



## Hyndburn Borough Council

### Customer First Analysis

#### 1. Purpose

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

To support employees and their managers to improve individual job performance where this has fallen below what is required.

To take action where improvement is not demonstrated.

To support new starters in their probationary period by providing a framework for meetings etc.

- Who defines and manages it?

HR and managers. Changes need to be approved by Management Team and Management Review Committee, following consultation with the Trade Unions.

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

All employees and managers. Users of Council services.

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

Unclear or inconsistently applied rules. The policy is felt to be long-winded.

When dealing with performance, it can be difficult to provide specific and tangible evidence of under-performance. This covers not only productivity and quality of work, but also aspects such as interpersonal and customer skills.

It can be unclear when something is a problem with performance or conduct, which would be covered by the Disciplinary Policy. At times the two can overlap.

All cases are different so clear rules cannot always be applied, rather guiding principles.

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

This CFA – along with those for policies on disciplinary and grievance which are also being reviewed - has been carried out by a team of HR staff, managers from a range of services with experience of dealing with these matters and union officials. Further consultation will take place once a new policy has been drafted, with unions, all staff, managers. A new policy would need to be agreed by Management Review Committee.

#### 2. Evidence

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

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Feedback from users of the policy. Analysis of statistics on its application.

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

The CFA has been done with managers and union officials. Areas for improvement were highlighted and will be incorporated into the policy review.

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

We have extensive workforce data and produce reports every six months on how this and other policies have been applied, broken down by protected characteristic. An annual report is published on the Council's website as required by the Equality Act 2010.

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

We will undertake further consultation on a proposed policy.

- 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, see above.

- 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?

The statistics do not show any adverse impact.

### **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?

No, as long as the policy is applied fairly and consistently. There is regular equality monitoring.

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

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An even clearer policy will briefing for staff and managers.

- Do you need to consult further?

Yes.

- Have you identified any potential improvements to customer service?

No.

- Who should you tell about the outcomes of this analysis?

This will be published on the Council's website and appended to reports when a new policy is being developed or proposed.

- Have you built the actions into your Business Plan with a clear timescale?

Yes.

- When will this assessment need to be repeated?

When the Policy is next identified for review or if the regular equality monitoring suggests any adverse impact on a particular group of staff.

Kirsten Burnett  
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29 November 2012.