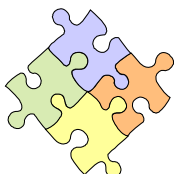


IMPACT ASSESSMENT

Scotland

Cluster 29: Galashiels, Hawick

Location	New Reiver House, Galashiels, TD1 1AB.
Original Proposal	To withdraw from New Reiver House and relocate staff to other HMRC offices within reasonable daily travel.
Decision	HMRC does not expect to fully vacate New Reiver House 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 New Reiver House 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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To receive this document in an alternative version please contact the Visually Impaired Media Unit on 01274 539 646 or e-mail VISUALLY IMPAIRED MEDIA UNIT, SHIPLEY (Accounts Office Shipley).

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 29. This cluster contains the office buildings in Galashiels and Hawick. The review has identified that there is no long term requirement to retain New Reiver House, Galashiels.

1.2. Enquiry Centre Customers

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

1.3. Socio-economic

The New Reiver House office is situated within the local authority of Scottish Borders. The unemployment rate for Scottish Borders is 3.6%, against the UK national average of 5.3%. There are around 4,615 employers in Scottish Borders employing approximately 42,900 people. There are 21 HMRC employees located at New Reiver 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

New Reiver House accommodates a total of 21 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 63% female to 37% male. 50% of staff work part-time, none 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 29. 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 New Reiver House can be found at Appendix A.

1.6. Business Units

The **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 New Reiver House 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 New Reiver House. Enquiry centre services will remain at New Reiver House or relocate to an alternative location nearby.

2.2. Business Plans

New Reiver House is occupied by staff from the **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 New Reiver House or from an alternative location nearby.

3 ENQUIRY CENTRE CUSTOMER IMPACT

3.1. Enquiry Centre Summary

During 2007/2008 the Enquiry Centre at New Reiver House received 5,889 callers.

Enquiry centre services will continue to be provided from New Reiver 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

New Reiver House is within the parliamentary constituency of Berwickshire, Roxburgh and Selkirk. The Member of Parliament is Mr Michael Moore (Liberal Democrat)¹.

¹ Source: www.parliament.uk

Michael Moore wrote to HMRC raising concerns about the proposed office closure and the alternatives for staff who are unable to relocate to other HMRC offices. This MP also met with HMRC officials and the Financial Secretary to the Treasury to discuss the proposals, and forwarded a petition supporting retention of this office.

4.2. Local Economy

New Reiver House is situated within the local authority of Scottish Borders. The unemployment rate for Scottish Borders is 3.6%, against the UK national average of 5.3%. The table below shows the relative job density for Scottish Borders, Scotland 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

Scottish Borders	Scotland	UK
0.82	0.84	0.84

There are around 4,615 employers in Scottish Borders employing approximately 42,900 people. There are 21 HMRC employees located at New Reiver 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 New Reiver 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 New Reiver 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 & 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 New Reiver House, the potential impact on staff and the potential impact of job losses on the local economy.

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

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.

5 STAFF & STAFF DIVERSITY IMPACT

5.1. Business Unit Headcount

The table below shows the business units occupying New Reiver House³.

Table 2 - Staff in post by business unit

Business Unit	Staff numbers
Customer Contact	5
Customer Operations	3
Local Compliance	13
TOTAL	21

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	75	Disabled	0	15 - 24	0
Ethnic Minority	0	Not disabled	69	25 - 34	0
Chosen not to declare	0	Chosen not to declare	0	35 - 49	44
Not known	25	Not known	31	50 - 59	44
				60+	12
Gender	%	Working Pattern	%	Part Time Gender	%
Male	37	Full Time	50	Male	25
Female	63	Part Time	50	Female	75

5.3. Equality Impact Assessment

Workforce Change has undertaken EQIA activity on the proposal for Cluster 29. 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 where impacts have been identified with regard to equality issues. The EQIA findings for New Reiver 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 29. During this period 38 responses were received, representing the views of all the staff in Galashiels and Hawick. No responses were received from the trade unions ARC and PCS.

The Summary Report of the Consultation Responses for Cluster 29 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 the poor transport links from the Border areas to Edinburgh and other cities. Respondents said that they were all outside reasonable daily travel of other HMRC offices. Many respondents said that relocating to an alternative office might have an impact on their work/life balance, particularly those staff who work part-time and/or with caring responsibilities. Some respondents expressed concerns that increased levels of CO₂ emissions would be produced through increased travelling to alternative locations. There was also concern at the proposed withdrawal of all compliance resources from the Cluster, and loss of staff expertise.

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

6 RELOCATION OPTIONS FOR STAFF

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 local authority area include⁵:

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

7 ESTATES & FINANCE

7.1. Estate Information

HMRC occupies New Reiver House under a Memorandum of Terms of Occupation (MOTO) with the DWP. New Reiver House has on-site car parking available for 58 vehicles with an additional two designated disabled bays.

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 New Reiver House. 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.

⁵ Source: OGC data at April 2008

APPENDIX A: EQUALITY IMPACT ASSESSMENT – NEW REIVER HOUSE, GALASHIELS

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 New Reiver House, Galashiels which is part of Cluster 29. This cluster contains the office buildings in Galashiels and Hawick.

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 29. Part of the proposal for Cluster 29 was to withdraw from New Reiver House.</p> <p>The map at Appendix B shows the position of the office buildings in Cluster 29.</p>
2. Date implemented or planned to come into effect	HMRC does not expect to fully vacate New Reiver 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 to day function?	Implementation Teams will have primary responsibility for the delivery of changes to the Cluster 29 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 29 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 29 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 feed back 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">▪ 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>
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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.

Consideration given to:	Staff	Mitigating Action
1. Racial groups	<p>75% of the staff in New Reiver House 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 1%. The HMRC national total is 4%⁶.</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>69% of staff in New Reiver House 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>Respondents to the consultation process raised concerns that increased travelling may have an adverse impact on staff with disabilities, particularly those who are precluded from driving and experience difficulties using public transport.</p> <p>The potential impact on those with a disability is dependent on personal</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.

⁶ 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>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 ▪ 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>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 New Reiver House is 63% female to 37% male. The HMRC total for Scotland is 59% female to 41% male. The HMRC national total is 58% female to 42% male.</p> <p>50% of the staff at New Reiver House work part-time. Of these 75% 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 New Reiver House 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>0</td> </tr> <tr> <td>35-49</td> <td>44</td> </tr> <tr> <td>50-59</td> <td>44</td> </tr> <tr> <td>60+</td> <td>12</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	44	50-59	44	60+	12	None required at this stage.
Age	%													
15-24	0													
25-34	0													
35-49	44													
50-59	44													
60+	12													
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>Respondents to the staff consultation were concerned that extra travelling requirements would have an adverse impact on the work/life balance of those with care responsibilities.</p> <p>Responses from staff during consultation expressed concerns over the potential impact that increased travel time and extra care costs could have on those with child care responsibilities. Staff who are required to relocate may have their</p>	<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>												

Consideration given to:	Staff	Mitigating Action
	<p>work/life balance compromised to such an extent that they may have to leave the department.</p> <p>Other known impacts to this group arising from previous relocations include the following:</p> <ul style="list-style-type: none"> ▪ Daily Travel Assistance, paid to assist staff with additional travel costs, is taxable and impacts on the payment of tax credits ▪ A change of duties may require staff with dependants to change working patterns or hours to suit business needs. 	<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>HMRC policy is to provide 'All faith rooms' on request where a dedicated room is not available.</p> <p>Managers will work with</p>

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 religion and beliefs.</p>	<p>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

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"> ▪ Racial groups ▪ Those with a disability ▪ Gender (including transsexual/transgender) ▪ Age ▪ Marital status 	<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,

<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>
<ul style="list-style-type: none"> ▪ Those with dependants ▪ Sexual orientation ▪ Religion and beliefs 	<ul style="list-style-type: none"> part-time and term-time contracts) ▪ Provision of facilities for nursing mothers ▪ Provision of facilities for all faiths <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</p>	<p>All impacts identified from this assessment can be addressed by the mitigating actions discussed.</p>

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.
mitigating action cannot be provided	
5. Requirement for wider public consultation on Equality Impact Assessment (EQIA) work	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.

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 New Reiver House or from an alternative location nearby.</p> <p>Any impact on enquiry centre customers is expected to be minimal.</p>	None required at this stage.

APPENDIX B: MAP OF OFFICES

