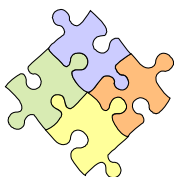


IMPACT ASSESSMENT

Region: North West

Individual Location: Kendal

Location	Eskdale House, Kendal, LA9 6ZU.
Original Proposal	To withdraw from Eskdale House and relocate staff to other HMRC offices within reasonable daily travel.
Decision	HMRC does not expect to fully vacate Eskdale House before spring 2010. Staff are expected to relocate, where applicable, to Stocklund House, Carlisle.
Risks/Issues	<p>Risk to customer service.</p> <p>Staff are unlikely to be able to reach Stocklund House, Carlisle 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 Eskdale 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> <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 the North West 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 in Kendal, which is an individual location with two office buildings. The review has identified that there is no long term requirement to retain Eskdale House or Kentmere House.

1.2. Enquiry Centre Customers

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

1.3. Socio-economic

The Eskdale House office is situated within the local authority of South Lakeland. The unemployment rate for South Lakeland is 3.2%, against the UK national average of 5.3%. There are around 5,280 employers in South Lakeland employing approximately 47,900 people. There are 45 HMRC employees located at Eskdale 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

Eskdale House accommodates a total of 45 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 65% female to 35% male. 28% of staff work part-time, 9% 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 Kendal. 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 Eskdale House can be found at Appendix A.

1.6. Business Units

The **Customer Operations** and **Risk & Intelligence Service (RIS)** business units do not intend to retain a long term presence in this location and will be in discussion with staff about their options.

The **Local Compliance** business unit will relocate to Stocklund House, Carlisle.

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

1.7. Finance

The vacation of the office will contribute to estimated estate savings of £25.6m in the North West Region between 2007 and 2012.

2 OFFICE PROPOSAL AND BUSINESS PLANS

2.1. Office Proposal

HMRC proposes to rationalise its estate in the North West 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 Eskdale House. Enquiry centre services will remain at Eskdale House or relocate to an alternative location nearby.

2.2. Business Plans

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

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

Local Compliance plans to relocate to Stocklund House, Carlisle.

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 Eskdale House or from an alternative location nearby.

3 ENQUIRY CENTRE CUSTOMER IMPACT

3.1. Enquiry Centre Summary

During 2007/2008 the Enquiry Centre at Eskdale House received 5,350 callers.

Enquiry centre services will continue to be provided from Eskdale 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

Eskdale House is within the parliamentary constituency of Westmorland & Lonsdale. The Member of Parliament is Tim Farron (Liberal Democrat)¹.

¹ Source: www.parliament.uk

Tim Farron wrote to and met with the Financial Secretary to the Treasury and also HMRC officials to raise concerns about the proposals, in particular the potential impacts on staff, the local economy and customer service. This MP also submitted a petition against the potential closure of the office.

4.2. Local Economy

Eskdale House is situated within the local authority of South Lakeland. The unemployment rate for South Lakeland is 3.2%, against the UK national average of 5.3%. The table below shows the relative job density for South Lakeland, the North West 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

South Lakeland	North West	UK
0.88	0.80	0.84

There are around 5,280 employers in South Lakeland employing approximately 47,900 people. There are 45 HMRC employees located at Eskdale 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 Eskdale 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 Eskdale 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.

4.4. Media Activity

There have been local press articles around the proposed closure of Eskdale House and about MP support to retain an office in Kendal.

4.5. External Engagement

On 11 and 13 June 2008 Workforce Change wrote to 11 local authorities and three town councils in the North West 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,

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

regeneration plans, wider employer activity and plans for new or improved transport links. Three responses were received from Barrow Borough Council, Burnley Borough Council and Lancaster City Council. Responses received included comments on the potential loss of jobs, the impact on regeneration plans and regional economic strategies and the need to maintain the same level of customer service. HMRC officials met with Burnley Borough Council. 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 Eskdale House³.

Table 2 – Staff in post by business unit

Business Unit	Staff numbers
Customer Contact	5
Customer Operations	6
Local Compliance	20
RIS	14
TOTAL	45

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.

Table 3 – Staff diversity

Ethnicity	%	Disability	%	Age Group	%
White	76	Disabled	9	15 – 24	0
Ethnic Minority	0	Not disabled	46	25 – 34	7
Chosen not to declare	7	Chosen not to declare	7	35 – 49	48
				50 – 59	38
Not known	17	Not known	38	60+	7

³ Source: Latest headcount data provided by HMRC business units

⁴ Source: HR data at 01/07/08

Gender	%	Working Pattern	%	Part Time Gender	%
Male	35	Full Time	72	Male	15
Female	65	Part Time	28	Female	85

5.3. Equality Impact Assessment

Workforce Change has undertaken EQIA activity on the proposal for Kendal. 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 Eskdale 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 the North West Region. During this period 153 responses were received, representing the views of 239 (97%) staff, out of a total of 246 staff⁵ in Barrow-in-Furness, Carlisle, Kendal, Lancaster and Penrith. Responses were also received from St John's House in Bootle and Custom House in Manchester. The trade union, PCS, also submitted responses.

The Summary Report of the Consultation Responses for the North West Individual Locations 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, socio-economic impacts and green issues.

The majority of comments focused on travel related issues, including extended travelling times to new offices, poor public transport services, increased costs and the impact on work/life balance. Many respondents raised concerns over the potential impact the proposals would have on local economies. Many also expressed concerns over green issues and the potential increased carbon emissions created by additional travel.

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.

⁵ Source: HR data at 01/04/08

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

Local Compliance, currently a total of 20 staff, will relocate to Stocklund House Carlisle.

The distance between Eskdale House and Stocklund House is 52.7 miles (84.8km) and, travelling at 8.00am, the journey by car takes approximately one hour 13 minutes⁶.

6.1. Stocklund House, Carlisle

6.1.1. Overview

The map at Appendix B shows the position of Eskdale House in relation to Stocklund House, Carlisle.

Stocklund House is an ex-IR office. HMRC occupies a space sufficient to accommodate an estimated 236 staff before desk sharing and shift patterns are taken into account. The building currently houses 82 staff. The majority of staff work in Local Compliance⁷.

6.1.2. Travel by Car

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

- 93% of staff would face an increase in travel time following relocation to Stocklund House
- No staff would be able to reach Stocklund House in 30 minutes or less
- Of those staff facing an increase in travel time, 100% would fall outside of reasonable daily travel.

Stocklund House has 36 on-site parking spaces, with no predetermined number of designated disabled bays. There are four public car parks within 0.2 miles (0.3km) of the office⁶.

6.1.3. Travel by Public Transport

An analysis of travel by public transport between staff home postcodes and Stocklund House indicates that for all staff currently based at Eskdale House potentially⁸:

- 85% of staff would face an increase in travel time following relocation to Stocklund House
- Of the staff facing an increase in travel time, 97% would fall outside of reasonable daily travel.

⁶ Source: www.transportdirect.info

⁷ Source: Latest headcount data provided by HMRC business units

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

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

The nearest railway station is Carlisle located 0.4 miles (0.6km) from the office⁹.

6.2. Daily Travel Assistance

A calculation based upon 20 Local Compliance staff travelling between Eskdale House and Stocklund House, a return journey of 105.4 miles (169.6km), produces a maximum Daily Travel Assistance cost of £411k over three years¹⁰.

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 include¹¹:

- Department for Environment, Food and Rural Affairs
- Department for Work and Pensions
- Department of Health
- HM Courts Service
- National Probation Service.

7 ESTATES & FINANCE

7.1. Estate Information

HMRC occupies Eskdale House under the contract with Mapeley. Eskdale House has on-site car parking available for 54 vehicles with no predetermined number of designated disabled bays.

7.2. Finance

The vacation of this office will contribute to estimated estate savings of £25.6m in the North West Region between 2007 and 2012.

7.3. Information Management Services (IMS)

IMS has been engaged in the detailed consideration of the proposal for Eskdale 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.

⁹ Source: www.transportdirect.info

¹⁰ Formula: staff x return mileage x basic mileage rate x 260 days x 3 years

¹¹ Source: OGC data at April 2008

APPENDIX A: EQUALITY IMPACT ASSESSMENT – ESKDALE HOUSE, KENDAL

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 Eskdale House, Kendal. Kendal is an individual location with two office buildings.

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 the North West Region. Part of the proposal was to withdraw from Eskdale House. The expectation is that up to 20 staff will relocate to Stocklund House, Carlisle approximately 53 miles away.</p> <p>The map at 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 Eskdale 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 North West Region 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. North West Region 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 Kendal 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>
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>

<p>9. How will the RRP impact directly those staff who cannot travel to a more distant location?</p>	<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 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>
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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>76% of the staff in Eskdale House have provided details of their ethnic origin and 7% 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 North West Region is 3%. The HMRC national total is 4%¹².</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>55% of staff in Eskdale House have provided data on disability. 9% of staff have declared a disability and 7% of the staff chose not to declare their disability status. The HMRC total for the North West Region is 7%. 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 for</p>	Staff and managers will engage in one to one discussions regarding the specific needs of each staff member and will make reasonable adjustments

¹² 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>those who are reliant on public transport.</p> <p>Some respondents with disabilities raised concerns over the potential adverse impact that might arise as there was no relocation option within reasonable daily travel. They stated that they may not be able to secure suitable alternative employment if they were to leave the department.</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 ▪ 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 36 car parking spaces, with no predetermined number of designated disabled bays, at Stocklund House.</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 Eskdale House is 65% female to 35% male. The HMRC total for the North West Region is 58% female to 42% male. The HMRC national total is 58% female to 42% male.</p> <p>28% of the staff at Eskdale House work part-time. Of these 85% are female. Potential impacts arising to those staff (full and part-time) with care</p>	<p>None required at this stage.</p>

Consideration given to:	Staff	Mitigating Action												
	<p>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>													
4. Age	<p>The age profile for HMRC staff in Eskdale House is as follows:</p> <table border="1" data-bbox="600 619 842 906"> <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>48</td> </tr> <tr> <td>50-59</td> <td>38</td> </tr> <tr> <td>60+</td> <td>7</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	48	50-59	38	60+	7	None required at this stage.
Age	%													
15-24	0													
25-34	7													
35-49	48													
50-59	38													
60+	7													
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>HMRC provides childcare vouchers to assist staff with</p>												

Consideration given to:	Staff	Mitigating Action
	<p>During staff consultation respondents with childcare responsibilities were concerned that there was no relocation option within reasonable daily travel.</p> <p>Some respondents stated that they would not find other employment in the area with similar terms and conditions.</p> <p>Staff and TUS were concerned that those with care responsibilities would not be able to relocate even if Home Moves Assistance was offered because of their domestic commitments.</p> <p>TUS also raised concerns in respect of those who would be entitled to Daily Travel Assistance as it is taxable and impacts on the payment of tax credits.</p> <p>Other known impacts arising from previous relocations include the following.</p> <ul style="list-style-type: none"> ▪ Increased travelling times for staff with dependants may cause employees to incur additional care costs or require changes to working patterns to balance work/life commitments. ▪ A change of duties may require staff with dependants to change working patterns or hours to suit business needs. <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 Eskdale House and relocating to:</p> <p>Stocklund House</p> <ul style="list-style-type: none"> ▪ All will experience an increase in travel time ▪ All staff will experience journey times that would fall outside reasonable daily travel ▪ The longest journey time is calculated at approximately 138 minutes. 	<p>childcare costs.</p> <p>No staff will be required to relocate beyond reasonable daily travel.</p>

Consideration given to:	Staff	Mitigating Action
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> <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>	None required at this stage.
8. Religion and beliefs	<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>
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

<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 Eskdale House to Stocklund House, managers will discuss individual impacts with staff. Where agreement is reached that it is unreasonable for an individual to relocate to an alternative 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 Eskdale 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

