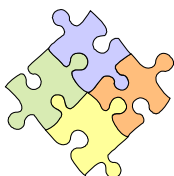


IMPACT ASSESSMENT

Region: South East

Cluster 69: Isle of Wight

Location	The Apex, Newport, PO30 5XW.
Original Proposal	To withdraw from The Apex and relocate staff to other HMRC offices within reasonable daily travel.
Decision	HMRC do not expect to fully vacate The Apex before spring 2011.
Risks/Issues	<p>Risk to customer service.</p> <p>Staff are unlikely to be able to reach the nearest long-term location on the mainland 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 The Apex 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
17 July 2008

IMPACT ASSESSMENT

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1 **SUMMARY**

1.1. **Background**

HMRC proposes to rationalise its estate in the South East 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 69. This cluster contains the offices on the Isle of Wight. The review has identified that there is no long term requirement to retain The Apex, Newport.

1.2. **Enquiry Centre Customers**

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

1.3. **Socio-economic**

The Apex office is situated within the local authority of Isle of Wight. The unemployment rate for Isle of Wight is 5.4%, against the UK national average of 5.3%. There are around 3,930 employers in Isle of Wight employing approximately 50,800 people. There are 36 HMRC employees located at The Apex, 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**

The Apex accommodates a total of 36 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. As the nearest HMRC office to be retained is on the mainland staff are unlikely to be able to relocate 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 20% female to 80% male. 40% of staff work part-time, 20% 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 69. 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 action will be considered where impacts have been identified with regard to equality issues. The EQIA findings for The Apex can be found at Appendix A.

1.6. **Business Units**

The **Customer Operations** and **Local Compliance** business units do not intend to retain a presence in this location and will be in discussion with staff about their options.

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

1.7. Finance

Estates related savings of up to £76k per year will be realised through the full vacation of The Apex. More detailed information on savings will be available when the closure timetable is announced.

2 OFFICE PROPOSAL AND BUSINESS PLANS

2.1. Office Proposal

HMRC proposes to rationalise its estate in the South East 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 that staff will move into The Apex from 88-91 St James Street as an interim measure, although The Apex will be vacated in the long term. Enquiry centre services will remain at The Apex or relocate to alternative premises nearby.

2.2. Business Plans

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

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.

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

3 ENQUIRY CENTRE CUSTOMER IMPACT

3.1. Enquiry Centre Summary

During 2007/2008 the Enquiry Centre at The Apex received 8,589 callers.

Enquiry centre services will continue to be provided from The Apex 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

The Apex is within the parliamentary constituency of Isle of Wight. The Member of Parliament is Andrew Turner (Conservative)¹.

Andrew Turner wrote to the Chairman of HMRC, providing reasons for retaining HMRC jobs on the island and raising concerns about the impact on working parents.

¹ Source: www.parliament.uk

4.2. Local Economy

The Apex is situated within the local authority of Isle of Wight. The unemployment rate for Isle of Wight is 5.4%, against the UK national average of 5.3%. The table below shows the relative job density for Isle of Wight, the South East Region and the UK as a whole. Job density is a ratio of total jobs to working-age population and provides a measure of the economic health of an area. Total jobs includes employees, self-employed, government supported trainees and HM Forces².

Table 1 - Job Density

Isle of Wight	South East	UK
0.75	0.88	0.84

There are around 3,930 employers in Isle of Wight employing approximately 50,800 people. There are 36 HMRC employees located at The Apex, 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 The Apex. 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 The Apex 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 (ESS) and IMS to meet this objective.

4.4. Media Activity

No media interest in the proposal for this location has been noted.

4.5. External Engagement

On 19 March 2008 Workforce Change wrote to 27 local authorities and 11 town councils in the South East about the proposals for the cluster and individual locations in this Region. A six week period for responses was given and comments were sought on subjects including local/regional economic factors, regeneration plans, wider employer activity and plans for new or improved transport links. Four responses were received from Arun District Council, Aylesbury Vale District Council, Haywards Heath Town Council and Oxfordshire County Council. Two responses welcomed the proposals to retain HMRC offices in Bognor Regis and Oxford, whilst others raised concerns about the potential impact on the local economies of Aylesbury and Haywards Heath. All concerns

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

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 The Apex³.

Table 2 - Staff in post by business unit

Business Unit	Staff numbers
Customer Contact	8
Customer Operations	15
Local Compliance	13
TOTAL	36

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	100	Disabled	20	15 - 24	0
Ethnic Minority	0	Not disabled	60	25 - 34	0
Chosen not to declare	0	Chosen not to declare	0	35 - 49	60
Not known	0	Not known	20	50 - 59	20
				60+	20
Gender	%	Working Pattern	%	Part Time Gender	%
Male	80	Full Time	60	Male	50
Female	20	Part Time	40	Female	50

5.3. Equality Impact Assessment

Workforce Change has undertaken EQIA activity on the proposal for Cluster 69. 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

³ Source: Latest headcount data provided by HMRC business units

⁴ Source: HR data at 01/05/08

discussions between managers and staff. Mitigating action will be considered where impacts have been identified with regard to equality issues. The EQIA findings for The Apex can be found at Appendix A.

5.4. Staff Consultation

HMRC undertook an eight week period of consultation between March 2008 and May 2008, inviting staff and unions to comment on the proposal to reshape HMRC within Cluster 69. During this period 15 responses were received, representing the views of all staff in Cowes and Newport, Isle of Wight.

The Summary Report of the Consultation Responses for Cluster 69 was published on the staff intranet site on 25 June 2008.

Comments were constructive and covered a range of topics, the main themes being travel, diversity, accommodation and health and safety. The majority of comments focused on travel related issues, including the likelihood of extended travelling times beyond reasonable daily travel to new offices, increased costs and the impact on work/life balance, particularly for those with caring responsibilities.

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 OPTIONS FOR STAFF

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

The nearest long-term HMRC location is on the mainland (Southampton and Portsmouth urban centres) which are likely to be beyond reasonable daily travel for all or most staff.

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 include⁵:

- Department for Business, Enterprise and Regulatory Reform
- Department for Children, Schools and Families
- Department for Environment, Food and Rural Affairs
- DWP
- Department of Health
- Forestry Commission
- HM Courts Service
- Home Office

⁵ Source: OGC data at April 2008

- Ministry of Defence
- National Probation Directorate.

7 ESTATES & FINANCE

7.1. Estate Information

HMRC occupies The Apex under the contract with Mapeley. The Apex has on-site car parking available for 15 vehicles with one additional designated disabled bay.

7.2. Finance

Estates related savings of up to £76k per year will be achieved through the full vacation of The Apex. Initial relocation costs and the costs of providing alternative enquiry centre accommodation may need to be offset against this saving. More detailed information on savings will be available when the closure timetable is announced.

7.3. Information Management Services (IMS)

IMS has been engaged in the detailed consideration of the proposal for The Apex. IMS will work closely with ESS and business unit managers to provide the IT and telephony requirements for staff at the time of relocation.

APPENDIX A: EQUALITY IMPACT ASSESSMENT – THE APEX, NEWPORT

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 The Apex, Newport, which is part of Cluster 69. This cluster contains the offices on the Isle of Wight.

Background to proposal

1. Proposal	On 19 March 2008 Workforce Change (WFC) commenced an eight week period of staff consultation on a proposal to reshape HMRC within Cluster 69. Part of the proposal for Cluster 69 was to withdraw from The Apex. The expectation is that staff will move into The Apex from 88-91 St James Street as an interim measure, however the HMRC business units in occupation do not intend to retain a long term presence in this location and will be in discussion with staff about their options.
2. Date implemented or planned to come into effect	Relocation of staff and work is expected to take place by spring 2011.
3. Programme Owner	WFC acting with a devolved authority from Directors and adopting a pooled sovereignty approach, led by the WFC Strategy Group. This group will include representatives from all key stakeholders among service-providers and business units.
4. Programme Manager	The Regional Review Programme Manager within WFC.
5. Who in the Department manages the day to day function?	ESS will have primary responsibility for the delivery of changes to the Cluster 69 estate, working with IMS and senior managers appointed from the business units affected.

<p>6. Why is this proposal being considered? Provide a description of aims of proposal (purpose, who benefits and how, etc)</p>	<p>HMRC is required to make estate savings under the Comprehensive Spending Reviews 2004 and 2007. The Cluster 69 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 69 will deliver more effective utilisation of available office space, contributing to departmental efficiency savings whilst providing opportunities for the consolidation of teams within the same business unit. Staff are expected to relocate within reasonable daily travel. In some cases, people and work may not always move to the same place - business units may take the opportunity of an office move to restructure their operations, opening up different options for staff.</p>
<p>7. a. Give full details of all the internal and external stakeholders of this proposed action</p> <p>7. b. How will you work with stakeholders in implementing this function?</p>	<p>Internal – staff, managers, business unit planners, trade unions, WFC, People Function, IMS, CaM, ESS.</p> <p>External – Financial Secretary to the Treasury, local MPs, customers, Mapeley, ASPIRE, local authorities, selected trade bodies.</p> <p>Internal – HMRC consults formally with internal stakeholders during the feasibility stage.</p> <p>External – HMRC engages with the Financial Secretary to the Treasury and MPs during the feasibility stage. HMRC will engage with local authorities and selected trade bodies, where appropriate.</p>
<p>8. Does this proposal interact with any others? If so, how? Please comment on connected proposals and describe the relationship</p>	<p>The proposal is part of the Regional Review Programme (RRP), which is designed to deliver HMRC’s restructuring ambitions as quickly and cost-effectively as possible. The RRP supports business unit strategic planning and the Estates Consolidation Programme, working 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 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. Those measures include:</p> <ul style="list-style-type: none"> ▪ Voluntary early release schemes for all grades and ages ▪ Additional support to staff to assist them in writing CVs, interview techniques etc. ▪ A 'public sector release scheme' offering grants to staff leaving to train for frontline public sector jobs such as teaching or nursing. ▪ A compensation scheme for staff transferring to other departments with lower pay. ▪ Paid moves of home for pre-surplus staff to fill specialised posts that cannot be filled locally.
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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 19 March 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
<p>1. Racial groups</p>	<p>100% of the staff in The Apex have provided details of their ethnic origin. No staff have declared that they belong to an ethnic minority group. The HMRC total for the South East Region is 3%. The HMRC national total is 5%¹⁸.</p> <p>No issues specific to racial groups have been raised in the staff consultation process.</p>	<p>None required at this stage.</p>

Consideration given to:	Staff	Mitigating Action
	<p>At this stage no potential adverse impacts have been identified that would disproportionately affect staff due to their racial group.</p>	
<p>2. Those with a disability</p>	<p>80% of staff in The Apex have provided data on disability. 20% of staff have declared a disability. The HMRC total for the South East Region is 8%. The HMRC national total is 7%⁶.</p> <p>Responses from staff and TUS during consultation raised concerns over the potential adverse impact that vacation of The Apex may have on those with disabilities.</p> <p>The potential impact on those with a disability is dependent on personal circumstances. Other known impacts to this group arising from previous relocations are:</p> <ul style="list-style-type: none"> ▪ Staff who require specialist IT equipment or reasonable adjustment adaptations may need to discuss their requirements/needs with their manager ▪ Staff relocating to a new building may experience changes to their home to work journeys. If travelling by public transport there may be an adverse impact on staff with a disability if the public transport services available to the new location are not adequate ▪ Disabled staff travelling to work by car may be adversely affected if their current location provides disabled parking facilities and these are not 	<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.</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</p>

⁶ All diversity data quoted in this EQIA is provided by background HR systems as at 01/05/08 and staff completion is not mandatory. The information is therefore incomplete for ethnicity and disability.

Consideration given to:	Staff	Mitigating Action												
	<p>available in the new location</p> <ul style="list-style-type: none"> ▪ Disabled staff requiring re-training may be adversely impacted if training courses require overnight stays or long distance travel. 	<p>assistance with journeys.</p>												
<p>3. Gender (including transsexual/transgender)</p>	<p>The gender ratio of staff based at The Apex is 20% female to 80% male. The HMRC total for the South East Region is 55% female to 45% male. The national HMRC total is 58% female to 42% male.</p> <p>40% of the staff at The Apex work part-time. Of these 50% 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>												
<p>4. Age</p>	<p>The age profile for HMRC staff in The Apex is as follows:</p> <table border="1" data-bbox="602 981 842 1270"> <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>60</td> </tr> <tr> <td>50-59</td> <td>20</td> </tr> <tr> <td>60+</td> <td>20</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	60	50-59	20	60+	20	<p>None required at this stage.</p>
Age	%													
15-24	0													
25-34	0													
35-49	60													
50-59	20													
60+	20													

Consideration given to:	Staff	Mitigating Action
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>Responses from staff and TUS during consultation expressed concerns over the potential adverse impact that vacation of The Apex could have on those with care responsibilities. TUS were particularly concerned that staff who are required to relocate may have their work/life balance compromised to such an extent that they may have to leave the department.</p> <p>Other known impacts arising from previous relocations are as follows:</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 ▪ In changing work activity, employees with dependants may be required to change working patterns or hours to suit business needs. 	<p>Managers will work with staff to consider personal circumstances and any necessary mitigating action.</p> <p>HMRC provides childcare vouchers to assist staff with childcare costs.</p> <p>No staff will be required to relocate beyond reasonable daily travel.</p>
7. Sexual orientation	<p>HMRC gathers some information on the sexual orientation of staff via the staff survey. Completion is voluntary.</p> <p>No concerns specific to sexual orientation were raised in the staff consultation process.</p>	None required at this stage.

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

Comments on proposed actions

<p>Consideration given to:</p>	<p>Comments on action to be taken to promote equality of opportunities and good relations for each of the diverse groups, alternative actions and communications of different impacts.</p>
<p>1. Categories</p> <ul style="list-style-type: none"> ▪ Racial groups ▪ Those with a disability ▪ Gender (including transsexual/transgender) ▪ Age ▪ Marital status ▪ Those with dependants ▪ Sexual orientation ▪ Religion and beliefs 	<p>HMRC is an equal opportunities employer and offers support to staff via the following policies, schemes and contacts:</p> <ul style="list-style-type: none"> ▪ Race Equality Scheme ▪ Disability Equality Scheme ▪ Gender Equality Scheme ▪ Diversity Network Coordinators/Staff Networks (race, disability, gender, age, alternative working patterns, lesbian, gay or bi-sexual, religion and beliefs) ▪ Flexible Working Patterns (offering flexible working hours, alternative working patterns, part-time and term-time contracts) ▪ Provision of facilities for nursing mothers ▪ Provision of facilities for all faiths <p>The business units currently located at The Apex do not intend to retain a long term presence in this location and will be in discussion with staff about their options. Where agreement is reached that it is unreasonable for an individual to relocate to the proposed office, managers will consider alternative solutions such as redeployment to other Government Departments within the locality, home working (subject to business requirement) or transfer into another business unit.</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 The Apex 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

