

# Shared Services



# Shared Services

## Disability Equality Action Plan

Objective	Action	Timescale	Intended Outcomes	Progress
1. Shared Services will implement and fully comply with the Department's monitoring strategy to meet business and legislative requirements	<p>We will do this by:</p> <p>Raising staff awareness of the Department's monitoring strategy</p> <p>Monitoring our policies to ensure that our services are accessible to everyone and identify whether our policies have a disproportionate or unfair impact on customers/staff with a disability</p> <p>Ensuring that diversity impact assessments are undertaken on existing policies/ functions and when changes are identified to policies, service delivery and people issues</p>	<p>April 2008 for existing policies and functions</p> <p>All new policies and functions to be impact assessed as per Departmental impact assessment guidance</p>	<p>Assurance that our functions and policies are fully compliant with legislative requirements</p>	<p>Impact assessment workshops have taken place with key stakeholders across the business</p> <p>Staff bulletins, together with articles on our internal website have been used to raise awareness of the requirement to impact assess our policies and functions</p> <p>Assessment of our existing policies and functions has commenced on those functions/policies attracting a 'high' rating following our initial assessment exercise</p>

Objective	Action	Timescale	Intended Outcomes	Progress
<p>2. We will ensure that the needs of disabled people are met through consultation and involvement with our customers and stakeholders</p>	<p>We will do this by:</p> <p>Continuing with our programme of customer surveys to consult and involve customers on the delivery of our services</p>	<p>Annually</p>	<p>Assurance that we are fully compliant with the Disability Equality Duty by consulting and involving customers to promote and evaluate equality</p>	<p>The results from Debt Management's most recent customer survey were measured against Public Service Agreement targets and customer service standards</p> <p>Customers' comments suggested that improvements could be made to our communications. An action plan has been developed to address the concerns raised by customers</p> <p>Our customer payments team has also undertaken customer surveys. Results from one such survey has resulted in changes to one of our telephony systems, thus improving the way we communicate with our customers</p> <p>We are in the process of developing a customer strategy. This will ensure a consistent approach across our organisation to the way we conduct our customer surveys and respond to customer feedback</p> <p>Our 2007/08 business plan outlines our commitment to working with our customers to define their requirements and provide them with a highly efficient and cost effective service</p>
	<p>Working with our Departmental colleagues to use existing customer networks and involvement exercises to listen to the concerns of our customers and act upon these to improve our customer service</p>	<p>April 2008</p>		
	<p>Engaging with our customer relationship team to ensure that all service level agreements cover diversity and equality</p>	<p>Ongoing</p>		

Objective	Action	Timescale	Intended Outcomes	Progress
2. We will ensure that the needs of disabled people are met through consultation and involvement with our customers and stakeholders <i>(continued)</i>	(See above)	(See above)	(See above)	The services we provide to the Department and other Government Departments are documented within service level agreements. This enables our customers to define their requirements. This also ensures that our staff know what is expected of them and raises awareness our customers' expectations
3. Shared Services will develop the way it supports staff through reasonable adjustments	We will do this by:  Continuing to monitor and collect data on a quarterly basis on staff requesting reasonable adjustments	Quarterly	Staff will receive adequate reasonable adjustments, within acceptable timescales, allowing them to do their job	We have been working towards improving the experience of our staff by reviewing our process for identifying and obtaining reasonable adjustments  We have introduced a disabled persons officer who is responsible for supporting and assisting line managers and individuals with disability issues
	Ensuring that reasonable adjustments are made within acceptable timescales	Quarterly		We have appointed health and safety representatives located at all our sites that are responsible for collecting reasonable adjustments data and reporting these findings to the disabled persons officer

Objective	Action	Timescale	Intended Outcomes	Progress
<p>4. All Shared Services staff will receive awareness training on changes to disability legislation and refresher training will be provided on an ongoing basis</p>	<p>We will do this by:</p> <p>Asking all our staff to complete the Departmental diversity toolkit awareness material</p> <p>Inviting staff to attend disability awareness sessions</p>	<p>December 2007</p> <p>Ongoing</p>	<p>All staff will be aware of their roles and responsibilities under the revised legislation</p>	<p>Staff have received mandatory training on changes to disability legislation</p> <p>Debt Management's one day diversity workshop (as outlined in our equality scheme) is in the process of being rolled-out across Debt Management</p> <p>Our new internal website has a diversity and equality page containing information on changes to equality legislation and the impact this will have on customers and staff</p> <p>Our diversity and equality representatives have attended a one day training event to raise awareness of equality legislation and gain a better understanding of the needs of disabled people</p>

Objective	Action	Timescale	Intended Outcomes	Progress
5. We will make a positive contribution to the achievement of Departmental 2005 to 2008 targets to increase the representation of disabled people at higher grades	We will do this by:  Communicating these targets to all staff, ensuring consideration is given to these during any recruitment exercise	December 2006 (communication of targets)  Ongoing for consideration on recruitment exercises	10 point plan.  Contribution towards the achievement of the Departmental ten point plan to increase the representation rates of disabled staff at higher grades	We have used staff bulletins, face-to-face presentations and internal website articles to raise awareness of Departmental targets  We are taking part in a positive action development programme for disabled staff. We are piloting this programme on behalf of the Department  The aim of the programme is to ensure that disabled people can compete on equal terms for job opportunities and promotion  We have representatives at diversity and equality and talent management forums to ensure that we contribute to, and are kept fully informed of, all initiatives relating to increasing the representation of disabled staff at higher grades

Objective	Action	Timescale	Intended Outcomes	Progress
6. We will consult with disabled staff to ensure that staff are not treated unfairly as a result of their disability	<p>We will do this by:</p> <p>Analysing the results of the annual staff survey</p> <p>Developing action plans to ensure we address the areas of concern raised by staff</p>	Annually	<p>The concerns of disabled staff are addressed resulting in improved staff survey results</p> <p>Assurance that employee related processes are meeting the requirements of the human resources policy framework</p>	<p>Following the results of the 2006 staff survey, we have been conducting staff survey workshops across all our locations to discuss the results of the survey and agree the actions required to address concerns. This information has been captured on an action plan which has the full backing of our Executive Team</p> <p>The findings from the staff survey contribute towards our cultural development programme. This programme supports the Departmental goal to welcome diversity and equality of opportunity for all by recognising and respecting people's differences and similarities, ensuring that all individuals make their own unique contribution to our organisation's success</p>

Objective	Action	Timescale	Intended Outcomes	Progress
<p>7. Shared Services annual accountancy recruitment exercises adhere to the principles of equality legislation</p>	<p>We will do this by:</p> <p>Monitoring all applications for accountancy training</p> <p>Contributing to the work being undertaken by our learning and development colleagues to improve the monitoring of learning and development data</p> <p>Agreeing a monitoring process on take-up of learning and development activities from disabled staff</p>	<p>Annually</p> <p>Ongoing</p> <p>June 2008</p>	<p>Our annual accountancy recruitment exercises adhere to the principles of equality legislation</p> <p>Effective monitoring of the take-up of learning and development activities by disabled staff</p>	<p>Details of our 2007 professional accountancy recruitment exercise were cascaded to staff via a selection of communication channels, thus ensuring that all staff had an opportunity to apply</p> <p>Applications for accountancy training were monitored to ensure that equality legislation was fully adhered to</p> <p>We have nominated representatives at various Departmental learning and development forums to ensure we fully contribute to the monitoring strategy</p>

Objective	Action	Timescale	Intended Outcomes	Progress
8. The internal helpdesk functions that we offer to the rest of the Department meet the needs of internal disabled customers	We will do this by: Engaging with our customers to ensure access is available to internal disabled staff	Ongoing	Assurance that the internal helpdesk functions we offer meet the needs of internal disabled customers	<p>We have customer standard targets in place and these are agreed in conjunction with representatives from all our Departmental business units. We publish these targets on a monthly basis, ensuring that our customers can judge our performance against these standards</p> <p>Our internal help desk functions engage with customers via a variety of customer surveys</p> <p>Our employee services section has customer service managers in place and their details can be found on the Department's internal website</p>
9. Shared Services will have a diversity and equality network representing all parts of our organisation	We will do this by: Reviewing the current membership of our diversity network and invite representatives from all business areas	December 2006	All our areas will have a diversity and equality network representative/ champion	<p>The inaugural meeting of our diversity and equality network took place in January 2007. All areas of the business were represented. Roles and responsibilities have now been agreed and the network meets on a quarterly basis</p> <p>We have a diversity champion at board level thus illustrating commitment to our diversity goals</p>

Objective	Action	Timescale	Intended Outcomes	Progress
<p>10. Shared Services will adhere to Departmental accessibility standards</p>	<p>We will do this by:</p> <ul style="list-style-type: none"> <li>Gathering information on our current accessibility standards</li> <li>Identifying gaps between our current standards and the new accessibility standards</li> <li>Reporting findings to the Department's diversity and equality team.</li> <li>Raising staff awareness of customer accessibility standards</li> <li>Implementing customer accessibility standards</li> </ul>	<p>Information to be supplied to the Department's Diversity and Equality team by September 2007</p> <p>April 2008</p> <p>September 2008</p>	<p>Assurance that we comply with Departmental accessibility standards</p>	<p>Information gathering process has now been completed. Information on the gaps between our current standards and the new accessibility standards have now been forwarded to the Department's diversity and equality team</p>

## Gender Equality Action Plan

Objective	Action	Timescale	Intended Outcomes	Progress
1. Shared Services will consult and involve our customers and stakeholders and act on feedback received	We will do this by:  Continuing with our programme of customer surveys to consult and involve customers on the delivery of our services	Annually	We will be fully compliant with legislative requirements by consulting and involving customers and stakeholders to promote and evaluate equality	The findings from Debt Management's most recent customer survey were measured against Public Service Agreement targets and customer service standards  Customers' comments suggested that improvements could be made to our communications  An action plan has been developed to address the concerns raised by customers
	Working with our Departmental colleagues to use existing customer networks and involvement exercises to listen to the concerns of our customers and act upon these to improve our customer service	April 2008	Assurance that our functions and policies (in particular those rated with a 'High' marking) are fully compliant with legislative requirements	Our customer payments team has also undertaken customer surveys. Results from one such survey has resulted in changes to one of our telephony systems, thus improving the way we communicate with our customers  We are in the process of developing a customer strategy. This will ensure a consistent approach across our organisation to the way we conduct our customer surveys and respond to customer feedback

Objective	Action	Timescale	Intended Outcomes	Progress
1. Shared Services will consult and involve our customers and stakeholders and act on feedback received <i>(continued)</i>	Engaging with our customer relationship team to ensure that all service level agreements cover diversity and equality	Ongoing	(See above)	Our 2007/2008 business plan outlines our commitment to working with our customers to define their requirements and provide them with a highly efficient, cost effective service  The services we provide to the Department and other Government Departments are documented within service level agreements. This enables our customers to define their requirements. This also ensures our staff know what is expected of them and raises awareness of our customers' expectations
2. All Shared Services staff will receive awareness training on the changes to gender legislation and refresher training will be provided on an ongoing basis	We will do this by:  Asking all our staff to complete the Departmental diversity toolkit awareness material  Inviting staff to attend gender awareness sessions	December 2007  Ongoing	All staff will be aware of their roles and responsibilities under revised legislation	Staff have received mandatory training on changes to gender legislation  Debt Management's one day diversity workshop (as outlined in our equality scheme) is in the process of being rolled-out across Debt Management

Objective	Action	Timescale	Intended Outcomes	Progress
<p>2. All Shared Services staff will receive awareness training on the changes to gender legislation and refresher training will be provided on an ongoing basis <i>(continued)</i></p>	<p>(See above)</p>	<p>(See above)</p>	<p>(See above)</p>	<p>Our new internal website (launched in September 2007) has a diversity and equality page containing information on changes to equality legislation and the impact they will have on our customers and staff</p> <p>Our diversity and equality representatives have attended a one day training event to raise awareness of equality legislation</p>
<p>3. We will make a positive contribution to the achievement of Departmental 2005 to 2008 targets to increase the representation of women at higher grades</p>	<p>We will do this by: Communicating these targets to all staff, ensuring consideration is given to these during any recruitment exercise</p>	<p>December 2006 (communication of targets)  Ongoing for consideration on recruitment exercises</p>	<p>Contribution towards the achievement of the Departmental ten-point plan to increase the representation rates of women at higher grades</p>	<p>We have used staff bulletins, face-to-face presentations and internal website articles to raise awareness of Departmental targets</p> <p>We have representatives at diversity and equality and talent management forums to ensure that we contribute to, and kept fully informed of, all initiatives relating to increasing the representation of women at higher grades</p> <p>We have positively marketed human resource policies, such as childcare vouchers, to promote a positive and inclusive image</p>

Objective	Action	Timescale	Intended Outcomes	Progress
4. We will monitor the views of all staff through the annual staff survey	<p>We will do this by:</p> <p>Analysing the results of the staff survey</p> <p>Developing an action plan to ensure that we address the areas of concern raised by staff</p>	Annually	<p>Gender issues are addressed resulting in improved staff survey results</p> <p>Assurance that employee related processes are meeting the requirements of the human resources policy framework</p>	<p>Following the results of the 2006 staff survey, we have been conducting staff survey workshops across all our locations to discuss the results of the survey and agree the actions required to address concerns. This information has been captured on an action plan which has the full backing of our Executive Team</p> <p>The findings from the staff survey play a major role within our cultural development programme. This programme supports the Department's goal to welcome diversity and equality of opportunity for all by recognising and respecting people's differences and similarities, ensuring that all individuals make their own unique contribution to our organisation's success</p>

Objective	Action	Timescale	Intended Outcomes	Progress
5. Shared Services annual accountancy recruitment exercises adhere to the principles of equality legislation	<p>We will do this by:</p> <p>Monitoring all applications for accountancy training</p> <p>Contributing to the work being undertaken by our learning and development colleagues to improve the monitoring of learning and development data</p> <p>Agreeing a monitoring process on take-up of learning and development activities by gender</p>	<p>Annually</p> <p>Ongoing</p> <p>April 2008</p>	<p>Our annual accountancy recruitment exercises adhere to the principles of equality legislation</p> <p>Effective monitoring of the take-up of learning and development activities by gender</p>	<p>Details of our 2007 professional accountancy recruitment exercise were cascaded to staff via a selection of communication channels, thus ensuring that all staff had an opportunity to apply</p> <p>Applications for accountancy training were monitored to ensure that equality legislation was fully adhered to</p> <p>We have nominated representatives at various Departmental learning and development forums to ensure we fully contribute to the monitoring strategy for learning and development take-up</p>

Objective	Action	Timescale	Intended Outcomes	Progress
6. Shared Services will implement and fully comply with the Department's monitoring strategy to meet business and legislative requirements	We will do this by: Raising awareness of the impact assessment process	September 2007	Assurance that existing, and changes to, our policies, service delivery and people issues are impact assessed against discrimination on the grounds of gender	Impact assessment workshops have taken place with key stakeholders across our business
	Ensuring that diversity impact assessments are undertaken on existing policies and functions	April 2008		Staff bulletins, together with articles on our internal website have been used to raise awareness of the requirement to impact assess our policies and functions
	Ensuring that diversity impact assessments are undertaken when changes are identified to policies, service delivery and people issues	Ongoing		Assessment of our existing policies and functions has commenced on those functions/policies attracting a 'high' rating in our original assessment

Objective	Action	Timescale	Intended Outcomes	Progress
Shared Services will have a diversity and equality network representing all parts of our organisation	We will do this by: Reviewing the current membership of our diversity network and invite representatives from all business areas	December 2006	All our areas will have a diversity and equality network representative/ champion	The inaugural meeting of our diversity and equality network took place in January 2007. All areas of the business are represented. Roles and responsibilities have now been agreed and the network meets on a quarterly basis  We have a diversity champion at board level thus illustrating commitment to our diversity goals

## Race Equality Action Plan

Objective	Action	Timescale	Intended Outcomes	Progress
1. Shared Services will implement and fully comply with the Department's monitoring strategy to meet business and legislative requirements	We will do this by: Raising staff awareness of the Department's monitoring strategy	April 2008 for existing policies and functions  All new policies and functions to be impact assessed as per the Department's impact assessment guidance	Assurance that our functions and policies are fully compliant with legislative requirements	Impact assessment workshops have taken place with key stakeholders across the business  Staff bulletins, together with articles on our internal website have been used to raise awareness of the requirement to impact assess our policies and functions  Assessment of our existing policies and functions has commenced on those functions/policies attracting a 'high' rating following our initial assessment exercise

Objective	Action	Timescale	Intended Outcomes	Progress
<p>1. Shared Services will implement and fully comply with the Department's monitoring strategy to meet business and legislative requirements <i>(continued)</i></p>	<p>Monitoring our policies to ensure that our services are accessible to everyone and identify whether our policies have a disproportionate or unfair impact on customers/staff from ethnic minorities</p> <p>Ensuring that diversity impact assessments are undertaken to existing policies and functions and when changes are identified to policies, service delivery and people issues</p>	(See above)	(See above)	(See above)

Objective	Action	Timescale	Intended Outcomes	Progress
2. We consult and involve our customers and stakeholders and act on feedback received	<p>We will do this by:</p> <p>Continuing with our programme of customer surveys to consult and involve customers on the delivery of our services</p> <p>Working with our Departmental colleagues to use existing customer networks and involvement exercises to listen to the concerns of our customers and act upon these to improve our customer service</p> <p>Engaging with our customer relationship team to ensure that all service level agreements cover diversity and equality</p>	<p>Annually</p> <p>April 2008</p> <p>Ongoing</p>	<p>Assurance that we are fully compliant with the Race Equality Duty by consulting and involving customers to promote and evaluate equality</p>	<p>The results from Debt Management's most recent customer survey were measured against Public Service Agreement targets and customer service standards</p> <p>Customers' comments suggested that improvements could be made to our communications</p> <p>An action plan has been developed to address the concerns raised by customers</p> <p>Our customer payments team has also undertaken customer surveys. Results from one such survey have resulted in changes to one of our telephony systems, thus improving the way we communicate with our customers</p> <p>We are in the process of developing a customer strategy. This will ensure a consistent approach across our organisation to the way we conduct our customer surveys and respond to customer feedback</p> <p>Our 2007/08 business plan outlines our commitment to working with our customers to define their requirements and provide them with a highly efficient and cost effective service</p>

Objective	Action	Timescale	Intended Outcomes	Progress
2. We consult and involve our customers and stakeholders and act on feedback received <i>(continued)</i>	(See above)	(See above)	(See above)	The services we provide to the Department and other Government Departments are documented within service level agreements. This enables our customers to define their requirements. This also ensures that our staff know what is expected of them and raise awareness of our customers' expectations
3. All Shared Services staff will receive awareness training on changes to race legislation and refresher training will be provided on an ongoing basis	<p>We will do this by:</p> <p>Asking all our staff to complete the Departmental diversity toolkit awareness material</p> <p>Inviting staff to attend race awareness sessions</p>	<p>December 2007</p> <p>Ongoing</p>	All staff will be aware of their roles and responsibilities under the revised legislation	<p>Staff have received mandatory training on changes to race legislation</p> <p>Debt Management's one day diversity workshop (as outlined in our equality scheme) is in the process of being rolled-out across Debt Management</p> <p>Our new internal website (September 2007) has a diversity and equality page containing information on changes to equality legislation and the impact they will have on customers and staff</p> <p>Our diversity and equality representatives have attended a one day training event to raise awareness of equality legislation and gain a better understanding of the needs of people from ethnic minorities</p>

Objective	Action	Timescale	Intended Outcomes	Progress
<p>4. We will make a positive contribution to the achievement of Departmental 2005 to 2008 targets to increase the representation of ethnic minority people at higher grades</p>	<p>We will do this by: Communicating these targets to all staff, ensuring consideration is given to these during any recruitment exercise</p>	<p>December 2006 (communication of targets)  Ongoing for consideration on recruitment exercises</p>	<p>10 point plan  Contribution towards the achievement of the Departmental ten-point plan to increase the representation rates of ethnic minority staff at higher grades</p>	<p>We have used staff bulletins, face-to-face presentations and internal website articles to raise awareness of Departmental targets</p> <p>We are taking part in a positive action development programme for ethnic minority staff. We are piloting this programme on behalf of the Department</p> <p>The aim of the programme is to ensure that staff from an ethnic minority can compete on equal terms for job opportunities and promotion</p> <p>We have representatives at diversity and equality and talent management forums to ensure that we contribute to, and are kept fully informed of, all initiatives relating to increasing the representation of staff from ethnic minorities at higher grades</p>

Objective	Action	Timescale	Intended Outcomes	Progress
<p>5. We will monitor the views of all staff through the annual staff survey</p>	<p>We will do this by:</p> <p>Analysing the results of the annual staff survey</p> <p>Developing action plans to ensure we address the areas of concern raised by staff</p>	<p>Annually</p>	<p>Race equality issues are addressed resulting in improved staff survey results</p> <p>Assurance that employee-related processes are meeting the requirements of the human resources policy framework</p>	<p>Following the results of the 2006 staff survey, we have been conducting staff survey workshops across all our locations to discuss the results of the survey and agree the actions required to address concerns. This information has been captured on an action plan which has the full backing of our Executive Team</p> <p>The findings from the staff survey contribute towards our cultural development programme. This programme supports the Department's goal to welcome diversity and equality of opportunity for all by recognising and respecting people's differences and similarities, ensuring that all individuals make their own unique contribution to our organisation's success</p>

Objective	Action	Timescale	Intended Outcomes	Progress
6. Shared Services annual accountancy recruitment exercises adhere to the principles of equality legislation	<p>We will do this by:</p> <p>Monitoring all applications for accountancy training</p> <p>Contributing to the work being undertaken by our learning and development colleagues to improve the monitoring of learning and development data</p> <p>Agreeing a monitoring process on take-up of learning and development activities from ethnic minority staff</p>	<p>Annually</p> <p>Ongoing</p> <p>April 2008</p>	<p>Our annual accountancy recruitment exercises adhere to the principles of equality legislation</p> <p>Effective monitoring of the take-up of learning and development activities by staff from an ethnic minority background</p>	<p>Details of our 2007 professional accountancy recruitment exercise were cascaded to staff via a selection of communication channels, thus ensuring that all staff had an opportunity to apply</p> <p>Applications for accountancy training were monitored to ensure that equality legislation was fully adhered to</p> <p>We have nominated representatives at various Departmental forums to ensure we fully contribute to the monitoring strategy</p>

Objective	Action	Timescale	Intended Outcomes	Progress
7. Shared Services will have a diversity and equality network representing all parts of our organisation	We will do this by: Reviewing the current membership of our diversity network and invite representatives from all business areas	December 2006	All our areas will have a diversity and equality network representative/ champion	The inaugural meeting of our diversity and equality network took place in January 2007. All areas of the business are represented. Roles and responsibilities have now been agreed and the network meets on a quarterly basis  We have a diversity champion at board level thus illustrating commitment to our diversity goals

Objective	Action	Timescale	Intended Outcomes	Progress
8. Shared Services will adhere to Departmental accessibility standards	<p>We will do this by:</p> <p>Gathering information on our current accessibility standards</p> <p>Identifying gaps between our current standards and the new accessibility standards</p> <p>Reporting findings to the Department's diversity and equality team</p> <p>Raising staff awareness of customer accessibility standards</p> <p>Implementing customer accessibility standards</p>	<p>Information to be supplied to the Department's Diversity and Equality team by September 2007</p> <p>April 2008</p> <p>September 2008</p>	Assurance that we comply with Departmental accessibility standards	Information gathering process has now been completed. Information on the gaps between our current standards and the new accessibility standards have now been forwarded to the Department's diversity and equality team

