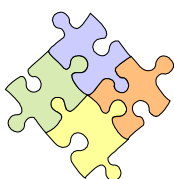


## IMPACT ASSESSMENT

Scotland

Cluster 30: Dunoon, Greenock

Location	Auchencraig, Dunoon, PA23 8ED.
Original Proposal	To withdraw from Auchencraig and relocate staff to other HMRC offices within reasonable daily travel.
Decision	HMRC does not expect to fully vacate Auchencraig before spring 2010.
Risks/Issues	<p>Risk to customer service.</p> <p>Staff are unlikely to be able to reach the nearest long term location within reasonable daily travel.</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 Auchencraig or from an alternative location nearby.</p> <p>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> <p>Where necessary business units will consider the scope to feed back work while portable work is available and the office remains viable.</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 Scotland 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 30. This cluster contains the office buildings in Dunoon and Greenock. The review has identified that there is no long term requirement to retain Auchencraig, Dunoon.

### 1.2. **Enquiry Centre Customers**

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

### 1.3. **Socio-economic**

The Auchencraig office is situated within the local authority of Argyll & Bute. The unemployment rate for Argyll & Bute is 4.2%, against the UK national average of 5.3%. There are around 3,525 employers in Argyll & Bute employing approximately 38,300 people. There are eight HMRC employees located at Auchencraig, 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**

Auchencraig accommodates a total of eight 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 nearest long term 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 86% female to 14% male. 36% of staff work part-time, no staff 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 30. 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 Auchencraig can be found at Appendix A.

### 1.6. **Business Units**

The **Business Customer Unit (BCU)**, **Customer Operations** and **Local Compliance** business units do 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 Auchencraig or from an alternative location nearby.

#### 1.7. Finance

The vacation of this office will contribute to estimated estate savings of £24m in Scotland between 2007 and 2012.

## 2 OFFICE PROPOSAL AND BUSINESS PLANS

### 2.1. Office Proposal

HMRC proposes to rationalise its estate in Scotland 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 Auchencraig. Enquiry centre services will remain at Auchencraig or relocate to an alternative location nearby.

### 2.2. Business Plans

Auchencraig is occupied by staff from the **BCU, Customer Contact, Customer Operations** and **Local Compliance** business units.

Of these only **Customer Contact** will be maintaining a presence in the area, continuing to provide enquiry centre services at Auchencraig or from an alternative location nearby.

## 3 ENQUIRY CENTRE CUSTOMER IMPACT

### 3.1. Enquiry Centre Summary

During 2007/2008 the Enquiry Centre at Auchencraig received 1,652 callers.

Enquiry centre services will continue to be provided from Auchencraig 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

Auchencraig is within the parliamentary constituency of Argyll & Bute. The Member of Parliament is Mr Alan Reid (Liberal Democrat)<sup>1</sup>.

Alan Reid wrote to HMRC and met with HMRC officials to raise concerns about the proposal to close this office.

### 4.2. Local Economy

Auchencraig is situated within the local authority of Argyll & Bute. The unemployment rate for Argyll & Bute is 4.2%, against the UK national average of 5.3%. The table below shows the relative job density for Argyll & Bute, Scotland and the UK as a whole. Job density is a ratio of total jobs to working-age

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<sup>1</sup> Source: [www.parliament.uk](http://www.parliament.uk)

population and provides a measure of the economic health of an area. Total jobs includes employees, self-employed, government supported trainees and HM Forces<sup>2</sup>.

**Table 1 - Job Density**

Argyll and Bute	Scotland	UK
0.88	0.84	0.84

There are around 3,525 employers in Argyll & Bute employing approximately 38,300 people. There are eight HMRC employees located at Auchencraig, 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 Auchencraig. 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 Auchencraig 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 & Support Services and IMS to meet this objective.

#### **4.4. Media Activity**

There have been local and regional press articles around the proposed closure of Auchencraig and the potential impact on staff and customers.

#### **4.5. External Engagement**

On 11 and 13 June 2008 Workforce Change wrote to 16 local authorities and two town councils in Scotland about the proposals for the cluster and individual locations. A six week period was provided for responses. Comments were sought on subjects including local/regional economic factors, regeneration plans, wider employer activity and plans for new or improved transport links. Eight responses were received from Fife Council, Falkirk Council, Scottish Borders Council, Inverclyde Council, Dundee City Council, The Highland Council, Aberdeenshire Council and Perth and Kinross Council. Comments were also received from Greenock Chamber of Commerce, Caithness Partnership and Highlands and Islands Enterprise. Responses received included comments on the economic impact of the proposed closures in areas that have suffered from many job losses in recent years. All concerns raised have been taken into account in making our recommendations to Ministers.

<sup>2</sup> Source: [www.nomisweb.co.uk](http://www.nomisweb.co.uk). Unemployment rates are for the period October 06 – September 07. Job density relates to 2005.

## 5 STAFF & STAFF DIVERSITY IMPACT

### 5.1. Business Unit Headcount

The table below shows the business units occupying Auchencraig<sup>3</sup>.

Table 2 - Staff in post by business unit

Business Unit	Staff numbers
Business Customer Unit	1
Customer Contact	3
Customer Operations	3
Local Compliance	1
<b>TOTAL</b>	<b>8</b>

### 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 disability<sup>4</sup>.

Table 3 - Staff diversity

Ethnicity	%	Disability	%	Age Group	%
White	86	Disabled	0	15 - 24	0
Ethnic Minority	0	Not disabled	43	25 - 34	7
Chosen not to declare	0	Chosen not to declare	0	35 - 49	50
Not known	14	Not known	57	50 - 59	43
				60+	0
Gender	%	Working Pattern	%	Part Time Gender	%
Male	14	Full Time	64	Male	0
Female	86	Part Time	36	Female	100

### 5.3. Equality Impact Assessment

Workforce Change has undertaken EQIA activity on the proposal for Cluster 30. No significant risks with regard to equality issues have been identified and wider public consultation has not been considered necessary at this stage. Examination of individual circumstances will be undertaken through one to one discussions between managers and staff. Mitigating action will be considered

<sup>3</sup> Source: Latest headcount data provided by HMRC business units

<sup>4</sup> Source: HR data at 01/07/08

where impacts have been identified with regard to equality issues. The EQIA findings for Auchencraig 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 30. During this period 88 responses were received, representing the views of the majority of staff in Dunoon and Greenock. A response was also received from the trade union, ARC.

The Summary Report of the Consultation Responses for Cluster 30 was published on the staff intranet site on 15 October 2008.

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

The majority of comments focused on travel related issues, including extended travelling times to new offices and inadequate public transport. Many respondents raised concerns over the impact increased travel times might have on the work/life balance of staff, particularly those with caring responsibilities. Some respondents expressed concern that relocation to other offices would result in increased carbon emissions, due to extended journeys. Many staff suggested the retention of Custom House, Greenock, commenting on the history of the building and the museum within. Staff also commented that there would be a loss of expertise arising from this proposal, and possible adverse impact on Departmental data security, efficiency and customer service.

Business managers will meet with every individual affected by changes and discuss the implications for them and their options.

## **6 RELOCATION OPTIONS FOR STAFF**

BCU, Customer Operations and Local Compliance do not intend to retain a long term presence in this location and will be in discussion with staff about their options.

The nearest long term HMRC locations are likely to be outside reasonable daily travel for all or most staff.

Support is available for staff through the [Redeployment Support Programme](#).

### **6.1. Other Government Departments**

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 include<sup>5</sup>:

- Department for Transport
- Department for Work and Pensions
- Forestry Commission
- The Scottish Government.

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<sup>5</sup> Source: OGC data at April 2008

## **7 ESTATES & FINANCE**

### **7.1. Estate Information**

HMRC occupies Auchencraig under the contract with Mapeley. Auchencraig has on-site car parking available for nine vehicles with one additional designated disabled bay.

### **7.2. Finance**

The vacation of this office will contribute to estimated estate savings of £24m in Scotland between 2007 and 2012.

### **7.3. Information Management Services (IMS)**

IMS has been engaged in the detailed consideration of the proposal for Auchencraig. IMS will work closely with Estates & Support Services and business unit managers to provide the IT and telephony requirements for any staff required to move.

**APPENDIX A: EQUALITY IMPACT ASSESSMENT – AUCHENCRAIG, DUNOON**

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 Auchencraig, Dunoon which is part of Cluster 30. This cluster contains the office buildings in Dunoon and Greenock.

**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 30. Part of the proposal for Cluster 30 was to withdraw from Auchencraig.</p> <p>The map at Appendix B shows the position of the offices in Cluster 30.</p>
2. Date implemented or planned to come into effect	HMRC does not expect to fully vacate Auchencraig 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 to day function?	Implementation Teams will have primary responsibility for the delivery of changes to the Cluster 30 estate and for management of local redeployment and relocation issues. 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.
6. Why is this proposal being considered? Provide a description of aims of proposal (purpose, who benefits and how, etc)	<p>HMRC is required to make estate savings under the Comprehensive Spending Reviews 2004 and 2007. The Cluster 30 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 30 will deliver more effective utilisation of available HMRC office space contributing to departmental efficiency savings.</p>
7. a. Give full details of all the internal and external stakeholders of this proposed action	<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>
7. b. How will you work with stakeholders in implementing this function?	<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>
8. Does this proposal interact with any others? If so, how? Please comment on connected proposals and describe the relationship	<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 towards meeting HMRC efficiency targets for people (headcount) and estate.</p>
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. The Options Assessment includes a list of measures which may be available to staff, such as:</p> <ul style="list-style-type: none"><li>▪ Transfers into other HMRC business units</li><li>▪ Paid moves of home pre-surplus staff to fill specialised posts that cannot be filled locally</li><li>▪ Transfers into other Government Departments, including a compensation scheme for staff transferring to other Departments with lower pay</li><li>▪ A 'public sector release scheme' offering grants to staff leaving to train for frontline public sector jobs such as teaching or nursing.</li><li>▪ Flexible Early Severance</li><li>▪ Approved Early Retirement schemes.</li></ul> <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 <a href="#">Redeployment Support Programme</a>.</p>
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**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.

<b>Consideration given to:</b>	<b>Staff</b>	<b>Mitigating Action</b>
1. Racial groups	<p>86% of the staff in Auchencraig have provided details of their ethnic origin. No staff have declared that they belong to an ethnic minority group. The HMRC total for Scotland is 4%. The HMRC national total is 4%<sup>6</sup>.</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>43% of staff in Auchencraig have provided data on disability. No staff have declared a disability. The HMRC total for Scotland is 6%. The HMRC national total is 7%.</p> <p>No issues specific to disability have been raised in the staff consultation process.</p> <p>The potential impact on those with a disability is dependent on personal circumstances. Known impacts to this group arising from previous relocations</p>	Staff and managers will engage in one to one discussions regarding the specific needs of each staff member and will make reasonable adjustments where required.

<sup>6</sup> 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>are:</p> <ul style="list-style-type: none"> <li>▪ Staff who require specialist IT equipment or reasonable adjustment adaptations may need to discuss their requirements/needs with their manager</li> <li>▪ 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</li> <li>▪ 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</li> <li>▪ Disabled staff requiring re-training may be adversely impacted if training courses require overnight stays or long distance travel.</li> </ul>	<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 Auchencraig is 86% female to 14% male. The HMRC total for Scotland is 59% female to 41% male. The HMRC national total is 58% female to 42% male.</p> <p>36% of the staff at Auchencraig work part-time. Of these all 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>None required at this stage.</p>

Consideration given to:	Staff	Mitigating Action												
4. Age	<p>The age profile for HMRC staff in Auchencraig is as follows:</p> <table border="1" data-bbox="600 400 842 691"> <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>7</td> </tr> <tr> <td>35-49</td> <td>50</td> </tr> <tr> <td>50-59</td> <td>43</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	7	35-49	50	50-59	43	60+	0	None required at this stage.
Age	%													
15-24	0													
25-34	7													
35-49	50													
50-59	43													
60+	0													
5. Marital status	<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>	None required at this stage.												
6. Those with dependants	<p>HMRC gathers some information on staff with dependants via the staff survey. Completion is voluntary.</p> <p>No issues specific to dependants have been raised in the staff consultation process.</p> <p>Known impacts to this group arising from previous relocations are as follows:</p> <ul style="list-style-type: none"> <li>▪ Increased travelling times for staff with dependants may cause employees to incur additional care costs or require changes to working patterns to</li> </ul>	<p>Managers will work with staff to consider personal circumstances and any necessary mitigating action.</p> <p>HMRC provides <a href="#">childcare vouchers</a> to assist staff with childcare costs.</p>												

Consideration given to:	Staff	Mitigating Action
	<p>balance work/life commitments.</p> <ul style="list-style-type: none"> <li>▪ Daily Travel Assistance, paid to assist staff with additional travel costs, is taxable and impacts on the payment of tax credits.</li> <li>▪ A change of duties may require staff with dependants to change working patterns or hours to suit business needs.</li> </ul>	<p>No staff will be required to relocate beyond reasonable daily travel.</p>
<p>7. Sexual orientation</p>	<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> <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>None required at this stage.</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</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</p>

Consideration given to:	Staff	Mitigating Action
	disproportionately affect staff due to their religion and beliefs.	action.
9. Should any of the people in the categories listed be consulted at this time?	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.	

**Comments on proposed actions**

Consideration given to:	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>1. Categories</p> <ul style="list-style-type: none"> <li>▪ Racial groups</li> <li>▪ Those with a disability</li> <li>▪ Gender (including transsexual/transgender)</li> <li>▪ Age</li> <li>▪ Marital status</li> <li>▪ Those with dependants</li> <li>▪ Sexual orientation</li> <li>▪ Religion and beliefs</li> </ul>	<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"> <li>▪ Race Equality Scheme</li> <li>▪ Disability Equality Scheme</li> <li>▪ Gender Equality Scheme</li> <li>▪ Diversity Network Coordinators/Staff Networks (race, disability, gender, age, alternative working patterns, lesbian, gay or bi-sexual, religion and beliefs)</li> <li>▪ Flexible Working Patterns (offering flexible working hours, alternative working patterns, part-time and term-time contracts)</li> <li>▪ Provision of facilities for nursing mothers</li> <li>▪ Provision of facilities for all faiths</li> </ul>

<p><b>Consideration given to:</b></p>	<p><b>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.</b></p>
	<p>Where agreement is reached that it is unreasonable for an individual to relocate, 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 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) 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</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</p>

<p><b>Consideration given to:</b></p>	<p><b>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.</b></p>
<p>Assessment (EQIA) work</p>	<p>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.

<p><b>Consideration given to</b></p>	<p><b>Enquiry Centre Customers</b></p>	<p><b>Mitigating Action</b></p>
<ul style="list-style-type: none"> <li>▪ Racial groups</li> <li>▪ Those with a disability</li> <li>▪ Gender (including transsexual/transgender)</li> <li>▪ Age</li> <li>▪ Marital status</li> <li>▪ Those with dependants</li> <li>▪ Sexual orientation</li> <li>▪ Religion and beliefs.</li> </ul>	<p>Enquiry centre services will continue to be provided at Auchencraig 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**

