



**Hyndburn Borough Council**  
**Customer First Analysis**

**Customer First Analysis**

**1. Purpose**

- What are you trying to achieve with the policy / service / function?

A clear and legally compliant grievance procedure.

- Who defines and manages it?

HR has overall responsibility but managers deal with individual cases, with HR support.

- Who do you intend to benefit from it and how?

All staff and the users of the services. The procedure should help to maintain a working environment where disputes are dealt with properly, promptly and, wherever possible, informally.

- What could prevent people from getting the most out of the policy / service / function?

Occasionally matters can seem to “drag on” so clear timescales are required.

- How will you get your customers involved in the analysis and how will you tell people about it?

Consultation on proposed policy with staff and trade unions, specifically including managers.

**2. Evidence**

- How will you know if the policy delivers its intended outcome / benefits?

Keeping formal grievances to a minimum, dealing with issues promptly and in accordance with policy. Few cases overturned on appeal. Avoidance of cases to employment tribunal related to grievances.

- How satisfied are your customers and how do you know?

This CFA was used as a basis for discussion with a section of managers and trade union representatives. Feedback generally from staff is collected in our staff surveys.

- What existing data do you have on the people that use the service and the wider population?

We have data on employees and it is therefore a simple matter to extract data on who has raised formal grievances and break this down by protected characteristic. This is reported in our annual workforce report.

- What other information would it be useful to have? How could you get this?

n/a

- Are you breaking down data by equality groups where relevant (such as by gender, age, disability, ethnicity, sexual orientation, marital status, religion and belief, pregnancy and maternity)?

Yes

- Are you using partners, stakeholders, and councillors to get information and feedback?

Yes

### 3. **Impact**

- Are some people benefiting more – or less - than others? If so, why might this be?

No.

### 4. **Actions**

- If the evidence suggests that the policy / service / function benefits a particular group – or disadvantages another - is there a justifiable reason for this and if so, what is it?

n/a

- Is it discriminatory in any way?

No

- Is there a possible impact in relationships or perceptions between different parts of the community?

None identified.

- What measures can you put in place to reduce disadvantages?

n/a

- Do you need to consult further?

There will be further consultation before a new policy is agreed and implemented.

- Have you identified any potential improvements to customer service?

HR now has a qualified mediator and we also have access to counselling for those who require it. This should be reflected in any new policy.

Kirsten Burnett  
Head of HR