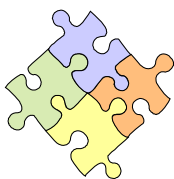


IMPACT ASSESSMENT

Region: East

Location	Portcullis House, Southend, SS2 6AL.
Original Proposal	To retain part of Portcullis House, at least in the short term and relocate most staff to Alexander House, Southend.
Decision	The intention is to withdraw entirely from Portcullis House, relocating staff to Alexander House, Southend by summer 2008.
Risks/Issues	No risks have been identified.
Mitigating Action	No mitigating action is required.



Issued by Workforce Change
18 July 2007

IMPACT ASSESSMENT

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1 EXECUTIVE SUMMARY

1.1. Background

HMRC proposes to rationalise its estate in the Southend urban centre 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 Portcullis House, Southend.

1.2. Enquiry Centre Customers

Enquiry Centre services are not provided at Portcullis House. The impact on customers is expected to be minimal.

1.3. Socio-Economic

The Portcullis House office is situated within the Local Authority of Southend-on-Sea. The unemployment rate for Southend is 5.5%, against the UK national average of 5.2%. There are around 4,700 employers in Southend employing approximately 62,800. There are 286 HMRC employees located at Portcullis House, which is 0.5% 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.

1.4. Staff

Portcullis House accommodates a total of 286 HMRC staff as well as ASPIRE/FUJITSU contractors for whom HMRC is contractually obliged to provide accommodation. Examination of individual circumstances will be undertaken for HMRC staff through one to one discussions between managers and staff. All staff are expected to relocate to the adjacent building, Alexander House.

1.5. Staff Diversity

The gender ratio of staff is 56% female to 44% male. 19% of staff work part-time, 6% are recorded as having a disability and 3% are recorded as being from an ethnic minority group.

Workforce Change has undertaken high-level equality screening on the proposal for the Southend urban centre. No significant risks with regard to equality issues have been identified and a full Equality Impact Assessment is not considered necessary at this stage. Individuals will have an opportunity to raise any particular concerns with their manager during the one to one discussions. The Equality Screen results for Portcullis House can be found at Appendix A.

1.6. Business Units

The **Customs & International, Central Compliance, Finance & Internal Audit (IA), HR & Learning (HR&L), Information Management Solutions (IMS), Knowledge Analysis and Intelligence (KAI) and Security & Business Continuity** business units and ASPIRE/FUJITSU contractors will relocate to Alexander House, Southend.

1.7. Finance

Estates related savings of approximately £1.8m per annum will be realised through the full vacation of Portcullis House. 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 Southend urban centre 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 Portcullis House, Southend and relocate staff to Alexander House, Southend, the adjacent building.

2.2. Business Plans

Portcullis House is occupied by staff from the **Customs & International, Central Compliance, Finance & IA, HR&L, IMS, KAI, and Security & Business Continuity** business units.

It is expected that all business units will relocate to Alexander House, Southend. For most staff this will present an opportunity to co-locate with teams already there or who will also move there from other buildings in the Southend urban centre. Some moves will start from winter 2007.

3 ENQUIRY CENTRE CUSTOMER IMPACT

3.1. Enquiry Centre Summary

Enquiry Centre services are not provided at Portcullis House. The impact on customers is expected to be minimal.

4 **SOCIO-ECONOMIC IMPACT**

4.1. **Member of Parliament and Constituency**

Portcullis House is within the parliamentary constituency of Rochford and Southend East. The Member of Parliament is James Duddridge (Conservative)¹. James Duddridge has met with representatives of Workforce Change to discuss the Southend urban centre proposals and the potential impact on his constituency.

4.2. **Local Economy**

Portcullis House is situated within the Local Authority of Southend-on-Sea. The unemployment rate for Southend is 5.5%, against the UK national average of 5.2%. The table below shows the relative job density for Southend, the East Region and the UK as a whole. Job density is a ratio of total jobs to working-age population and provides a measure of the economic health of an area. Total jobs includes employees, self-employed, government supported trainees and HM Forces².

Table 1 - Job Density

Southend-on-Sea	East	UK
0.81	0.82	0.84

There are around 4,700 employers in Southend-on-Sea employing approximately 62,800². There are 286 HMRC staff located at Portcullis House, which is 0.5% 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.

Portcullis House and Alexander House are adjacent buildings. There is likely to be minimal impact on local businesses through vacation of Portcullis House.

4.3. **Sustainable Development**

The intention to vacate Portcullis 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 Interest**

In January 2007 the Basildon Echo commented on the proposal to close offices in Southend and Basildon and reported that this could lead to job reductions. No jobs will be lost directly as a result of withdrawing from Portcullis House.

¹ Source: www.parliament.uk

² Source: www.nomisweb.co.uk

5 STAFF & STAFF DIVERSITY IMPACT

5.1. Business Unit Headcount

The table below shows the business units occupying Portcullis House³. This building also houses ASPIRE/FUJITSU (non HMRC) contractors.

Table 2 - Staff in post by business unit

Business Unit	Staff numbers
Customs & International	104
Central Compliance	18
Finance & IA	20
HR&L	43
IMS	61
KAI	9
Security & Business Continuity	31
TOTAL	286

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	69	Disabled	6	15 – 24	0
Ethnic Minority	3	Not disabled	81	25 – 34	11
Not known	28	Not known	13	35 – 49	59
				50 – 59	26
				60+	4
Gender	%	Working Pattern	%	Part Time Gender	%
Male	44	Full Time	81	Male	8
Female	56	Part Time	19	Female	92

³ Source: Latest headcount data provided by HMRC business units

⁴ Source: HR data 1/10/06

5.3. Equality Screening

Workforce Change has undertaken high-level equality screening on the proposals for the Southend urban centre. No significant risks with regard to equality issues have been identified and a full Equality Impact Assessment is not considered necessary at this stage. Further examination of individual circumstances will be undertaken through one to one discussions between managers and staff. The Equality Screen results for Portcullis House can be found at Appendix A.

5.4. Staff Consultation

HMRC undertook an eight week period of consultation between January 2007 and March 2007, inviting staff and unions to comment on the proposal to reshape HMRC within the Southend urban centre. During this period 32 responses were received, representing the views of 75 of the 2,144 staff within the region. In addition both the PCS and ARC unions made comments on behalf of their members.

The Summary Report of the Consultation Responses for the Southend urban centre was published on the staff intranet site on 23 April 2007.

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

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.

Customs & International, Central Compliance, Finance & IA, HR&L, IMS, KAI, and Security & Business Continuity propose to relocate all staff, 286 in total, to Alexander House, Southend.

Portcullis House and Alexander House are adjacent buildings, and as such provision of a journey time or distance between the two sites is not possible⁵.

6.1. Alexander House, Southend

6.1.1. Overview

The map at Appendix B shows the position of Portcullis House in relation to Alexander House.

Alexander House is an ex-CE office. HMRC occupies a space sufficient to accommodate 2,408 staff before desk sharing. The building currently houses

⁵ Source: www.transportdirect.gov.uk

1,666 staff. The majority of staff work in IMS, Debt Management & Banking, Finance & IA and KAI.⁶

6.1.2. Travel by Car

Portcullis House and Alexander House are adjacent buildings and as such the web source used by Workforce Change does not separate the sites as different destinations. It is reasonable to infer that impact on staff travelling times and distances will be minimal⁷.

Alexander House has 70 on-site car parking spaces, 19 of which are designated as disabled spaces. There are a further 274 spaces available for staff in the adjacent multi-storey car park. There are four public car parks within 500 yards of the office⁸.

6.1.3. Travel by Public Transport

As with 'Travel by Car' above, it is reasonable to infer that impact on staff travelling times and distances will be minimal if using public transport⁷.

One to one discussions between staff and managers will establish the full impact of relocation to Alexander House.

The nearest station to Alexander House is Southend Victoria Railway Station and is located 0.1 miles (0.2km) from the office⁸.

6.2. Daily Travel Assistance

There is no journey distance between Portcullis House and Alexander House against which to calculate Daily Travel Assistance.

6.3. Other Government Departments

The expectation is that staff will relocate within HMRC. However, opportunities may exist to transfer to other Government Departments in the area and HMRC has a support package of measures, both financial and personal, to facilitate such transfers. Other Government Departments located in the area include⁹:

- DWP
- Department of Health
- Department of Trade & Industry
- HM Court Service

⁶ Source: HR staff figures at May 2007

⁷ Source: Staff numbers based on known HR postcode data at May 2007

⁸ Source: www.multimap.com

⁹ Source: OGC data at February 2007

7 ESTATES & FINANCE

7.1. Estate Information

HMRC occupies Portcullis House in part under the contract with Mapeley and in part under a separate contract. Portcullis House has on-site car parking available for 35 vehicles, two of which are designated disabled parking spaces.

7.2. Finance

Estates-related savings of approximately £1.8m per annum will be achieved through the full vacation of Portcullis House. Initial relocation costs will 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 Solutions (IMS)

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

8 APPENDIX A: EQUALITY SCREEN – PORTCULLIS HOUSE

The Equality Screen (EQS) is used to determine which policies or activities (for staff and customers) should be subject to a full Equality Impact Assessment (EQIA). An overview EQS is completed during the urban centre review 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 individual EQS is prepared with reference to that office. This EQS focuses on the withdrawal from Portcullis House, Southend. It should be read in conjunction with the published Overview Impact Assessment and the Equality Screen of the Southend urban centre proposal.

Background to proposal

1. Proposal	<p>On 17 January 2007 Workforce Change (WFC) commenced an eight-week period of staff consultation on a proposal to reshape HMRC within the Southend urban centre. Part of the proposal for Southend was to retain part of Portcullis House, Southend, at least in the short term. Detailed feasibility has established that Portcullis House can be fully vacated in the short term. The expectation is that 286 HMRC staff and the ASPIRE/FUJITSU contractors will relocate to Alexander House, Southend. Alexander House is directly adjacent to Portcullis House.</p> <p>Appendix B shows a map of these offices.</p>
2. Date implemented or planned to come into effect	Relocation of staff and work will start from winter 2007.
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 includes representatives from Communications and Marketing (CaM), Estates & Support Services (ESS), Human Resources & Learning (HR&L), Information Management Solutions (IMS) and business units.
4. Programme Manager	The Regional Review Programme Manager within WFC.

<p>5. Who (in the Department) manages the day to day function?</p>	<p>ESS will have primary responsibility for the delivery of changes to the Southend estate, working with IMS and senior managers appointed from the business units affected.</p>
<p>6. Why is this proposal being considered? Provide a description of aims of proposal (purpose, who benefits and how, etc)</p>	<p>HMRC is required to make estate savings under the Corporate Spending Review 2004. The Southend proposal is 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 Southend urban centre proposal 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>b. How will you work with stakeholders in implementing this function?</p>	<p>Internal – Staff, business unit planners/managers, Trade Unions, WFC, HR&L, IMS, CaM, ESS.</p> <p>External – Financial Secretary to the Treasury, Local MPs, customers, Mapeley, ASPIRE, Local Authorities, selected trade bodies.</p> <p>Internally – HMRC consults formally with internal stakeholders during the feasibility stage.</p> <p>Externally – 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</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. In Southend urban centre this proposal interacts with Kelting House and Regent House, both in Basildon and Tylers House (Dencora Court) in Southend. The RRP supports business unit strategic</p>

relationship	planning and the Estates Consolidation Programme, working towards meeting HMRC efficiency targets for people (headcount) and estate.
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Potential Equality Impacts

<p>This section considers equality impacts and actions to be taken to reduce/mitigate any adverse impacts identified on staff. In the announcement on 17 January 2007 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.</p>		
Consideration given to:	Staff	Mitigating Action
1. Racial groups	<p>72% of the staff in Portcullis House have provided details of their ethnic origin. 3% of all staff belong to an ethnic minority group. The HMRC East average is 4%. The HMRC national average is 5%¹⁰.</p> <p>No concerns specific to racial groups were raised in the staff consultation process.</p> <p>At this stage no potential adverse impacts have been identified that will disproportionately affect staff due to their racial group.</p>	None required at this stage.
2. Those with a disability	87% of staff at Portcullis House have provided data on disability and 6% of all staff declared a disability ¹⁰ . The HMRC East average is 6%. The HMRC national	Staff and managers will engage in one to one

¹⁰ Data provided by background HR systems and staff completion is not mandatory. The information is therefore incomplete for ethnicity and disability.

	<p>average is 5%.</p> <p>Whilst no comments were received with specific reference to Portcullis House in the staff consultation process the potential impact on those with a disability is dependent on personal circumstances. Known impacts to this group arising from previous relocations are:</p> <ul style="list-style-type: none"> • Staff who require specialist IT equipment or reasonable adjustment adaptations may need to discuss their requirements/needs with their manager. • Staff relocating to a new building may experience changes to their home-to-work journeys. If travelling by public transport there may be an adverse impact on staff with a disability if the public transport services available to the new location are not adequate. • Disabled staff travelling to work by car may be adversely affected if their current location provides disabled parking facilities and these are not available in the new location. <p>There are 35 staff car parking spaces including two disabled parking spaces at Portcullis House. Alexander House has 70 on-site car parking spaces, 19 of which are designated as disabled spaces. There are a further 274 spaces available for staff in the adjacent multi-storey car park.</p>	<p>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 assistance with journeys.</p>
<p>3. Gender</p>	<p>The percentage ratio of female (F) to male (M) HMRC staff in Portcullis House is 56%F to 44%M. The HMRC average for East is 59%F to 41%M. The national HMRC average is 58%F to 42%M.</p> <p>Whilst no comments were received with specific reference to Portcullis House, feedback from staff consultation noted that a large proportion of staff in Southend work part-time due to childcare and domestic commitments. 19% of the staff at</p>	<p>None required at this stage.</p>

	<p>Portcullis House work part-time and 92% of those are female. Potential impacts arising to those staff (full and part-time) with care responsibilities are noted in section 6 – “Those with dependents”.</p> <p>At this stage no potential adverse impacts have been identified that will disproportionately affect staff due to their gender.</p>													
<p>4. Age</p>	<p>The age profile for HMRC staff at Portcullis House is as follows:</p> <table border="1" data-bbox="600 592 842 874"> <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>11</td> </tr> <tr> <td>35-49</td> <td>59</td> </tr> <tr> <td>50-59</td> <td>26</td> </tr> <tr> <td>60+</td> <td>4</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 will disproportionately affect staff due to their age.</p>	Age	%	15-24	0	25-34	11	35-49	59	50-59	26	60+	4	<p>None required at this stage.</p>
Age	%													
15-24	0													
25-34	11													
35-49	59													
50-59	26													
60+	4													
<p>5. Marital status</p>	<p>HMRC holds information on marital status for superannuation purposes only. This data has not been analysed within this EQS.</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 will disproportionately affect staff due to their marital status.</p>	<p>None required at this stage.</p>												

<p>6. Those with dependents</p>	<p>HMRC gathers some information on staff with dependents via the staff survey. Completion is voluntary.</p> <p>Whilst no comments were received with specific reference to Portcullis House, known impacts to this group arising from previous relocations are:</p> <ul style="list-style-type: none"> • Increased travelling times may require employees to incur additional care costs or require changes to working patterns to balance work/life commitments. • In changing work activity, employees with dependents may be required 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 Portcullis House no staff will experience an increase in travel time as Alexander House is directly adjacent to Portcullis House.</p> <p>For all part-time staff, journeys to Alexander House are considered to be within Reasonable Daily Travel¹¹.</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> <p>All staff will be relocated within RDT.</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</p>	<p>None required at this stage.</p>

¹¹ Source: MapInfo Drivetime

	<p>process, although 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 will disproportionately affect staff due to their sexual orientation.</p>	
8. Religious beliefs	<p>HMRC gathers some information on the religious beliefs of staff via the staff survey. Completion is voluntary.</p> <p>No other concerns specific to religious beliefs were raised in the staff consultation process, although 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 will disproportionately affect staff due to their religious beliefs.</p>	None required at this stage.
9. Should any of the groups listed be consulted at this time? Why?	No - all staff will have one to one discussions with their managers to establish individual impacts and consider mitigating action where appropriate.	

10. Consideration to:	Comments on action to be taken to promote equality of opportunities, alternative actions and communications of different impacts
1. Racial groups	<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"> ▪ Draft 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; Religious Belief) ▪ Flexible Working Patterns (offering flexible working hours; alternative working patterns, such as nine days in ten; part-time and term-time contracts) ▪ Provision of facilities for nursing mothers ▪ Provision of facilities for all faiths <p>In relocating staff from Portcullis House to Alexander House managers will discuss individual impacts with staff. There are no anticipated issues arising from relocation to Alexander House. In other instances where agreement is reached that it is unreasonable for an individual to relocate to another office, managers will consider alternative solutions, such as re-deployment to other Government Departments within the locality, home working (subject to business requirement), transfer into another business unit within an office closer to home.</p>
2. Those with a disability	
3. Gender	
4. Age	
5. Marital status	
6. Those with dependants	
7. Sexual orientation	
8. Religious beliefs	
11. Explain how you plan to monitor this function following implementation	Managers will discuss relocation with staff to establish whether or not the relocation is reasonable and within RDT. The conclusions from these discussions will be considered and moderated by a moderating group (consisting of HR specialists and senior managers) 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>12. Any other comments on this proposed activity or any key learning for other similar projects?</p>	<p>All learning from this project will be taken forward to similar future projects under consideration.</p>
<p>13. 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 screening can be addressed by the mitigating actions discussed.</p>
<p>14. Please indicate if a full Equality Impact Assessment is recommended If not, please give reasons</p>	<p>A full Equality Impact Assessment (EQIA) 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>

<p>This section considers equality impacts and actions to be taken to reduce/mitigate any adverse impacts identified on customers.</p>		
Consideration given to	Customers	Mitigating Action
<ol style="list-style-type: none"> 1. Racial groups 2. Those with a disability 3. Gender 4. Age 5. Marital status 6. Those with dependants 7. Sexual orientation 8. Religious beliefs 	<p>There are no Enquiry Centre services provided from Portcullis House.</p> <p>The impact on Enquiry Centre customers is expected to be minimal.</p>	<p>None required at this stage.</p>

9 APPENDIX B: MAP OF SOUTHEND URBAN CENTRE OFFICES

