of jobs and the potential impact on the local community.

Bernard Jenkin MP (Conservative) raised similar concerns about the proposals.

4.2. **Local Economy**

Harlech House is situated within the local authority of Tendring. The unemployment rate for Tendring is 6.1%, against the UK national average of 5.3%. The table below shows the relative job density for Tendring, the East Region and the UK as a whole. Job density is a ratio of total jobs to working-age population and provides a measure of the economic health of an area. Total jobs includes employees, self-employed, government supported trainees and HM Forces².

Table 1 - Job Density

Tendring	East	UK
0.55	0.82	0.84

There are around 3,625 employers in Tendring employing approximately 36,700 people. There are 37 HMRC employees located at Harlech House, which is less than 1% of those employed within the local authority area. It is therefore reasonable to infer that the local economy is not dependent on the HMRC presence at this office.

There may be some impact on local businesses which at present benefit from the custom of HMRC staff based at Harlech House. Any negative impact that may be caused by HMRC withdrawal from this location is expected to be temporary, lasting until such time as the building is reoccupied by another employer.

4.3. **Sustainable Development**

The intention to vacate Harlech House assists HMRC in meeting its Sustainable Development Action Plan objective to provide office space of the right size and quality to meet long term business needs. Through the Sustainable Development Action Plan HMRC has also committed to improving the energy efficiency of all retained offices and the Corporate Responsibility Unit will work with Estates and Support Services and IMS to meet this objective.

¹ Source: www.parliament.uk

² Source: www.nomisweb.co.uk. Unemployment rates are for the period October 06 – September 07. Job density relates to 2005.

4.4. Media Activity

There have been local and regional press articles around the proposed closure of Harlech House, the local council support to retain this office and the potential loss of local jobs.

4.5. External Engagement

On 11 and 13 June 2008 Workforce Change wrote to 28 local authorities and six town councils in the East about the proposals for the cluster and individual locations in this Region. A six week period for responses was given. Comments were sought on subjects including local/regional economic factors, regeneration plans, wider employer activity and plans for new or improved transport links. Nine responses were received from Barbergh District Council, Breckland District Council, Broadland District Council, Chelmsford Borough Council, Dereham Town Council, Great Yarmouth Borough Council, Harlow Council, Norwich City Council and Tendring City Council. Responses received included comments on the impact of the proposed closures on the local economy, particularly in deprived and rural areas. All concerns raised have been taken into account in making our recommendations to Ministers.

5 STAFF & STAFF DIVERSITY IMPACT

5.1. Business Unit Headcount

The table below shows the business units occupying Harlech House³.

Table 2 - Staff in post by business unit

Business Unit	Staff numbers
Customer Contact	3
Customer Operations	27
ESS	1
Local Compliance	6
TOTAL	37

5.2. Staff Diversity

The following diversity data has been provided by background HR systems and staff completion is not mandatory. The information is therefore incomplete for ethnicity and disability⁴.

³ Source: Latest headcount data provided by HMRC business units

⁴ Source: HR data at 01/07/08

Table 3 - Staff diversity

Ethnicity	%	Disability	%	Age Group	%
White	37	Disabled	3	15 - 24	0
Ethnic Minority	0	Not disabled	21	25 - 34	0
Chosen not to declare	11	Chosen not to declare	8	35 - 49	55
Not known	52	Not known	68	50 - 59	45
				60+	0
Gender	%	Working Pattern	%	Part Time Gender	%
Male	34	Full Time	66	Male	15
Female	66	Part Time	34	Female	85

5.3. Equality Impact Assessment

Workforce Change has undertaken EQIA activity on the proposal for Cluster 4. No significant risks with regard to equality issues have been identified and wider public consultation has not been considered necessary at this stage. Further examination of individual circumstances will be undertaken through one to one discussions between managers and staff. Mitigating action will be considered where impacts have been identified with regard to equality issues. The EQIA findings for Harlech House can be found at Appendix A.

5.4. Staff Consultation

HMRC undertook an eight week period of consultation between June 2008 and August 2008, inviting staff and unions to comment on the proposal to reshape HMRC within Cluster 4. During this period 173 responses were received, representing the views of 275 (75%) staff, out of a total of 367 staff⁵ in Clacton-on-Sea, Colchester and Harwich. Responses were also received from the trade union PCS.

The Summary Report of the Consultation Responses for Cluster 4 was published on the staff intranet site on 8 October 2008.

Comments were constructive and covered a range of topics, the main themes being travel, quality of accommodation and diversity issues.

The majority of comments focused on travel related issues, including extended journey times to alternative offices and potential increases in travel costs. Many respondents commented on the location of their respective offices and the facilities available within them. Some respondents expressed concerns about diversity issues, especially for female members of staff, those who work part-time and for those who have caring responsibilities.

⁵ Source: HR data at 01/04/08

Business managers will meet with every individual affected by changes and discuss the implications for them and their options. Some staff may need to move to another HMRC location depending on personal circumstances.

6 RELOCATION OPTIONS FOR STAFF

This section considers the impact of relocating staff to alternative HMRC offices.

Where a staff member is unable to relocate to the proposed HMRC office within reasonable daily travel managers will discuss other available options with them. No staff will be required to relocate beyond reasonable daily travel.

Customer Operations, currently a total of 22 staff, will relocate to 14 Headgate, Colchester. A further five Customer Operations staff will be in discussion with managers about their options.

ESS, currently one member of staff, will relocate to 14 Headgate, Colchester.

The distance between Harlech House and 14 Headgate is 15.6 miles (25.1km) and, travelling at 8.00 am, the journey by car takes approximately 36 minutes⁶.

Local Compliance does not intend to retain a long term presence in this location and will be in discussion with staff about their options.

6.1. 14 Headgate, Colchester

6.1.1. Overview

The map at Appendix B shows the position of Harlech House in relation to 14 Headgate, Colchester.

14 Headgate is an ex-IR office. HMRC occupies a space sufficient to accommodate an estimated 99 staff before desk sharing and shift patterns are taken into account. The building currently houses 87 staff. The majority of staff work in Local Compliance and DMB⁷.

6.1.2. Travel by Car

An analysis of drive time data, detailing travelling times by car between staff home postcodes and 14 Headgate, indicates that for all staff currently based at Harlech House potentially⁸:

- 89% of staff would face an increase in travel time following relocation to 14 Headgate
- 9% of staff would be able to reach 14 Headgate in 30 minutes or less
- Of those staff facing an increase in travel time, no staff would fall outside of reasonable daily travel.

14 Headgate has 33 on-site parking spaces, with an additional two designated disabled bays. There are six public car parks within 0.2 miles (0.3km) of the office⁶.

⁶ Source: www.transportdirect.info

⁷ Source: Latest headcount data provided by HMRC business units

⁸ Source: HR known postcodes at 01/07/08

6.1.3. Travel by Public Transport

An analysis of travel by public transport between staff home postcodes and 14 Headgate indicates that for all staff currently based at Harlech House potentially⁹:

- 89% of staff would face an increase in travel time following relocation to 14 Headgate
- Of the staff facing an increase in travel time, 81% would fall outside of reasonable daily travel.

One to one discussions between staff and managers will establish the full impact of relocation to 14 Headgate and could lead to alternative arrangements being considered.

The nearest railway station is Colchester located 0.4 miles (0.6km) from the office¹⁰.

6.2. Daily Travel Assistance

A calculation based upon 23 Customer Operations and ESS staff travelling between Harlech House and 14 Headgate, a return journey of 31.2 miles (50.2km), produces a maximum Daily Travel Assistance cost of £140k over three years¹¹.

Because Daily Travel Assistance forms part of a person's taxable income, any individuals receiving Working Tax Credit and claiming Daily Travel Assistance should be aware that their Working Tax Credit entitlement could be reduced as a result.

6.3. Other Government Departments

The expectation is that staff will relocate within HMRC. However opportunities may exist to transfer to other Government Departments and HMRC has a support package of measures, both financial and personal, to facilitate such transfers. Other Government Departments located in the area include¹²:

- Department for Culture, Media and Sport
- Department for Transport
- Department for Work and Pensions
- National Probation Service.

⁹ Source: HR known postcodes at 01/07/08

¹⁰ Source: www.transportdirect.info

¹¹ Formula: staff x return mileage x basic mileage rate x 260 days x 3 years

¹² Source: OGC data at April 2008

7 ESTATES & FINANCE

7.1. Estate Information

HMRC occupies Harlech House under the contract with Mapeley. Harlech House has on-site car parking available for 42 vehicles with no predetermined number of designated disabled bays.

7.2. Finance

The vacation of this office will contribute to estimated estate savings of £25.9m in the East Region between 2007 and 2012.

7.3. Information Management Services (IMS)

IMS has been engaged in the detailed consideration of the proposal for Harlech House. IMS will work closely with Estate & Support Services and business unit managers to provide the IT and telephony requirements for staff relocating to 14 Headgate.

APPENDIX A: EQUALITY IMPACT ASSESSMENT – HARLECH HOUSE, CLACTON-ON-SEA

Equality Impact Assessment (EQIA) work is undertaken to determine which policies or activities, for staff and customers, should be subject to a wider EQIA public consultation. This work is ongoing and is updated whenever there is a major change to proposals or plans. Once a decision has been made to withdraw from a specific office an EQIA document is prepared with reference to that office. This EQIA focuses on the withdrawal from Harlech House, Clacton-on-Sea which is part of Cluster 4. This cluster contains the office buildings in Clacton-on-Sea, Colchester and Harwich. The EQIA should be read in conjunction with the Overview Equality Impact Assessment of the Cluster 4 Proposal.

Background to proposal

1. Proposal	<p>On 11 June 2008 Workforce Change (WFC) commenced an eight week period of staff consultation on a proposal to reshape HMRC within Cluster 4. Part of the proposal for Cluster 4 was to withdraw from Harlech House. The expectation is that up to 23 staff will relocate to 14 Headgate, Colchester approximately 15 miles away.</p> <p>Appendix B shows a map of these offices.</p>
2. Date implemented or planned to come into effect	HMRC does not expect to fully vacate Harlech House before spring 2010.
3. Programme Owner	WFC acting with a devolved authority from Directors and adopting a pooled sovereignty approach, led by a Programme Board. This group includes representatives from key stakeholders and business units.
4. Programme Manager	The Regional Review Programme Manager within WFC.
5. Who in the Department manages the day	Implementation Teams will have primary responsibility for the delivery of changes to the Cluster 4 estate and for management of local redeployment and relocation issues.

<p>to day function?</p>	<p>Implementation Teams are usually led by a senior manager from the majority business unit and include representatives from Estates & Support Services (ESS), People Function and the other business units affected.</p>
<p>6. Why is this proposal being considered? Provide a description of aims of proposal (purpose, who benefits and how, etc)</p>	<p>HMRC is required to make estate savings under the Comprehensive Spending Reviews 2004 and 2007. The Cluster 4 Proposal was one of a series of consultations on the reshaping of HMRC. The overall aim is to deliver a more efficient and effective service to businesses and individuals.</p> <p>The decisions for Cluster 4 will deliver more effective utilisation of available HMRC office space, contributing to departmental efficiency savings whilst providing opportunities for the consolidation of teams within the same business unit. Staff are expected to relocate within reasonable daily travel. In some cases, people and work may not always move to the same place - business units may take the opportunity of an office move to restructure their operations, opening up different options for staff.</p>
<p>7. a. Give full details of all the internal and external stakeholders of this proposed action</p> <p>7. b. How will you work with stakeholders in implementing this function?</p>	<p>Internal – staff, managers, business unit planners, trade unions, WFC, People Function, IMS, CaM, ESS.</p> <p>External – Financial Secretary to the Treasury, local MPs, customers, Mapeley, ASPIRE, local authorities, selected trade bodies.</p> <p>Internal – HMRC consults formally with internal stakeholders during the feasibility stage.</p> <p>External – HMRC engages with the Financial Secretary to the Treasury and MPs during the feasibility stage and also with local authorities and selected trade bodies, where appropriate.</p>
<p>8. Does this proposal interact with any others? If so, how? Please comment on connected proposals and describe the</p>	<p>The proposal is part of the Regional Review Programme (RRP), which is designed to deliver HMRC’s restructuring ambitions as quickly and cost-effectively as possible. The RRP supports business unit strategic planning and the Estates Consolidation Programme, working</p>

relationship	towards meeting HMRC efficiency targets for people (headcount) and estate.
9. How will the RRP impact directly those staff who cannot travel to a more distant location?	<p>Businesses will consider the scope to feedback work to staff affected by this proposal, while portable work is available and the office remains viable. The Department is committed to measures which will particularly assist staff who are not within reasonable daily travel of any other location.</p> <p>HMRC has introduced an intranet-based Options Assessment questionnaire which allows staff to indicate which redeployment opportunities they might consider if available. This information provides business planners and Implementation Teams with a starting point to help identify solutions for staff who may not be able to move with their current business. The Options Assessment includes a list of measures which may be available to staff, such as:</p> <ul style="list-style-type: none"> ▪ Transfers into other HMRC business units ▪ Paid moves of home for pre-surplus staff to fill specialised posts that cannot be filled locally ▪ Transfers into other Government departments, including a compensation scheme for staff transferring to other Departments with lower pay ▪ A 'public sector release scheme' offering grants to staff leaving to train for frontline public sector jobs such as teaching or nursing ▪ Flexible Early Severance ▪ Approved Early Retirement schemes. <p>The HR Job Centre Team works with Businesses to redeploy pre-surplus staff using the PMMA (Pre-Surplus Managed Moves) process. Support is also available for staff through the Redeployment Support Programme.</p>

Potential Equality Impacts

This section considers equality impacts and actions to be taken to reduce/mitigate any adverse impacts on staff. In the announcement on 11 June 2008 staff were encouraged to consider what impact the planned changes might have on their own future work and travel patterns and speak with managers if they anticipated any difficulties. Any individual concerns will be considered further in one to one discussions between managers and staff. Managers will work with staff to consider personal circumstances and any necessary mitigating action.

Consideration given to:	Staff	Mitigating Action
1. Racial groups	<p>37% of the staff in Harlech House have provided details of their ethnic origin and 11% of the staff chose not to declare their ethnicity. No staff have declared that they belong to an ethnic minority group. The HMRC total for the East Region is 3%. The HMRC national total is 4%¹³.</p> <p>No issues specific to racial groups have been raised in the staff consultation process.</p> <p>At this stage no potential adverse impacts have been identified that would disproportionately affect staff due to their racial group.</p>	None required at this stage.
2. Those with a disability	<p>24% of staff in Harlech House have provided data on disability. 3% of staff have declared a disability and 8% of the staff chose not to declare their disability status. The HMRC total for the East Region is 7%. The HMRC national total is 7%.</p> <p>Respondents expressed concern regarding facilities available to those with a disability, stating that they may be adversely affected as their current location</p>	Staff and managers will engage in one to one discussions regarding the specific needs of each staff member and will make reasonable adjustments

¹³ All diversity data quoted in this EQIA is provided by background HR systems as at 01/07/08 and staff completion is not mandatory. The information is therefore incomplete for ethnicity and disability.

Consideration given to:	Staff	Mitigating Action
	<p>provides suitable facilities and these may not be available at the new location.</p> <p>They added that that some staff have disabilities that either preclude them from driving, or that may be exacerbated by any additional driving required as a result of relocation.</p> <p>The potential impact on those with a disability is dependent on personal circumstances. Known impacts to this group arising from previous relocations are:</p> <ul style="list-style-type: none"> ▪ Staff who require specialist IT equipment or reasonable adjustment adaptations may need to discuss their requirements/needs with their manager ▪ Staff relocating to a new building may experience changes to their home to work journeys. If travelling by public transport there may be an adverse impact on staff with a disability if the public transport services available to the new location are not adequate ▪ Disabled staff travelling to work by car may be adversely affected if their current location provides disabled parking facilities and these are not available in the new location ▪ Disabled staff requiring re-training may be adversely impacted if training courses require overnight stays or long distance travel. <p>There are 33 car parking spaces, with an additional two designated disabled bays, at 14 Headgate.</p>	<p>where required.</p> <p>Managers will discuss these issues with staff if they arise and seek the support and guidance of HR and Diversity specialists.</p> <p>Managers may need to engage with 'Access to Work' to identify reasonable solutions and assistance with journeys.</p>
<p>3. Gender (including transsexual/transgender)</p>	<p>The gender ratio of staff based at Harlech House is 66% female to 34% male. The HMRC total for the East Region is 59% female to 41% male. The HMRC</p>	<p>None required at this stage.</p>

Consideration given to:	Staff	Mitigating Action												
	<p>national total is 58% female to 42% male.</p> <p>34% of the staff at Harlech House work part-time. Of these 85% are female. Potential impacts arising to those staff (full and part-time) with care responsibilities are noted in section 6 – 'Those with dependants'.</p> <p>No issues specific to gender have been raised in the staff consultation process.</p> <p>At this stage no potential adverse impacts have been identified that would disproportionately affect staff due to their gender.</p>													
<p>4. Age</p>	<p>The age profile for HMRC staff in Harlech House is as follows:</p> <table border="1" data-bbox="600 746 842 1034"> <thead> <tr> <th>Age</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>15-24</td> <td>0</td> </tr> <tr> <td>25-34</td> <td>0</td> </tr> <tr> <td>35-49</td> <td>55</td> </tr> <tr> <td>50-59</td> <td>45</td> </tr> <tr> <td>60+</td> <td>0</td> </tr> </tbody> </table> <p>No concerns specific to age were raised in the staff consultation process.</p> <p>At this stage no potential adverse impacts have been identified that would disproportionately affect staff due to their age.</p>	Age	%	15-24	0	25-34	0	35-49	55	50-59	45	60+	0	<p>None required at this stage.</p>
Age	%													
15-24	0													
25-34	0													
35-49	55													
50-59	45													
60+	0													
<p>5. Marital status</p>	<p>HMRC holds information on marital status for superannuation purposes only. This data has not been analysed within this EQIA.</p> <p>No issues specific to marital status were raised during staff consultation.</p> <p>At this stage no potential adverse impacts have been identified that would disproportionately affect staff due to their marital status.</p>	<p>None required at this stage.</p>												

Consideration given to:	Staff	Mitigating Action
6. Those with dependants	<p>HMRC gathers some information on staff with dependants via the staff survey. Completion is voluntary.</p> <p>Responses from staff and TUS during consultation expressed concerns over the potential impact on those with care responsibilities, stating that increased travelling time may cause employees to incur additional care costs and lead to difficulties in the event of a domestic emergency. They added that their work/life balance might be compromised to such an extent that they may be forced to reduce their hours or leave the department.</p> <p>Respondents also pointed out that Daily Travel Assistance, paid to assist staff with additional travel costs, is taxable and impacts on the payment of tax credits.</p> <p>A drive time analysis of home to office journeys for part-time staff has been undertaken based on available home postcode data. The results indicate that for part-time staff currently based at Harlech House and relocating to:</p> <p>14 Headgate</p> <ul style="list-style-type: none"> ▪ 92% will experience an increase in travel time ▪ No staff will experience journey times that would fall outside reasonable daily travel ▪ The longest journey time is calculated at approximately 56 minutes. 	<p>Managers will work with staff to consider personal circumstances and any necessary mitigating action.</p> <p>HMRC provides childcare vouchers to assist staff with childcare costs.</p> <p>No staff will be required to relocate beyond reasonable daily travel.</p>
7. Sexual orientation	<p>HMRC gathers some information on the sexual orientation of staff via the staff survey. Completion is voluntary.</p> <p>No concerns specific to sexual orientation were raised in the staff consultation process.</p>	None required at this stage.

Consideration given to:	Staff	Mitigating Action
	<p>It is noted that a potential adverse impact may arise if staff relocate to an office where they experience changes to the network/support structure and facilities currently available.</p> <p>At this stage no potential adverse impacts have been identified that would disproportionately affect staff due to their sexual orientation.</p>	
<p>8. Religion and beliefs</p>	<p>HMRC gathers some information on the religion and beliefs of staff via the staff survey. Completion is voluntary.</p> <p>The Diversity Network Coordinator previously expressed concerns that the estate rationalisation could affect the availability of 'All faith rooms'.</p> <p>It is noted that a potential adverse impact may arise if staff relocate to an office where they experience changes to the network/support structure and facilities currently available.</p> <p>At this stage no potential adverse impacts have been identified that would disproportionately affect staff due to their religion and beliefs.</p>	<p>HMRC policy is to provide 'All faith rooms' on request where a dedicated room is not available.</p> <p>Managers will work with staff to consider personal circumstances and any necessary mitigating action.</p>
<p>9. Should any of the people in the categories listed be consulted at this time?</p>	<p>Not at this stage – in due course all staff will have one to one discussions with their managers to establish individual impacts and consider appropriate mitigating action.</p>	

Comments on proposed actions

<p>Consideration given to:</p>	<p>Comments on action to be taken to promote equality of opportunities and good relations for each of the diverse groups, alternative actions and communications of different impacts.</p>
<p>1. Categories</p> <ul style="list-style-type: none"> ▪ Racial groups ▪ Those with a disability ▪ Gender (including transsexual/transgender) ▪ Age ▪ Marital status ▪ Those with dependants ▪ Sexual orientation ▪ Religion and beliefs 	<p>HMRC is an equal opportunities employer and offers support to staff via the following policies, schemes and contacts:</p> <ul style="list-style-type: none"> ▪ Race Equality Scheme ▪ Disability Equality Scheme ▪ Gender Equality Scheme ▪ Diversity Network Coordinators/Staff Networks (race, disability, gender, age, alternative working patterns, lesbian, gay or bi-sexual, religion and beliefs) ▪ Flexible Working Patterns (offering flexible working hours, alternative working patterns, part-time and term-time contracts) ▪ Provision of facilities for nursing mothers ▪ Provision of facilities for all faiths <p>In relocating staff from Harlech House to 14 Headgate, managers will discuss individual impacts with staff. Where agreement is reached that it is unreasonable for an individual to relocate to the proposed office, managers will consider alternative solutions such as a transfer into another business unit, home working (subject to business requirement) or redeployment to other Government Departments within the locality.</p>
<p>2. Explain how you plan to monitor equality issues following announcement of decisions</p>	<p>Managers will discuss relocation with staff to establish whether or not the relocation is reasonable and within reasonable daily travel. The conclusions from these discussions will be considered and moderated by a moderating group (consisting of senior managers advised by HR specialists)</p>

<p>Consideration given to:</p>	<p>Comments on action to be taken to promote equality of opportunities and good relations for each of the diverse groups, alternative actions and communications of different impacts.</p>
	<p>to ensure there is consistency between managers within the decision making process. WFC will work with business unit managers and HR to monitor any objections/grievances/appeals received to establish if the proposal is disproportionately impacting on any of the groups assessed.</p>
<p>3. Lessons learned and any other comments</p>	<p>All learning from this project will be taken forward to similar future projects under consideration.</p>
<p>4. If having considered all relevant factors you concluded that there may be an impact that you are unable to mitigate with policy or procedural changes, please give full details including why mitigating action cannot be provided</p>	<p>All impacts identified from this assessment can be addressed by the mitigating actions discussed.</p>
<p>5. Requirement for wider public consultation on Equality Impact Assessment (EQIA) work</p>	<p>Wider public consultation will not be required at this stage. Mitigating action can be provided for the potential and known impacts identified. Overall, the extent of any impacts will be dependent on personal circumstances and these will be identified in discussions between managers and staff.</p>

Customer Impact

This section considers equality impacts and actions to be taken to reduce/mitigate any adverse impacts on customers.

Consideration given to	Enquiry Centre Customers	Mitigating Action
<ul style="list-style-type: none"> ▪ Racial groups ▪ Those with a disability ▪ Gender (including transsexual/transgender) ▪ Age ▪ Marital status ▪ Those with dependants ▪ Sexual orientation ▪ Religion and beliefs. 	<p>Enquiry centre services will continue to be provided at Harlech House or from an alternative location nearby.</p> <p>Any impact on enquiry centre customers is expected to be minimal.</p>	<p>None required at this stage.</p>

APPENDIX B: MAP OF OFFICES

