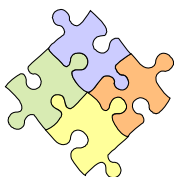


IMPACT ASSESSMENT

Scotland

Individual Location: Wick

Location	Government Buildings, Wick, KW1 4HN.
Original Proposal	To withdraw from Government Buildings and relocate staff to other HMRC offices within reasonable daily travel.
Decision	HMRC does not expect to fully vacate Government Buildings before spring 2012.
Risks/Issues	<p>Risk to customer service.</p> <p>Staff are unlikely to be able to reach the nearest long term location within reasonable daily travel.</p> <p>Risk to HMRC meeting its efficiency targets if decision not implemented.</p>
Mitigating Action	<p>Enquiry centre services will continue to be provided from Government Buildings or from an alternative location nearby.</p> <p>Examination of individual circumstances and available options will be undertaken through one to one discussions between managers and staff. No staff will be required to relocate beyond reasonable daily travel.</p> <p>Where necessary business units will consider the scope to feed back work while portable work is available and the office remains viable.</p>



Issued by Workforce Change
4 December 2008

IMPACT ASSESSMENT

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1 **SUMMARY**

1.1. **Background**

HMRC proposes to rationalise its estate in Scotland with the aim of making more effective and efficient use of office space and to integrate teams within and across business units. As part of this proposal HMRC has reviewed its business requirement to remain at Government Buildings, Wick, which is an individual location with one office building. The review has identified that there is no long term requirement to retain Government Buildings.

1.2. **Enquiry Centre Customers**

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

1.3. **Socio-economic**

The Government Buildings office is situated within the local authority of Highland. The unemployment rate for Highland is 3.6%, against the UK national average of 5.3%. There are around 8,935 employers in Highland employing approximately 104,700 people. There are 25 HMRC employees located at Government Buildings, 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**

Government Buildings accommodates a total of 25 staff. During consultation, concerns around additional travelling for staff have been raised. Further examination of individual circumstances will be undertaken through one to one discussions between managers and staff. Where a staff member is unable to relocate to the nearest long term HMRC office within reasonable daily travel managers will discuss other available options with them. No staff will be required to relocate beyond reasonable daily travel.

1.5. **Staff Diversity**

The gender ratio of staff is 65% female to 35% male. 48% of staff work part-time, no staff are recorded as having a disability and no staff are recorded as being from an ethnic minority group.

Workforce Change has undertaken Equality Impact Assessment (EQIA) work on the proposal for Wick. 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 Government Buildings can be found at Appendix A.

1.6. **Business Units**

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

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

1.7. Finance

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

2 OFFICE PROPOSAL AND BUSINESS PLANS

2.1. Office Proposal

HMRC proposes to rationalise its estate in Scotland with the aim of making more effective and efficient use of office space and bringing teams closer together within and across business units. It is proposed to withdraw from Government Buildings. Enquiry centre services will remain at Government Buildings or relocate to an alternative location nearby.

2.2. Business Plans

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

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

3 ENQUIRY CENTRE CUSTOMER IMPACT

3.1. Enquiry Centre Summary

During 2007/2008 the Enquiry Centre at Government Buildings received 2,135 callers.

Enquiry centre services will continue to be provided from Government Buildings 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

Government Buildings is within the parliamentary constituency of Caithness, Sutherland, & Easter Ross. The Member of Parliament is John Thurso (Liberal Democrat)¹.

John Thurso wrote to the Financial Secretary to the Treasury and HMRC to raise concerns about the alternatives for staff who are unable to relocate to other HMRC offices. and the potential socio-economic impacts. This MP also met with the Financial Secretary to the Treasury and HMRC officials to raise these concerns.

¹ Source: www.parliament.uk

Stewart Hosie MP (Scottish National Party) wrote to the Financial Secretary to the Treasury to petition against the proposed closure of the office.

4.2. Local Economy

Government Buildings is situated within the local authority of Highland. The unemployment rate for Highland is 3.6%, against the UK national average of 5.3%. The table below shows the relative job density for Highland, Scotland and the UK as a whole. Job density is a ratio of total jobs to working-age population and provides a measure of the economic health of an area. Total jobs includes employees, self-employed, government supported trainees and HM Forces².

Table 1 - Job Density

Highland	Scotland	UK
0.90	0.84	0.84

There are around 8,935 employers in Highland employing approximately 104,700 people. There are 25 HMRC employees located at Government Buildings, 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 Government Buildings. 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 Government Buildings 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 and regional press articles around the proposed closure of Government Buildings and the geographical area it covers, with articles also published on the potential job losses and the impact this may have on the local community.

4.5. External Engagement

On 11 and 13 June 2008 Workforce Change wrote to 16 local authorities and two town councils in Scotland about the proposals for the cluster and individual locations. A six week period was provided for responses. Comments were sought on subjects including local/regional economic factors, regeneration plans,

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

wider employer activity and plans for new or improved transport links. Eight responses were received from Fife Council, Falkirk Council, Scottish Borders Council, Inverclyde Council, Dundee City Council, The Highland Council, Aberdeenshire Council and Perth and Kinross Council. Comments were also received from Greenock Chamber of Commerce, Caithness Partnership and Highlands and Islands Enterprise. Responses received included comments on the economic impact of the proposed closures in areas that have suffered from many job losses in recent years. All concerns raised have been taken into account in making our recommendations to Ministers.

5 **STAFF & STAFF DIVERSITY IMPACT**

5.1. Business Unit Headcount

The table below shows the business units occupying Government Buildings³.

Table 2 - Staff in post by business unit

Business Unit	Staff numbers
Customer Contact	2
Customer Operations	9
Local Compliance	14
TOTAL	25

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	74	Disabled	0	15 - 24	0
Ethnic Minority	0	Not disabled	48	25 - 34	0
Chosen not to declare	4	Chosen not to declare	4	35 - 49	79
				50 - 59	17
Not known	22	Not known	48	60+	4

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	52	Male	0
Female	65	Part Time	48	Female	100

5.3. Equality Impact Assessment

Workforce Change has undertaken EQIA activity on the proposal for Wick. No significant risks with regard to equality issues have been identified and wider public consultation has not been considered necessary at this stage. Examination of individual circumstances will be undertaken through one to one discussions between managers and staff. Mitigating action will be considered where impacts have been identified with regard to equality issues. The EQIA findings for Government Buildings 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 Wick. During this period 50 responses were received, representing the views of all staff in Inverness, Oban, Peterhead and Wick. Responses were also received from the two trade unions, ARC and PCS.

The Summary Report of the Consultation Responses for Scotland Individuals – Inverness, Oban, Peterhead and Wick was published on the staff intranet site on 15 October 2008.

Comments were constructive and covered a range of topics, the main themes being travel and the potential impact on business delivery and customer service.

The majority of comments focused on the remote locations of the offices, the poor public transport services available and the difficult roads, which mean many staff cannot reach other offices with reasonable daily travel. Many respondents commented on the potential impact on business delivery environmental impact of increased car usage and increased journey times. Some respondents expressed concerns over the loss of 'back office' support and the potential impact this might have on customer service.

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

6 RELOCATION OPTIONS FOR STAFF

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

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

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

6.1. Other Government Departments

Opportunities may exist to transfer to other Government Departments and HMRC has a support package of measures, both financial and personal, to facilitate such transfers. Other Government Departments located in the area include⁵:

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

7 ESTATES & FINANCE

7.1. Estate Information

HMRC occupies Government Buildings under a Memorandum of Terms of Occupation (MOTO) with the DWP. Government Buildings has on-site car parking available for nine vehicles with no predetermined number of designated disabled bays.

7.2. Finance

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

7.3. Information Management Services (IMS)

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

⁵ Source: OGC data at April 2008

APPENDIX A: EQUALITY IMPACT ASSESSMENT – GOVERNMENT BUILDINGS, WICK

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 Government Buildings, Wick which is an individual location with one office building.

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 in Scotland. Part of the proposal was to withdraw from Government Buildings.</p> <p>The map at Appendix B shows the position of Government Buildings.</p>
2. Date implemented or planned to come into effect	HMRC does not expect to fully vacate Government Buildings before spring 2012.
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 Scotland estate and for management of local redeployment and relocation issues. Implementation Teams are usually led by a senior manager from the majority business unit and include representatives from Estates & Support Services (ESS), People Function and the

	other business units affected.
6. Why is this proposal being considered? Provide a description of aims of proposal (purpose, who benefits and how, etc)	<p>HMRC is required to make estate savings under the Comprehensive Spending Reviews 2004 and 2007. The Scotland 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 Wick will deliver more effective utilisation of available HMRC office space contributing to departmental efficiency savings.</p>
7. a. Give full details of all the internal and external stakeholders of this proposed action	<p>Internal – staff, managers, business unit planners, trade unions, WFC, People Function, IMS, CaM, ESS.</p> <p>External – Financial Secretary to the Treasury, local MPs, customers, Mapeley, ASPIRE, local authorities, selected trade bodies.</p>
7. b. How will you work with stakeholders in implementing this function?	<p>Internal – HMRC consults formally with internal stakeholders during the feasibility stage.</p> <p>External – HMRC engages with the Financial Secretary to the Treasury and MPs during the feasibility stage and also with local authorities and selected trade bodies, where appropriate.</p>
8. Does this proposal interact with any others? If so, how? Please comment on connected proposals and describe the relationship	<p>The proposal is part of the Regional Review Programme (RRP), which is designed to deliver HMRC’s restructuring ambitions as quickly and cost-effectively as possible. The RRP supports business unit strategic planning and the Estates Consolidation Programme, working towards meeting HMRC efficiency targets for people (headcount) and estate.</p>
9. How will the RRP impact directly those staff who cannot travel to a more distant location?	<p>Businesses will consider the scope to feed back work to staff affected by this proposal, while portable work is available and the office remains viable. The Department is committed to measures which will particularly assist staff who are not within reasonable daily travel of any other location.</p>

	<p>HMRC has introduced an intranet-based Options Assessment questionnaire which allows staff to indicate which redeployment opportunities they might consider if available. This information provides business planners and Implementation Teams with a starting point to help identify solutions for staff who may not be able to move. The Options Assessment includes a list of measures which may be available to staff, such as:</p> <ul style="list-style-type: none"> ▪ Transfers into other HMRC business units ▪ Paid moves of home for pre-surplus staff to fill specialised posts that cannot be filled locally ▪ Transfers into other Government Departments, including a compensation scheme for staff transferring to other Departments with lower pay ▪ A 'public sector release scheme' offering grants to staff leaving to train for frontline public sector jobs such as teaching or nursing ▪ Flexible Early Severance ▪ Approved Early Retirement schemes. <p>The HR Job Centre Team works with Businesses to redeploy pre-surplus staff using the PMMA (Pre-Surplus Managed Moves) process. Support is also available for staff through the Redeployment Support Programme.</p>
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Potential Equality Impacts

This section considers equality impacts and actions to be taken to reduce/mitigate any adverse impacts on staff. In the announcement on 11 June 2008 staff were encouraged to consider what impact the planned changes might have on their own future work and travel patterns and speak with managers if they anticipated any difficulties. Any individual concerns will be considered further in one to one discussions between managers and staff. Managers will work with staff to consider personal circumstances and any necessary mitigating action.

Consideration given to:	Staff	Mitigating Action
1. Racial groups	<p>74% of the staff in Government Buildings have provided details of their ethnic origin and 4% 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 Scotland is 1%. The HMRC national total is 4%⁶.</p> <p>No issues specific to racial groups have been raised in the staff consultation process.</p> <p>At this stage no potential adverse impacts have been identified that would disproportionately affect staff due to their racial group.</p>	None required at this stage.
2. Those with a disability	<p>48% of staff in Government Buildings have provided data on disability. No staff have declared a disability and 4% of the staff chose not to declare their disability status. The HMRC total for Scotland is 6%. The HMRC national total is 7%.</p> <p>No issues specific to disability have been raised in the staff consultation process.</p> <p>The potential impact on those with a disability is dependent on personal circumstances. Known impacts to this group arising from previous relocations</p>	Staff and managers will engage in one to one discussions regarding the specific needs of each staff member and will make reasonable adjustments

⁶ All diversity data quoted in this EQIA is provided by background HR systems as at 01/07/08 and staff completion is not mandatory. The information is therefore incomplete for ethnicity and disability.

Consideration given to:	Staff	Mitigating Action
	<p>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 ▪ Disabled staff requiring re-training may be adversely impacted if training courses require overnight stays or long distance travel. 	<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 Government Buildings is 65% female to 35% male. The HMRC total for Scotland is 59% female to 41% male. The HMRC national total is 58% female to 42% male.</p> <p>48% of the staff at Government Buildings work part-time. Of these all are female. Potential impacts arising to those staff (full and part-time) with care responsibilities are noted in section 6 – 'Those with dependants'.</p> <p>No issues specific to gender have been raised in the staff consultation process.</p> <p>At this stage no potential adverse impacts have been identified that would disproportionately affect staff due to their gender.</p>	<p>None required at this stage.</p>

Consideration given to:	Staff	Mitigating Action												
4. Age	<p>The age profile for HMRC staff in Government Buildings is as follows:</p> <table border="1" data-bbox="600 400 842 691"> <thead> <tr> <th>Age</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>15-24</td> <td>0</td> </tr> <tr> <td>25-34</td> <td>0</td> </tr> <tr> <td>35-49</td> <td>79</td> </tr> <tr> <td>50-59</td> <td>17</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 would disproportionately affect staff due to their age.</p>	Age	%	15-24	0	25-34	0	35-49	79	50-59	17	60+	4	None required at this stage.
Age	%													
15-24	0													
25-34	0													
35-49	79													
50-59	17													
60+	4													
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>During staff consultation respondents with childcare responsibilities were concerned that there was no relocation option within reasonable daily travel. They stated that they would not find other employment in the area with similar terms and conditions.</p> <p>Some staff were concerned that they would not be able to relocate even if home</p>	<p>Managers will work with staff to consider personal circumstances and any necessary mitigating action.</p> <p>HMRC provides childcare vouchers to assist staff with childcare costs.</p>												

Consideration given to:	Staff	Mitigating Action
	<p>moves assistance was offered.</p> <p>Other known impacts arising from previous relocations include the following.</p> <ul style="list-style-type: none"> ▪ Increased travel times for staff with dependants may cause employees to incur additional care costs or require changes to working patterns to balance work/life commitments. ▪ Daily Travel Assistance, paid to assist staff with additional travel costs, is taxable and impacts on the payment of tax credits. ▪ Changes of duties may require staff with dependants to change working patterns or hours to suit business needs. 	<p>No staff will be required to relocate beyond reasonable daily travel.</p>
<p>7. Sexual orientation</p>	<p>HMRC gathers some information on the sexual orientation of staff via the staff survey. Completion is voluntary.</p> <p>No concerns specific to sexual orientation were raised in the staff consultation process.</p> <p>It is noted that a potential adverse impact may arise if staff relocate to an office where they experience changes to the network/support structure and facilities currently available.</p> <p>At this stage no potential adverse impacts have been identified that would disproportionately affect staff due to their sexual orientation.</p>	<p>None required at this stage.</p>
<p>8. Religion and beliefs</p>	<p>HMRC gathers some information on the religion and beliefs of staff via the staff survey. Completion is voluntary.</p> <p>The Diversity Network Coordinator previously expressed concerns that the estate</p>	<p>HMRC policy is to provide 'All faith rooms' on request where a dedicated room is not available.</p>

Consideration given to:	Staff	Mitigating Action
	<p>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>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

Consideration given to:	Comments on action to be taken to promote equality of opportunities and good relations for each of the diverse groups, alternative actions and communications of different impacts.
<p>1. Categories</p> <ul style="list-style-type: none"> ▪ Racial groups ▪ Those with a disability ▪ Gender (including transsexual/transgender) ▪ Age 	<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)

<p>Consideration given to:</p>	<p>Comments on action to be taken to promote equality of opportunities and good relations for each of the diverse groups, alternative actions and communications of different impacts.</p>
<ul style="list-style-type: none"> ▪ Marital status ▪ Those with dependants ▪ Sexual orientation ▪ Religion and beliefs 	<ul style="list-style-type: none"> ▪ 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>Where agreement is reached that it is unreasonable for an individual to relocate, managers will consider alternative solutions such as a transfer into another business unit, home working (subject to business requirement) or redeployment to other Government Departments within the locality.</p>
<p>2. Explain how you plan to monitor equality issues following announcement of decisions</p>	<p>Managers will discuss relocation with staff to establish whether or not relocation is reasonable and within reasonable daily travel. The conclusions from these discussions will be considered and moderated by a moderating group (consisting of senior managers advised by HR specialists) to ensure there is consistency between managers within the decision making process. WFC will work with business unit managers and HR to monitor any objections/grievances/appeals received to establish if the proposal is disproportionately impacting on any of the groups assessed.</p>
<p>3. Lessons learned and any other comments</p>	<p>All learning from this project will be taken forward to similar future projects under consideration.</p>
<p>4. If having considered all relevant factors you concluded that there may be an impact that you are unable to mitigate with policy or procedural changes,</p>	<p>All impacts identified from this assessment can be addressed by the mitigating actions discussed.</p>

Consideration given to:	Comments on action to be taken to promote equality of opportunities and good relations for each of the diverse groups, alternative actions and communications of different impacts.
please give full details including why mitigating action cannot be provided	
5. Requirement for wider public consultation on Equality Impact Assessment (EQIA) work	Wider public consultation will not be required at this stage. Mitigating action can be provided for the potential and known impacts identified. Overall, the extent of any impacts will be dependent on personal circumstances and these will be identified in discussions between managers and staff.

Customer Impact

This section considers equality impacts and actions to be taken to reduce/mitigate any adverse impacts on customers.

Consideration given to	Enquiry Centre Customers	Mitigating Action
<ul style="list-style-type: none"> ▪ Racial groups ▪ Those with a disability ▪ Gender (including transsexual/transgender) ▪ Age ▪ Marital status ▪ Those with dependants ▪ Sexual orientation ▪ Religion and beliefs. 	<p>Enquiry centre services will continue to be provided at Government Buildings or from an alternative location nearby.</p> <p>Any impact on enquiry centre customers is expected to be minimal.</p>	None required at this stage.

APPENDIX B: MAP OF OFFICES

