

BRISTOL CITY COUNCIL

HUMAN RESOURCES COMMITTEE

For Information

19 NOVEMBER 2009

Report of: Robert Britton, Service Director: Strategic HR & Workforce Strategy

Title: Implementation of HR Restructuring: Establishment of Separate Strategic HR and STS HR Functions

Ward: Citywide

Officer Presenting Report: Robert Britton, Service Director: Strategic HR
Jill Mikkelson, HR Operations Manager:
Shared Transactional Services

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RECOMMENDATION

Report for information.

Summary

To advise the Committee of the changes in the way in which HR services will be delivered within the Council with effect from the establishment of the Service Centre ('STS') for HR at Somerfield House, Whitchurch, on 1st December 2009, and the realignment of corporate HR functions into the new Strategic HR and Workforce Strategy service.

The significant issues in the report are:

Attached for Members' information are the revised structures for both Strategic HR & Workforce Strategy and for the STS.

1. Policy

- 1.1 The restructuring has been carried out in accordance with the Council's Managing Change Procedure.

2. Consultation

2.1 Internal

Extensive consultation has been carried out with TUs and staff since the STS Programme Development Team was set up at the beginning of March 2009. Agreement has been reached with the TUs regarding the structure and the Methods of Appointment (subject to any individual appeal rights). Further consultation will be undertaken regarding future changes proposed for 2010/11, as the STS benefits from improved workflow systems and greater service flexibility.

2.2 External

Not applicable.

3. Context

- 3.1 This change arises from a Cabinet decision in July 2008 to establish a service centre for HR, Finance, Procurement and Facilities Management functions.

4. Proposal

- 4.1 With regard to Human Resources, it has been agreed that the STS will be responsible for the following transactional functions:
- Personnel Administration
 - Recruitment advertising and administration, including the City Job Shop (which will remain in the city centre).
 - CRB administration
 - Payroll
 - HR Systems (including HR reports and data)
 - HR Advice and Support (eg Employee Relations casework)
 - (in-house) Employment Agency
 - Redeployment/NOPs

- HR management information

These functions are set out in structure chart formation in Appendix A.

4.2 The Strategic HR function retains responsibility for:

- HR Policy and Strategy
- Workforce Planning
- HR Business Partnering
- Pay Policy (where HoPS approvals are required)
- Corporate Employee Relations
- Health & Safety
- Occupational Health & Counselling
- Employment Initiatives (eg, young employee initiatives such as apprentices, building futures and graduate trainees)
- Corporate Training and Development
- Performance Management/PMDS
- LMS policies and procedures

These functions are set out in structure chart format in Appendix B.

4.3 The structure for the STS contains 107(FTE) posts as at the date of transfer, namely 1st December 2009. A further 5 posts will be deleted by 1st April 2010, once the transitional 4 month period for the establishment of the STS has expired. Once new systems have been embedded in the STS, an additional 3 posts are proposed to be deleted at a later stage (from July 2010). These further changes, which will be the subject of detailed consultations, cannot be identified at this stage. Vacancy management controls will remain in place to avoid staff displacements wherever possible, and it is hoped that these reductions will be achieved by natural wastage.

4.4 There has also been a reduction of posts in Strategic HR, in accordance with the council-wide Administration Review.

4.5 Not attributable to the establishment of the STS, but also affecting HR, is the realignment of part of the existing Corporate Development function to Transformation, as a new OD Team with effect from November 2009.

4.6 As a result of this change, an interim Corporate Training function has been established with effect from November 2009. Training functions council-wide are being reviewed separately, as part of the Business Transformation Programme Learning and Development Project.

5. Other Options Considered

- 5.1 Not applicable, as the above accords with the resolution of the Cabinet in July 2008.
- 5.2 The relocation of Strategic HR to Somerfield House was considered, but not agreed. It is envisaged that Strategic HR will relocate to College Green in the future, in accordance with the timescale to be agreed as part of the Council's overall review of accommodation.

6. Risk Assessment

- 6.1 An STS Board has been in existence since the beginning of 2009, and has received regular reports regarding the establishment of the STS. These progress reports have included detailed reports which have highlighted potential risks and remedial action which has been taken to mitigate these.
- 6.2 It is recognised that the full realisation of the proposed benefits will not be achieved until the full STS changes have been implemented.

7. Equalities Impact Assessment

- 7.1 To be undertaken by the STS Programme Development Team and the Corporate HR Manager (Appendix C).

Legal and Resource Implications

Legal

The Council is required to adhere to the Managing Change Policy in dealing with employees who are affected by the proposals contained within this Report. This will include consultation with affected employees at the earliest possible stage and seeking suitable alternative employment in all cases of redundancy prior to dismissal. Where suitable alternative employment is not found, dismissal on grounds of redundancy will be fair.

(Advice provided by Husinara Jones, Senior Practitioner Solicitor for Head of Legal Services)

Financial

(a) Revenue:

Savings of £483k arising from the restructuring of HR are included within the Business Case for the Shared Transactional Services Programme.

(b) Capital:

Not applicable.

(Advice from Stephen Skinner, Finance Business Partner Resources, Transformation and Deputy Chief Executive)

Land

As reported to Cabinet regarding the leasing of part of Somerfield House.

Personnel

As set out in paragraphs 4.1 to 4.6 above.

Appendices

Appendix A: STS Structure

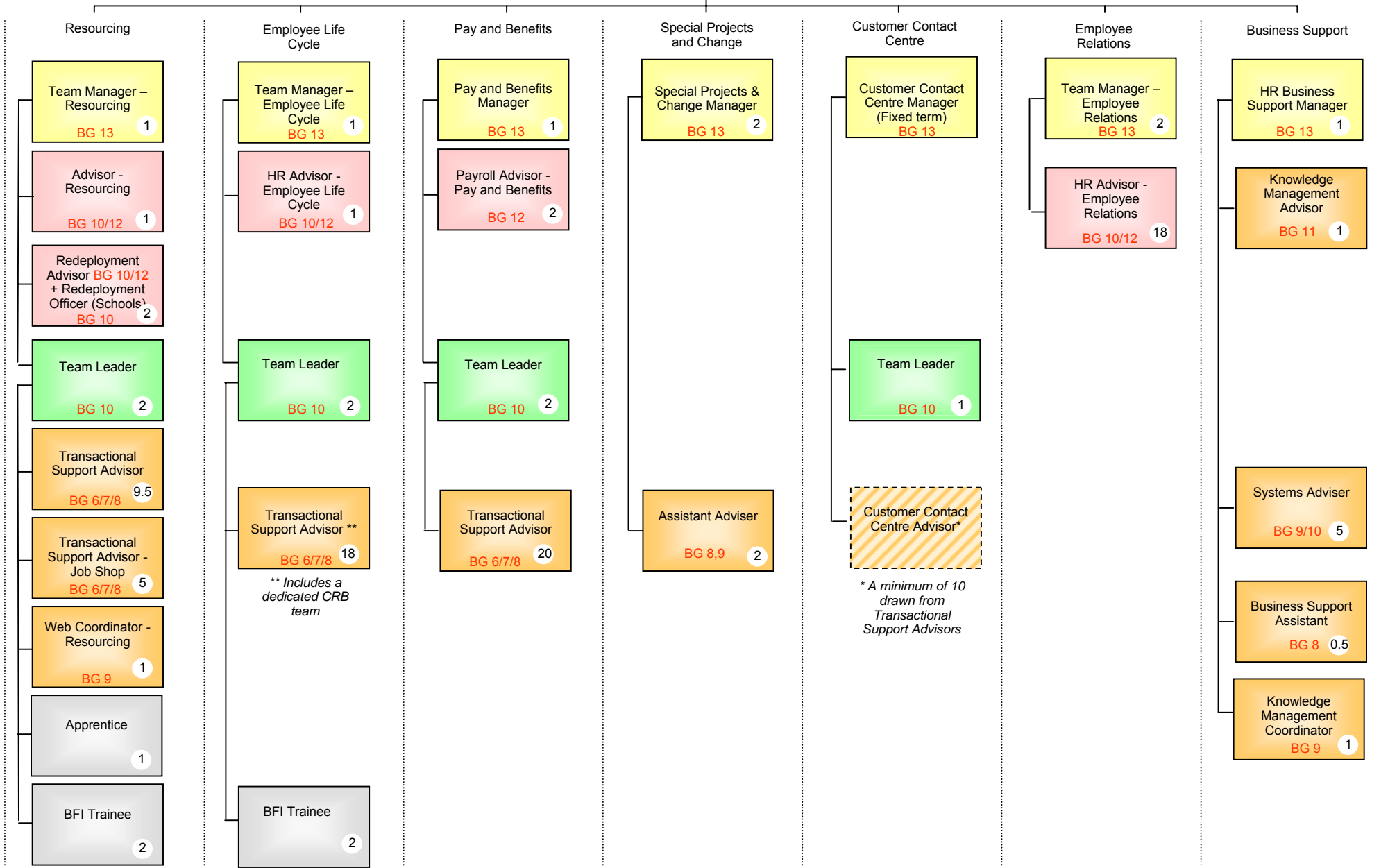
Appendix B: Strategic HR Structure

Appendix C: Equalities Impact Assessment

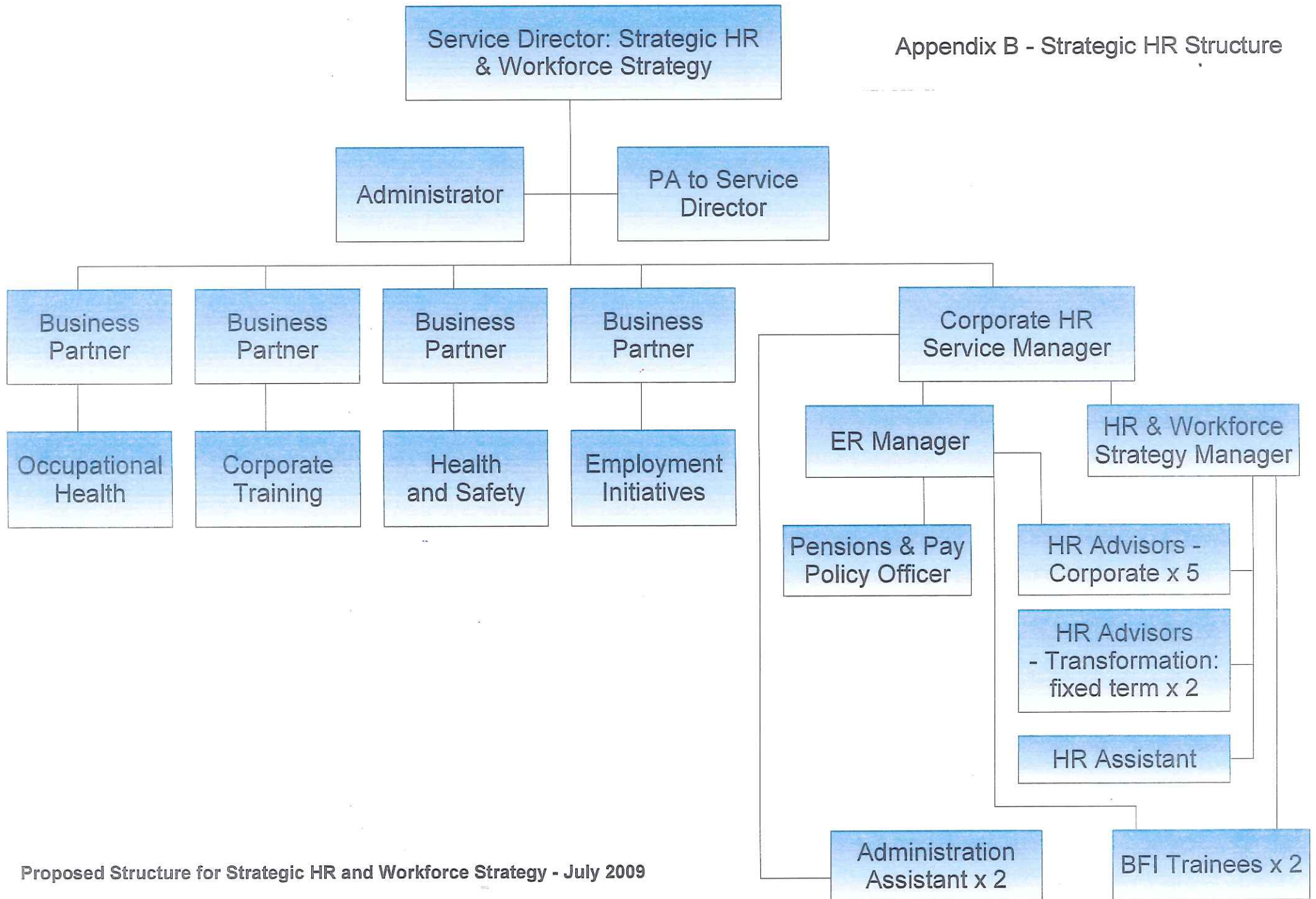
LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 Background Papers:

None.

HR Operations
Manager –
Jill Mikkelson
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Appendix B - Strategic HR Structure





APPENDIX C

Full Equalities Impact Assessment for Shared Transactional Services November 2009

Introduction:

The purpose of Equality Impact Assessments is to improve the work of the council. They can be used to make sure that we do not discriminate and that we promote equality wherever possible.

The main outcome of the EqIA is to ensure that, as far as possible, any negative consequences are eliminated or minimised and opportunities for promoting equality are maximised. An Equalities Impact Assessment is a working document which will be reviewed and updated as service monitoring takes place.

A screening EqIA for The Shared Transactional Services (STS) was prepared in March / April 2009. Due to the scope of the STS programme a full EqIA was subsequently developed with input from Self Organised Groups, Trade Unions, STS programme Members and colleagues working on associated programmes such as the Building Change Project - incorporating the Somerfield House Project.

Identify the aims of the service and how it is implemented

1.1 Is this an existing or a new service?

Answer

- The Shared Transactional Services (STS) will be a new structure within Bristol City Council, but it will be made up of services which already exist. Human Resources, Account Services, Procurement and Facilities Management will form part of the first phase of the STS which will be implemented between December 2009 and January 2010
- As part of the STS, Human Resources is being restructured - operational HR functions will move into the STS structure which will be located in the Transformation Directorate and strategic HR functions will be within the Resources Directorate. The services which HR provides will remain largely the same but the way in which they are delivered will change, with the aim that the service overall becomes more efficient and effective

- Account Services will also continue to provide the services it does at present - but the way it will deliver those services will change. Similarly Procurement ie the purchasing of goods and services, will continue to take place, but the introduction of COPS (the Corporate Procurement system) will make buying goods and services easier and faster once the system is fully operational
- In the first instance, very little will change in the way that Facilities Management (e.g. room bookings) works and there are no changes to their staffing structure or processes at this stage. But because there is a corporate drive to reduce the number of buildings which Bristol City Council owns and rents, over time changes will take place within Facilities Management and this service area is being included within the scope of the STS programme to prepare for the future

Action

- For further general information about what the STS programme is about please have a look at the STS page on the Intranet.

There are sections on:

- STS Business Aims
- STS Programme Plan
- STS Programme History
- STS Key Documents
- STS Newsletter
- STS Questions and Answers
- STS Who's who
- STS Useful links
- STS Keeping you informed

You can find the page by clicking on the link below:

<http://intranet.bcc.lan/ccm/navigation/plans-and-performance/transforming-bristol/shared-transactional-services/>

1.2 What is the aim, objective or purpose of the service?
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Answer

- The goal is to improve the quality of HR, Account Services, Procurement and Facilities Management and reduce their cost. Because of the way we work at the moment and because of the systems we use, we often repeat or duplicate work or deliver work with varying degrees of quality or consistency. Through changing to the Shared Transactional Services way of working we can provide a higher quality of service which will also cost less because it will be more efficient. In summary, the long term aims of the Shared Transactional Services Programme are :
 - To create a customer-driven, efficient, effective, value-for-money and well governed, multi-function shared transactional services operation
 - To develop a great place to work offering genuine career opportunities to its employees and managers through rotation, training and development and increased line management support and guidance

- To design and implement an organisational structure which provides clear delineation of responsibilities between the Shared Transactional Services team, Strategic Functions and all customers (internal and external)
- To design a services operation which meets the needs of BCC today and in the future and offers the opportunity to expand the services offered to regional partners

Action

- To see whether we are achieving our aims we will undertake regular monitoring of the service using a variety of methods, including customer satisfaction surveys, financial benefits monitoring, employee satisfaction surveys, competence development and retention rates and process measures (eg the time it takes to complete certain pieces of work) and benchmarking our Shared Transactional Services with other organisations. (See also sections 5.1 - 5.4)

1.3 What outcomes do you want to achieve with this service and for whom?

Answer

For the organisation:

- The STS Programme is a key enabler to deliver the Corporate Plan and achieves one of the corporate priorities of 'streamlining our transactional processes'. Commitment to take this programme forward was agreed by Cabinet on 26th June 2008.
- The way in which Bristol City Council is assessed includes consideration of how the organisation makes use of its resources and whether it delivers value for money (each year the Audit Commission measures how well councils are performing across a range of services and awards an overall rating of between nought and four stars. Bristol's current rating is 2 Stars). STS will be set up to be a cost effective service, delivering a high quality, fit for purpose service to all its customers. In this way it will contribute to organisational aims and objectives and contribute to Bristol City Council becoming a 4 Star authority.

For STS staff:

- The service aims to be a great place to work, where staff have development and learning opportunities and the chance to progress in their careers. It will provide staff with the tools and systems required to do their job and it will be structured in such a way that staff receive clear guidance and support from their managers. As part of the development of the STS, staff who will be working in the STS have been asked for their opinion about what would make the STS a great place to work. So far, the results indicate that staff feel the following factors in particular would make STS a great place to work:
 - varied and interesting work
 - access to your manager when you need support
 - career development opportunities
 - the right tools and systems to do a good job
 - effective communication

- Staff rotation, within the STS but also between the STS and Strategic / Workforce Strategy HR will give staff an opportunity to work in different process areas and to learn 'on the job' with greater access to job variety.
- Team Leader and Team Manager roles have been refocused with a priority on team support, staff supervision and team building.
- Trainee and Apprentice posts are designed into the structure to allow the service to develop and 'grow' its staff and to create opportunities for young employees in particular.
- Systems already in use in other parts of the Council, e.g. Lagan will provide the right tools to do the job and further systems and technology changes will be implemented during later phases of the STS development.
- Communication between the STS and Strategic HR will be improved with updates, news and information provided to all staff regularly. Some of the communication methods established during the STS programme development will be retained with modifications to ensure effective communications within the STS and also with STS customers.
- We have undertaken job analysis of the key roles within the STS to test them against established job satisfaction criteria. We will use this information to monitor staff satisfaction levels and to support staff rotation, team development and training

For STS users:

- STS will be customer focused, fit for purpose and good value for money. The aim is that customer will get a swift and consistent response to their queries. Customers will have a variety of ways in which they can get the information, advice and support which they need. Through self service, over time, they will be able to access a greater amount of information themselves via the Intranet and via the BCC Website. Through the customer contact centre they will be able to get over the phone information. Face to face contact will also be retained where appropriate. The way in which the STS will be structured means that users will be less reliant on the availability of any one particular officer and they will experience high levels of customer care and receive expert advice and guidance by using the STS structure. STS will offer services in a way that ensures that all employees and customer will have access to a high quality service. Giving staff more self service and having greater use of e-forms (for those able to use them) will make employees more self sufficient over time, which will free up managers resulting in less time spent on line management administration.

Employees will see an improvement in contact options, consistency, advice, more flexibility, and responsiveness. By structuring the service into different contact layers customers will get the right level of support at the right time in the right way.

HR and Finance & Procurement experts will be freed up to give guidance and support on complex issues because they will be spending less time on routine queries which will in future be dealt with by trained customer contact adviser staff.

Action

- To see whether we are achieving our aims we will undertake regular monitoring of the service as outlined in section 5.

1.4 Who is the service being aimed at / who are the main stakeholders?

Answer

- The STS will provide services mainly to Bristol City Council employees and managers. These customers will be across all directorates and at all levels. The Trade Unions will also be a significant stakeholder group.

- The following are the customers / end users of the STS operation:
 - Employees: job applicants, current and ex
 - Directors and Managers
 - Schools
 - Functional Strategic Management. Business Partners and Experts
 - Members including Aldermen
 - Citizens
 - Partners and external Businesses
 - External Business Providers

Action

- The stakeholder participation in the ongoing development and monitoring of the STS will be monitored and amended as necessary.

1.5 Who defines the service? How much room for manoeuvre is there?

Answer

- The Shared Transactional Service is being developed by a STS Programme Development Team with proposals going through the established programme and project management consultation, authorisation and sign off stages. The STS development has the support of members and senior management, including the Chief Executive and the approval of the Cabinet.
- Once operational, the service will be defined through Service Level Agreements and a robust Governance structure.
- Shared Transactional Services exist in many organisations and whilst the basic principles and structures are similar, variations are usually incorporated to reflect local business need and circumstances. Through the managing change consultation process, many people are influencing the design of the STS and there is room to accommodate relevant ideas and suggestions.
- Once the STS is up and running it will have continuous improvement as one of its guiding principles and this will mean that changes will be made in response to ongoing monitoring, feedback and assessment.

- The service will be delivered in a way which is flexible to facilitate access for all, but it will also be robust and ensure that customers follow the defined channels of access wherever possible so that overall service delivery is not compromised and efficiency and effectiveness are not reduced through duplication of effort or repetition of tasks.

Action

- N/A

1.6 Who implements the service? Is it possible for bias/prejudice to creep into the process?

Answer

- The service is implemented by the STS Director who oversees the service and is supported by the Strategic Director, Transformation. Within the STS there are several 'layers' of service delivery, each of which will be managed according to service standards and service level agreements.
- It is not anticipated that there will be scope for bias or prejudice

Action

- Discussion with self organised groups and Trade Unions as part of this EqIA process is intended to explore and ratify any differential impact for different user groups including bias or prejudice that may arise. Ongoing service monitoring will identify the potential for bias / prejudice.

1.7 How do these outcomes (see 1.3) meet or hinder other policies, values or objectives of the public authority

Answer

- The STS supports a number of policies, values and objectives of Bristol City Council, for example
- Smart Working principles through more efficient use of technology and office accommodation
- More efficient use of office space through relocation to Somerfield House and
- Making a Difference through value for money and high quality service delivery
- Commitment to staff development and training in line with Bristol City Council's Workforce strategy.

There is a possibility that the STS will require ways of working - at least in the short term- which may not be wholly compatible with New Ways of Working. It is not known yet whether the available contact centre technology can support fully integrated home working and opening hours of the customer service centre may define (but not eliminate) some flexi time arrangements.

Action

- STS will liaise closely with the Integrated Customer Services to learn from their experiences relating to technology and Smart working.

1.8 What factors or forces are at play that could contribute or detract from the outcomes identified in 1.3?

Answer

- Lack of 'buy-in' from customers to use the new service in the way that it is intended could detract from the outcomes. Conversely, customer buy in will contribute to the success of the STS
- Limitations in systems and technologies could detract from the outcomes
- Full benefit of the STS will only be achieved once the second phase of the programme is completed - this is anticipated for 2011 and involves significant systems and technology changes. If this phase of the programme is delayed, postponed or cancelled then this would detract from the aims set out in 1.3
- implementation and ongoing developments for COPS, HRVision, LAGAN, GENESYS as well as the Intranet and BCC Website will contribute to the outcomes set out in section 1.3
- Significant staff turnover, linked to the relocation of STS to Somerfield House could cause temporary difficulties due to loss of resources and expertise. However, indications are that turnover will not reach critical levels prior to 'go live'

Action

- The above factors are known to the programme and are being dealt with as 'risks' and 'opportunities' and are being addressed as part of the programme management.

1.9 Consider if any of the six equalities groups have particular needs relevant to the service.
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Answer

- **What** we do in HR, Account Services and Facilities Management will remain largely the same, however, **how** we do it will change in order to be more efficient and effective
- STS is being developed and will be implemented in line with the following proposed equalities principles:
 1. Flexibility to take account of access needs of customers
 2. Customer needs at the forefront of service delivery and continuous improvement
 3. No 'second rate' service for those who can't use the access channels of phone and / or self service. Alternatives will be available where there is genuine identified need e.g. Textbox and face to face
 4. Integration of new assistive technology where possible and a commitment to stay up to date with assistive technology advancements as new technologies are introduced (ie phase 2) – there will be few technology changes as part of phase 1
 5. Ongoing staff training where necessary in equalities and diversity to support excellent customer care for all customers
 6. Data collection and analysis to be undertaken involving equality groups (amongst other stakeholders) to allow identification of issues relevant to customers from equality groups
 7. Involve equality groups in feedback / service monitoring

The response from Self Organised groups to these proposed equalities principles has been positive

- The new way of delivering services will not close down the existing channels of access i.e. telephone, email and face to face. However, there is an expectation that over time, approximately
 - 40% of transactions will be done via self service,
 - 50% will come through the customer contact centre and the transaction support service.
 - 5% of queries are expected to be passed on to advisers
 - 5% of queries are expected to be passed on to business partners/ experts
- HR services are used by all employees and some external customer (job applicants especially). There is currently no comprehensive record of user data for HR services within Bristol City Council and so the identification of particular needs relevant to the service is speculative at this stage. Monitoring of service delivery for both STS HR and STS Finance and Procurement will provide meaningful data sets of management information over time which will inform ongoing service improvements. This will have a positive impact.
- The recruitment job shop will stay in the City Centre with current access arrangements remaining
- Account Services are used by both Bristol City Council employees and external customers - individuals and businesses (see 1.4 above)
- Facilities management is used by Bristol City Council employees and external customers. There will be very few changes to the way in which facilities management services are delivered as part of this first phase of the STS, although they will operate to the STS model in the future

All Groups

- Increased levels of manager access to staff's data and increased levels of self service over time have posed the question about how data access will be controlled to protect people's personal information. Appropriate data protection will be provided to ensure that data can only be accessed by the relevant council employees.
- Use of existing, available assistive technologies such as video conferencing is poor. Take up / use is currently very low. Adding new technologies will not necessarily improve this. There needs to be a clear emphasis on training staff to use what is available e.g. Textbox (a textphone service)
- Existing access channels are phone, email/groupwise, on-line, face to face, textbox. These channels of access will remain and will be available to those with an identified need or where certain channels of access best suit the business need

- Consultation with equality groups will be part of any consideration for the introduction of new technology to incorporate access considerations
- The STS will allow more consistent data collection, giving us a better picture of our users and their requirements. The Corporate Equalities Officer has expressed the hope that the data is used to support genuine service improvements. STS will have systems and processes and a specific post (Insight and Design Manager) in place to ensure that data collection is translated into meaningful service improvement. This will have a positive impact
- All staff within the STS will receive equalities and diversity training where necessary (many staff have already received training as part of their ongoing career development) to ensure that they can give appropriate advice and support to customers from equality groups. Training needs will be identified through customer feedback and through the PMDS process. This will have a positive impact
- The layout of The Source and the quality of information on it was highlighted as a potential barrier for self service. Over time, The Source will be improved to become more intuitive for people to find information and the STS knowledge base it will contain will be improved and added to. This will have a positive impact
- For people accessing council information and services via the BCC website, a 'New Web Site' project is underway and a screening Equalities Impact Assessment has been carried out by Chris Fisher. This will have a positive impact
- A significant number of employees do not have computer access as part of their regular work. This will limit their ability to 'self service'. These employees will be provided with access to the STS service via telephone first and foremost with other access channels provided where appropriate and necessary.

Specific Groups

- BME: Concerns about personal safety were raised in the context of the Hengrove / Whitchurch locality. This issue was discussed as part of the Building Change Project (Incorporating Somerfield House Project, Travel Plan and Car Parking Permit System) Equalities Impact Assessments (Screening and Full)
- LGB: As above
- Age: Concerns about whether the new structure within STS HR would still allow access to relevant training / development for trainees and young employees to progress. Staff rotation and the appropriate PMDS process will support staff development and the identification of training. An apprentice post has also been incorporated into the STS structure, creating learning and

development opportunities. This will have a positive impact

- Disability:

- Concerns about use of e-forms: Support will be available for people who require help with the completion of forms. New eforms will be set up with free text options so that specific requirements can be detailed
- Who will advocate for disabled staff if they can't use self service?: Support will be available via the customer contact centre advisers and transaction support advisers for people who require help accessing information
- Being able to resolve simple finance / procurement and HR queries through self service will be an improvement.
- Over time (phase 2 of the STS) STS technology will be improved where necessary and where appropriate, use of assistive technology will be considered as part of any such improvements with appropriate consultation with equality groups
- Procurement through COPS - does that involve purchase of services such as access to work services? In the majority of cases yes. The Sourcing Team is on 0117 92 23495. Email via Groupwise or @ sourcing.team@bristol.gov.uk can provide further advice on specific cases

- Faith & belief: No specific issues were identified. Note; there is currently no self organised consultation group for faith and belief within the council, but views on faith and belief issues were invited from the trade unions and from other self organised groups. Please refer to the equality Impact Assessment for the Building Change Project (Incorporating Somerfield House Project, Travel Plan and Car Parking Permit System) Equalities Impact Assessments (Screening and Full) for further information

- Gender (including transgender): Concern expressed about impact of staff with caring responsibilities and the additional costs that is may create - especially for those job sharing or working part time. Please refer to the Equality Impact Assessment for the Building Change Project (Incorporating Somerfield House Project, Travel Plan and Car Parking Permit System) Equalities Impact Assessments (Screening and Full) for further information

- Concern expressed about technology and home working: Home working is possible with available technology and will be available to staff where business need and individual circumstances make this appropriate.

Action

- Analyse available employee diversity records to identify proportional representation (see section 2)
- Future Action: monitor reasons for resignations by diversity group within the STS to assess any potential differential impact

1.10 Taking the six strands of equalities is there anything in the service that could discriminate or disadvantage any of these groups?
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Please refer to the Equality Impact Assessment for the Building Change Project (Incorporating Somerfield House Project, Travel Plan and Car Parking Permit System) Equalities Impact Assessments (Screening and Full) for further information about issues relating to the Somerfield House building and associated travel / car parking. The comments below relate to the Shared Transactional Services and how it will work for STS staff and STS customers.

- BME: STS Staff: No discrimination or disadvantage anticipated
STS Customers: No discrimination or disadvantage anticipated
- LGB: STS Staff: No discrimination or disadvantage anticipated
STS Customers: No discrimination or disadvantage anticipated
- Age: STS Staff: No discrimination or disadvantage anticipated
STS Customers: No discrimination or disadvantage anticipated
- Disability: STS Staff: No discrimination or disadvantage anticipated
STS Customers: No discrimination or disadvantage anticipated
- Faith & belief: STS Staff: No discrimination or disadvantage anticipated
STS Customers: No discrimination or disadvantage anticipated
- Gender (including transgender): STS Staff: No discrimination or disadvantage anticipated
STS Customers: No discrimination or disadvantage anticipated

anticipated
anticipated

Action

- Ongoing STS Service monitoring (See Section 5) to identify and deal with any issues arising

1.11 From your perspective, how does or will the service actually work in practice for each equalities group?

Answer

STS Employees

- STS aims to be a 'Great place to work' for its employees
- Employees will be supported to deliver services in new ways through induction, training, on the job development and increased support from team leaders and team managers

STS customers

- STS aims to deliver a high quality service to all customers
- Multiple access channels will be available so that different access needs can be met

- Customers without access to technology will be afforded the same quality of advice, information and support services as those who have computer access
- Support will be available for those with special needs

Action

- STS delivery will be monitored, findings assessed and used to inform continuous service improvement. Representatives from equalities groups will be involved both from customer and employee groups to feedback on service delivery and make proposals for continuous improvement

1.12 How does the local authority interface with other bodies in relation to the implementation of this service function?

Answer

- Some STS customers will be 'external customers'. For example, some external organisations use HR services for Pay and Benefits / pensions
- a number of Bristol based organisations have been in touch with BCC to network and share information about the development of shared transactional services. This provides a helpful opportunity to share experience and learn from others as well as establishing BCC as a local leader in this area of work

Action

- External customers are being informed of how the STS will work and how to access it

Consideration of available data, research and information

2.1 What do you already know about who uses and delivers this service?

Answer

Customers:

- There is currently no systematic way of collecting and monitoring customer data for HR and Finance and Procurement. This is being introduced as part of the STS
- A large proportion of STS customers are internal to BCC and are existing employees and managers in all directorates
- Finance and Procurement serves a large number of external customers too - both individuals and businesses
- A HR customer satisfaction survey was undertaken in July 2009 (1st - 3rd tier managers). This informed the development of the

STS

Employees:

- Employee data is available, including equalities data based on self declaration
- 2007 employee satisfaction for staff in CSS and by division is available as a future benchmark for staff satisfaction within the STS
- A 'Temperature check' exercise was undertaken to test HR and F&P staff opinion about aspects of the new service

● **Action**

- Monitoring of STS customers to build a useful management information base (see section 5 for proposed STS monitoring)
- BCC Staff satisfaction survey to show STS HR and STS Finance and Procurement as distinct areas so that meaningful analysis of results can be undertaken and issues identified
- Monitor turn over within the STS and encourage completion of exit questionnaires so that reasons for leavers and reasons for leaving can be analysed and the results used to inform service improvement as necessary

2.2 What quantitative data do you already have?

Answer

- HR Management Information Compendium December 2008 Employee Data
- Staff in Scope for STS service (HR and Finance and Procurement)
- Somerfield House Travel survey data
- Data from Customer Service Centre (telephony based) Equalities Data 2008/09 Considered as a benchmark of external customer satisfaction with customer contact centre services

Data from HR Management Information Compendium December 2008 Employee Data (used to represent STS Customers

Equalities Group	Data from HR Management Information Compendium December 2008	Possible issues in relation to STS Customers
Age	3.56% young people 16- 24	Perception that younger customers may be more inclined to use new technology (eg self service)
	50-65+ 35.92%	Perception that older customers may be less inclined to use new technology (eg self service)
Disability	Employee Total: 5.48%	Access to service - Use of technology (incl. Assistive technology) Equalities awareness of STS staff in providing appropriate support to disabled customers Training staff in the use of existing technologies eg Texbox
Ethnicity	Total employee Minority Ethnic 6.88%	Language barrier for some external customers?
Gender	72.82% female within BCC overall	None anticipated
Religion and LGB data not available	Data not available	Data not available

Data from Spreadsheet of staff in Scope of STS - HR and Finance and Procurement

Age	<p>16-24: (5.52%)</p> <hr/> <p>25-49: (61.32%)</p> <hr/> <p>50-64: (30.38%)</p> <hr/> <p>65+: (2.76%)</p>
Age: Possible issues in relation to STS Staff	<p>Young employees are often on lower salaries, possible impact on ability to travel / have car / use bus etc. under represented in workforce overall..</p> <p>STS offers career progression and development. Trainee and Apprentice posts within the STS structure</p> <p>Older people more likely in higher salary grades. Closer to retirement, potentially less flexibility in the labour market.</p>
Disability	<p>9 self declared as disabled or with a long term health condition (5.11% of those who declared)</p> <p>1 hearing impairment 1 physical impairment 1 multiple impairment 1 mental health issues 1 disabled 4 long term health condition</p> <p>167 declared as 'not disabled' (94.88%)</p> <p>5 would rather not state</p>
Disability: Possible issues in relation to STS Staff	<p>Managers are supporting individuals and identifying their needs in relation to the development of the STS, both in terms of travel / the building/ office layout and ways of working. This is allowing employees who have not self declared on Workforce to discuss their specific needs with their line managers</p>
Ethnicity	<p>16 BME (8.98% of those who declared)</p> <p>160 white British & 2 other white (91.01%) 2 would rather not state & 1 unknown</p>

Ethnicity: Possible issues in relation to STS Staff	None specifically identified in relation to how the STS will operate
Gender	128 Females (70.7%) 50 (39%) Females are part time or job share Flexible working potentially of greater value to women 53 Males (29.28%) 3 (5.6%) Males are part time or job share
Gender: Possible issues in relation to STS Staff	Ability to work flexibly, including home working is seen as especially important for female staff. Genesys (telephony) can not support home working and therefore customer contact staff will not be able to homework. None of the identified customer contact staff currently home work. Lagan (a case interaction system) can be used remotely and staff, eg advisers will be able to home work using Lagan. Selected adviser staff will have a period of trialing the system prior to go-live Staff with caring responsibilities are given medium priority (after blue badge holders and those with specified needs) in the allocation of car parking spaces. Flexible working arrangements will be retained where possible or renegotiated as appropriate
Religion	58 Christian 72 would rather not state 42 None 2 Sikh 1 Hindu 6 'any other'
Religion : Possible issues in relation to STS Staff	None specifically identified in relation to how the STS will operate
LGB	4 LGB (3.7% of those who declared) 104 heterosexual (96.29%) 73 would rather not state
LGB: Possible issues in relation to STS Staff	None specifically identified in relation to how the STS will operate

Additional information considered as part of this EqIA:

- Equality Impact Assessment for the Building Change Project (Incorporating Somerfield House Project, Travel Plan and Car Parking Permit System) Equalities Impact Assessments (Screening [September 2009] and Full [September 2009])
- Equality Impact Assessment for The New Web Site project (screening April 2009))
- Equalities Impact Assessment for Web Forms for the Public Website (draft October 2008)
- Equalities Impact Assessment for Customer Services (v11 August 2005)
- HR customer satisfaction survey July 2009
- Employee temperature checks (HR and F&P)
- Great Place to work staff survey responses

2.3 What additional information is needed to ensure that all equality groups' needs are taken into account? Do you need to collect more data, carry out consultation at this stage?

Answer

- Information about LGB and Religion / faith groups is not readily available. This is a corporate issue
- Customer satisfaction data for finance and procurement

Action

- Ongoing monitoring of STS (as per section 5)
- Customer satisfaction data for finance and procurement to be obtained through ongoing monitoring after STS 'go-live'

2.4 Summary of comments received to date

- The action plan (comments / issues section) represents a summary of the comments received through the consultation process

Assessment of Impact (Neutral/negative or positive impact)

3.1 Have you identified any differential impact on any group and does this adversely affect any groups in the community / staff groups?

Answer

- No differential impact identified

Action

- Ongoing monitoring of the STS service as per section 5

3.2 Is the STS service directly or indirectly discriminatory

Answer

- No

Action

- Ongoing monitoring of the STS service as per section 5

3.3 If there is an adverse impact can it be avoided, can we make changes, can we lessen it etc?

Answer

- Refer to action plan for potential identified issues and suggested responses / actions

Action

- Ongoing monitoring of the STS service as per section 5

3.4 Does the service meet any particular needs identified for any of the equalities groups?

Answer

- Further development phases for the STS will introduce higher levels of self service which may improve access and service quality for some equality groups
- Staff rotation will support individual's development and give opportunities for learning to all employees. The STS structure also includes an apprentice position and Building Futures Initiative trainees. This may be of particular benefit to young people. Development and progression opportunities have been identified as a 'need' for young employees through exit questionnaire analysis.
- We are adding or improving a service delivery channel for STS customers through the customer contact centre. This will increase service options and should provide a positive impact. No existing channels of access are being removed. Where required, customers will still be able to obtain HR and F&P services using current channels of access.

Action

- Ongoing monitoring of the STS service as per section 5

3.5 Are there additional measures that could be adopted to further `equality of opportunity in the context of this service?

Answer

- Taking on board some of the recommendations for training and development which may move forward the understanding of equalities within the new service
- Promote equalities and diversity as part of the new office set up at Somerfield House. Diversity posters are already on display and staff notice boards in communal areas provide opportunities for the display of relevant material

Action

- Incorporate into action plan

Formal Consultation

4.1 Who do we need to consult with

Answer/ Action

- The Consultation carried out as part of this EqIA is summarised below:

Information / Consultation	Date
Information meeting SOG Chairs and TU reps	7. April 2009. Screening EqIA for the STS introduced
Information meeting / seeking input from DEG	9. April 2009
Meeting with Council's Deaf Equalities Officer	1 st May 2009
Meeting with Operations Manager, Customer Service Centre	2 nd June 2009
WIN Group Meeting	8 July 2009
Draft Documentation sent out with initial questions to Trade unions Draft Documentation sent out with initial questions to SOGs	10 July 2009
Young Employees Voice Group	23 July 2009

Trade union meeting,	7 August 2009
Trade union meeting	13 August 2009
BME group meeting	2 September 2009
DEG meeting	11 September 2009
Office Accommodation Programme EqIA discussion	2 October 2009

4.2 What method / form of consultation can be used?

Answer

- Consultation is detailed above. A choice of consultation / feedback methods was offered (ref letter / email sent to all SOGs 28 May 2009) namely: Scheduled self organised group meetings, additional / specific meetings and written feedback

Action

- Ongoing monitoring to be initiated after go- live

Monitoring. THIS IS BEING DESIGNED AS PART OF THE STS SERVICE MANAGEMENT FRAMEWORK

5.1 Who will carry out monitoring?

Answer

- A specific role of Insight and Design Manger is being created which will be shared between the existing Customer Service Centre and the STS. The role of the Insight and Design Manager is to provide the information, insights, techniques (e.g. Six Sigma/ Lean) and advice to enable the STS team to continuously improve the performance delivered on behalf of customers.

This role will have responsibility for both STS and ICS continuous improvement.

5.2 What needs to be monitored?

Answer

- Customer satisfaction with STS
- Process Quality and Improvement by STS
- Capability of STS staff

- Financial benefits from STS

5.3 What method(s) of monitoring?

Answer

- Measure customer satisfaction using 'Servqual'. Servqual measures satisfaction levels across access, communication, competence, courtesy, credibility, reliability, responsiveness, security and business understanding
- Measure customer loyalty using 'Net Promoter', which is a customer loyalty metric
- Monitoring and resolving complaints
- Monitor day to day customer feedback
- Measure employee satisfaction using a 'Great Place to Work'
- Measure levels of competence - an assessment by each STS team member undertaken with their Team Leader or Manager of their technical competences
- Measure career growth - measuring the extent to which STS employees are learning new skills and becoming proficient in applying them and measuring whether those skills are retained in STS / BCC
- Measuring financial benefits from improved processes
- Benchmarking process costs and FTE's
- Measuring performance with a Service Level Agreement
- Auditing conformance to process

5.4 How will the monitoring information be published?

Answer

The Insight and Design Manager will determine those reports which will be routinely and regularly published and agree the different audience groups for these reports

- Operational Management daily updates
- Operational Management weekly review meetings
- Directorate Review meetings
- Transformation Directorate Leadership team
- STS users committee

Action

- The above need to be confirmed once monitoring of the STS starts

Key changes in Shared Transactional Services

6.1 What are the key changes between the existing service and the proposed one

Answer

STS key changes between the existing service and the proposed one	
What we do in HR, Account Services and Facilities Management will remain largely the same, however, how we do it will change in order to be more efficient and effective	
STS: Changes	STS: What stays the same
STS will be based at Somerfield House, Whitchurch. The majority of STS staff are currently based at Romney House and the Council House	Customers will continue to have a variety of ways in which they can get the information, advice and support which they need
Customers will have a single phone number / contact for HR, a single phone number / contact for Account Services rather than direct contact with individual officers.	For the first phase of the Programme, the existing technology framework and system applications (within ICS, HR, Finance, etc.) will continue to be applied. I.e. STS will use technology / systems which is already in use within BCC ie Vision HR, COPS, Lagan, Genesys, The Source and the BCC website (although a project is underway to change and improve the Website)
HR Transaction Support Advisors and Advisers will be grouped by Process (rather than Directorate)	There will be a transition period after the physical move of staff groups to Somerfield House, during which some existing working practices will be retained
Strategic HR / Workforce Strategy will be located within the Resourcing Directorate	STS HR will be located within the Transformation Directorate
Users will be less reliant on the availability of any one particular officer and they will experience high levels of customer care and receive expert advice and guidance	

The organisational structure of HR and Account Services will change with staff broadly organised into customer contact advisors, transactional support advisors, Team leaders, Advisers, and Team managers	
By structuring the service into different 'contact layers' customers will get the right level of support at the right time in the right way	
A reduction in process duplication / repetition due to process re-design	
Increased 'self service' for managers and employees over time. Giving staff more self service and having greater use of e-forms (for those able to use them) will make employees more self sufficient which will free up managers - less time spent on line management administration.	
In streamlining transactional services we will free up senior functional staff to concentrate on higher impact activities such as the development of policies and becoming valued strategic partners to the Directorates they support.	
In most cases, customers will be required to adhere to the agreed processes, to use self-service, eForms and intranet-based solutions that will improve the way in which information is provided and recorded. Regardless of the access method, advice that is provided or answers to queries will be consistent.	

6.2 Is there any anticipated disproportionate impact on any of the six equalities groups from these specific changes?

Answer:

- BME: No disproportionate impact anticipated for BME STS customers or STS employees
- LGB: No disproportionate impact anticipated for LGB STS customers or STS employees

- Age: No disproportionate impact anticipated for older / younger STS customers or STS employees
- Disability: No disproportionate impact anticipated for disabled STS customers or STS employees
- Faith & belief: No disproportionate impact anticipated for STS customers or STS employees with different faiths and beliefs
- Gender (including transgender): No disproportionate impact anticipated for women / men and transgender STS customers or STS employees

Action

- Ongoing monitoring of STS Service Delivery (see section 5)

EqIA Action Plan (based on 1.9 - 1.11 & 3.1 & 3.5)

Comment / Issue	Task / Response	Lead	Timescale	Note
TRAINING				
There is a training need for staff within the STS around using other types of technology such as text messaging and typetalk or textbox, Minicom, SMS, and emails	<p>Many staff have already received training in the use of these systems.</p> <p>Further training needs will be identified through service delivery and issues arising and will be incorporated into ongoing training plans for teams and individuals</p>	Line Managers	Ongoing	Training function is currently being reviewed. New working arrangements and access to training support may need to be reviewed once new training function is established
Training staff in readiness for STS - training needs to be flexible so that staff can get training in work time	Training in work time is being scheduled & delivered	Annabel Parfitt / Julie Burgess	Training delivery is taking place in October through to December 2009	Elements of training will continue post go-live
<p>STS staff need to be equalities trained in order to assist disabled customers appropriately</p> <p>Training on equalities needs to include interaction with colleagues as well as interaction with customers</p>	<p>Many staff have already received training in equalities</p> <p>Further training needs will be identified through service delivery and issues arising</p> <p>Colleague groups will stay largely unchanged in the first instance as a result of the STS implementation and therefore staff already have experience of working with colleagues from equalities groups</p>	Line Managers	Ongoing	If training needs are identified, work with equalities team / Disabled employee group / disabled employees to inform content

	based on the existing diversity of the work group.			
Staff support needs to be available at the outset - not as an after thought. Support is often promised but not delivered	Individual / specific support is available from line managers through normal line management processes Managing change process has been followed New organisational design is specifically focused on team leadership and team management for the team leader and team manager roles	Line Managers	Ongoing	
TECHNOLOGY				
The use of technology shouldn't be pushed on to people - especially if this represented a barrier to accessing services. A lot of staff don't have access to computers and some disabled staff can not use some of the existing technology and systems.	Existing access channels to HR and Finance and Procurement services will not be removed. Training for STS staff in the use of new technologies is being delivered. Regular service monitoring will highlight any access issues	Insight and Design Manger.	Frequency of customer surveys to be agreed after STS go-live	Service monitoring will include customer satisfaction surveys. Issues arising in relation to access will be identified and addressed. The Insight and Design manager will determine those reports which will be routinely and regularly published and agree the different audience groups for these reports
There are many other technology systems available which BCC doesn't use well enough at the moment. E.g. Textbox. As part of STS there	This is not an STS specific issues. Use of technology needs to be supported with relevant	Line managers - to identify training needs	Ongoing	

should be a system to monitor how accessible the services are for disabled people and any staff training needs.	training. Pre and post go-live training will be delivered to ensure existing systems can be used to full effect			
Videophones are not yet commonly used within the council, although they could be very useful both for disabled employees and customers and to support the new ways of working including working from home and working from different office locations. Videophones would make it easier to use remote interpreters (as interpreters are difficult to access because there are not enough of them). The Council uses the services of a company called 'Significan't' -especially for SignVideo and it would be really useful to extend its use to more people	Portable Video Conferencing units will be available for use at Somerfield House The roll out of video phones is a corporate issue, but STS will monitor need and assess the business case for video phone use	Jill Mikkelson / Russ Darling HR and F&P systems team	Monitoring of need for 12 months suggested to get sufficient service data to inform business case team	
The assistive technology on our Intranet and Internet pages is not good - ... it can be difficult to get help. .. We need to make sure that services such as the job shop were easy to use and accessible.	The council is constantly reviewing the way it uses technology to improve services. This is a corporate issue - not just STS specific. STS will keep up to date with corporate developments such as wider roll out of video technology, improvements to the BCC web site ertc and adopt changes and developments where appropriate.	HR and F&P systems team	ongoing	Customers requiring support in accessing STS services will be able to get support through a range of access channels including assistive technology such as textbox, and face to face meetings supported by interpreters where necessary
ICT problems might take a long time to	4 ICT engineers are based	HR and F&P systems		

<p>get fixed if STS staff were going to be based at Somerfield House whilst ICT staff were going to be at Romney House.</p>	<p>at Somerfield house full time. This is a long term arrangements.</p>	<p>teams are based at Somerfield house and will provide direct support to STS</p>		
<p>The way e-forms are set up makes it very difficult to specify your exact requirements if you are a disabled person. There are concerns that with STS, e-forms will become used more widely and this will make it difficult for some disabled people to ask for things which they need.</p>	<p>Customers experiencing difficulties in filling out STS e-forms will be able to get support from transaction support administrators.</p> <p>Emails can also be sent and where necessary transaction support advisers will transcribe free text emails into relevant e-forms</p>	<p>Team Leaders via Transaction support administrators</p>		<p>Check that STS e-forms will be designed with free text options so that requirements can be specified</p>
<p>SOMERFIELD HOUSE OFFICE / LOCATION</p>				
<p>Concerns about the location of the STS at Somerfield House and associated travel and transport issues could result in staff from some equalities groups resigning in higher numbers and could make recruitment from some groups more difficult.</p>	<p>Accommodation team have agreed the following, based on a risk assessment undertaken:</p> <ul style="list-style-type: none"> ● Personal alarms are available for loan ● High vis vests can be borrowed ● Confidence training can be provided (via H&S) ● Buddying is being encouraged for people walking / cycling to and from work 	<p>Team Leaders / Team managers to carry out risk assessments with staff as necessary</p>	<p>Regular H&S reviews</p>	<p>Somerfield (supermarket) staff have a high % of Asian staff on their workforce. No incidents relating to personal safety were recorded.</p> <p>A meeting took place between Trade unions and H&S. They undertook a risk assessment for employees based on office to home travel. The risk was identified as low</p> <p>See Equalities Impact assessment for Building Change Project for further detail</p>

<p>Any disabled staff moving to Somerfield House need to be identified (not everyone may have self declared, so this may require a separate survey exercise)</p> <p>We need to make a clear distinction between what staff need and what they want</p> <p>where possible, include issues of getting to / from work, getting into / out of the building, movement through the building, the work station set up and actual working arrangements</p>	<p>An employee readiness matrix is being used to ensure that staff needs relating to the relocation to Somerfield House are known. Line managers have been asked to identify requirements through 1:1s</p> <p>Site visits are taking place prior to STS 'go-live'</p>	<p>Line Managers</p>	<p>November '09</p>	
<p>Disabled staff need the chance to visit Somerfield House before 'Go-live' some issues may not be about a physical disability, but around things like working in an open plan office (Noise), access to light, fresh air, desk locations etc</p>	<p>Visits to Somerfield House for all STS staff are taking place</p>	<p>Employees / Site visit co-ordinators</p>	<p>Early / mid November</p>	
<p>Have Bristol Physical Access Chain been involved in any of the building consultation. Need to make sure that different types of access need are considered</p>	<p>The BPAC have not been involved in the access assessment of Somerfield House. Somerfield House is not open to the public and the BCC Disabled Employee Group and work groups taking up STS roles have been kept informed of building issues</p>	<p>Office Accommodation Team</p>	<p>Done</p>	<p>Eamon McClelland and Jane Hamill have provided input and advice on access at Somerfield House and the preparation of the Equalities Impact Assessment for the Office Accommodation Programme.</p> <p>Line managers have been asked to discuss access needs with staff as part of 1:1 sessions</p>
<p>Promote equalities and diversity as part of the new office set up at Somerfield House.</p>	<p>Diversity posters are already on display and staff notice boards in communal</p>	<p>Team Leaders / Team Managers</p>	<p>Ongoing</p>	

	areas provide opportunities for the display of relevant material			
HOW STS WILL WORK				
We need to make sure that disabled people can access HR and Finance services 'face to face' as well as by using a range of telephony and computing technology.	Customers will be able to arrange face to face meetings with advisers when required.	Advisers, Team Leaders, Team Managers	Ongoing	
How will sensitive cases be dealt with and how will data be protected on the case management system?	Sensitive cases will be directed straight to the 'back office' and be dealt with by designated advisers. Information will not be accessible by the 'front office'. Security is incorporated within LAGAN and information on Vision HR will be protected as currently	Team Leaders, Team Managers	Ongoing	
Recording of informal harassment needs to be improved	Case recording overall will be improved	Team Leaders, Team Managers	Ongoing	Establish closer links with equalities to establish robust system for recording informal harassment
What information will case management record in relation to equalities	Customer satisfaction surveys will build improved management information about our customers including equalities issues. Case information will record equalities issues where relevant. Vision HR will continue to provide staff records	Team Leaders, Team Managers	Ongoing	

	including self declared equalities information			
Will cases be reviewed for consistency? Sometimes different HR staff give different advice	Yes. Part of the STS organisation structure is specifically designed to prevent inconsistency of advice through case logging	Team Leaders, Team Managers	Ongoing	
Employees should have equal access to knowledge base information which is for managers as well as managers having access to the knowledge base info for employees	Knowledge base will be provided on The Source for both employees and managers	Knowledge base adviser and knowledge base co-ordinator	Ongoing	
Equalities would like an input into the design of Level 5 knowledge base	Involve corporate equalities officer in design of Level 5 knowledge base as appropriate	Knowledge base adviser and knowledge base co-ordinator	Ongoing	
Need to let customers know what support is available for using the STS eg translation, BSL, help with filling in forms STS External Website must refer to the support / access options which are available to STS customers in order to promote equalities	Information to be included in STS briefing sessions for internal customers Information to be made available on The Source and on the BCC Website	Jill Mikkelson / Russ Darling Saskia Holtkott (for The Source) TBC (for the BCC Website)	November November TBC	
STS JOBS				
Will grades reduce for staff?	No. Job grades have remained the same			
STS FOR CUSTOMERS				
The Service Level Agreement for STS should include the equalities / access standards and what its commitment to equality of access was going to be. There should also	The STS commitment to equalities is set out in the STS Equalities Principles (see section 1.9)			A specific role of Insight and Design Manger is being created which will be shared between the existing Customer Service Centre and

be regular feedback from customers to inform service improvement.	Governance and monitoring of the STS are described in section 5 of the EqIA and include customer feedback as a driver for continuous service improvement			the STS. The role of the Insight and Design Manager is to provide the information, insights, techniques and advice to enable the STS team to continuously improve the performance delivered on behalf of customers.
There is concern that STS could distance customers from direct contact with HR and finance if free text emails were going to be discouraged.	Primary contact will be through the Customer Contact centre. Where relevant, calls will be referred to advisers and where necessary email contact and face to face contact will be available	Team Leaders / Team Managers	Ongoing	Service monitoring / customer satisfaction surveys will monitor whether access channels are working
With regards to having more information available for employees and managers through 'self service' - more information should be presented in BSL as well as in text format. For example, the guidelines for making a job application are not yet available in BSL.	Consider business case for including BSL information on the Recruitment website	Team Manager (Resourcing)	April 2010	
More self service and access through a 'golden number' will give users more control and less waiting	Positive impact	Knowledge base adviser and knowledge base co-ordinator Customer contact Centre Manager	Ongoing	Service monitoring / customer satisfaction surveys will monitor whether access channels are working
Managers need access to appropriate information and support for managing staff from equality groups	Populate knowledge base with appropriate information	Knowledge base adviser and knowledge base co-ordinator	Ongoing	

	<p>Many STS staff are experienced and trained in equalities and diversity and can give appropriate information to managers</p> <p>Additional staff training needs will be identified through 1:1 and PMDS</p>	Team Leaders / Team Managers		
How much extra work will it be for managers and employees to undertake more tasks through self service	To be assessed through customer satisfaction surveys	Insight and design manager	Ongoing	
Staff and managers want to ensure that STS will add value to the existing provision of HR and Account Services	To be assessed through customer satisfaction surveys	Insight and design manager	Ongoing	
STS GOVERNANCE				
<p>Would it be possible to have a task group for developing information for managers around equalities and to develop good practice guidelines</p> <p>How can the interface between HR and the Equalities team be improved so that individuals get the appropriate advice and support</p>	Knowledge base adviser and knowledge base co-ordinator to establish a matrix working group, including equalities representation to inform the development of the knowledge base	Knowledge base adviser and knowledge base co-ordinator	Ongoing	
Can we have ongoing input for equality groups into the evaluation of the STS once it is set up so that any problems can be dealt with early on	Equalities group are an identified stakeholder group and will be asked for feedback as part of ongoing customer satisfaction surveys	Insight and design manager	Ongoing	
Governance / monitoring processes need to ensure that it's not just a 'box ticking' exercise but results in action planning and change where necessary	Service monitoring will provide relevant management information to inform ongoing service	Insight and design manager	Frequency of customer surveys to be agreed after STS go-live	Service monitoring will include customer satisfaction surveys. Issues arising in relation to access will be identified and

	improvement			addressed. The Insight and Design manager will determine those reports which will be routinely and regularly published and agree the different audience groups for these reports
<p>Monitor reasons for resignations by diversity group within the STS to assess any potential differential impact</p> <p>Monitor turn over within the STS and encourage completion of exit questionnaires so that reasons for leavers and reasons for leaving can be analysed and the results used to inform service improvement as necessary</p>	To be done as part of analysis of exit questionnaires and exit interviews	<p>Corporate HR / Workforce strategy</p> <p>Team Leaders / Team Managers</p>	Ongoing	
BCC Staff satisfaction survey to show STS HR and STS Finance and Procurement as distinct areas so that meaningful analysis of results can be undertaken and issues identified	Corporate staff satisfaction survey to contribute to STS service monitoring	Corporate consultation	ongoing	