



Equality Impact Assessment Record Form

Bullying Policy & Procedure

Equality Impact Assessments

Directorate	Service	Person responsible for the assessment	Date assessment completed
Resources	Human Resources/Organisational Development	Sally Morgan	29/09/2009
Title of the policy being assessed	Bullying Policy & Procedure (January 1999)		
The status of the policy	Existing (due review)		
1. What are the aims, objectives and purposes of the policy?	<p>To define bullying and provide examples for clarity.</p> <p>To make it clear that bullying is not acceptable under any circumstances; to protect employees from bullying behaviour and to enable them – where necessary – to make a complaint or assist in an investigation without fear of reprisal.</p> <p>To offer informal and formal routes for complaints to be raised.</p> <p>The policy also sets out the Council's intention to help those who bully to reform.</p>		
2. Does the policy support other objectives of the council?	<p>Yes:</p> <ul style="list-style-type: none"> • Equal Opportunities Policy (This policy has been assessed separately). • General equalities duties such as: <ul style="list-style-type: none"> ○ Tackle racial discrimination ○ Promote equality of opportunity ○ Promote good relations between people of different racial groups ○ Eliminate unlawful discrimination and/ or harassment • For example, the procedure will help to eliminate unlawful discrimination and/or harassment – by dealing with any cases of bullying/harassment under this procedure and taking appropriate corrective/punitive action where necessary • Corporate Plan – Values of 'valuing staff' and 'equality and diversity' (see page 15 of the plan) • Combined equality strategy – the duty to 'promote good relations between persons of different backgrounds' and the belief – 'treat people fairly, justly and with respect in both employment and service provision'. • Links to the Council's Disciplinary Procedure, where necessary. (This procedure has been assessed separately). 		

	The Council has a duty to protect the health and safety of employees, bullying behaviour may in some cases lead to a negative impact on health, such as experiencing stress.			
3. Who is intended to benefit from the policy, and in what way?	<p><u>All employees</u> – to work in an environment free from bullying behaviour; to provide a mechanism for those who are subject to bullying behaviour to complain and change behaviour and for those who bully, where appropriate, a chance to reform.</p> <p><u>All Managers</u> – to understand what bullying is and understand their responsibilities under the procedure. It also gives a framework for handling complaints about bullying.</p> <p><u>All Members</u> – particularly those that may be involved in the appeal stage, should the complaint be progressed to a disciplinary.</p> <p><u>ICAS (Employee Assistance Programme)</u> – Provides the telephone advisers with contextual information on which they can base their advice, when contacted by a member of staff</p>			
4. What outcomes are anticipated from the policy being in place?	<p>Employees understand what bullying is and that it is not accepted, as well as a warning that bullying behaviour could result in disciplinary action.</p> <p>Confidence from employees that they can raise an issue regarding bullying behaviour if appropriate and it will be handled sensitively and treated seriously.</p> <p>A mechanism and framework under which any complaints regarding bullying can be dealt with.</p>			
5. Identify and select your assessment team.	Name	Role	Responsibilities	
	Sally Morgan Consultees – See Appendix A	HR Officer Various	Lead on assessment Consultees	
6. What data have you gathered for this assessment? How have you analysed this data?	Source and Age of Data	Owner	Findings	Data Gaps
	HR recollections on the use of the procedure. There is no formal data recorded on this at present however. Data on use of the procedure.	Human Resources	Use is minimal according to HR recollections for previous years, and therefore it is felt that trends would be identified, if there were any. There have been no complaints at all under this procedure in the past 12 months.	There is no data available on the policy – although it appears there have been no cases in the last 12 months. Therefore it is not possible to analyse in terms of the 6 equality groups mentioned in sections

				8-13. It is also possible that some issues may be resolved informally without HR involvement and therefore would not be recorded or remembered.
	INTRAN pages of intranet	Maureen Wells	Services that INTRAN can offer	n/a
	Staff Survey (2008)	Human Resources /IPSOS Mori	<p>Results regarding raising issues with management and bullying:</p> <p>Only 41% agreed that NNDC takes effective action if staff are bullied, harassed or abused (there is no comparative data for other local authorities).</p> <p>However, 86% did state that their manager is always or usually approachable (and this is slightly higher than the Local Authority norm provided by IPSOS MORI, of 81%).</p>	<p>Information from the staff survey cannot be broken down according to sexual orientation or religion and belief as we do not currently ask for this information in the survey.</p> <p>There is no comparative data from other local authorities for the question in the survey on bullying.</p>
	Views from employee representatives regarding the assessment. (The policy itself went through a consultation process	Human Resources	Changes made following this consultation are listed in Appendix A.	n/a

	with UNISON prior to its introduction in 1999.)			
	Cognos report (2009) (Cognos is a tool that allows us to create reports from the information held on the Human Resources computer system – 'Resource Link')	Human Resources	Data on the amount on men and women working full and part time. More women are working part time (40.7% compared to 16.5%)	n/a
	North Norfolk District Councils accessibility matters standards	North Norfolk District Council	Guidelines on how to make information more accessible	n/a
	'Serves You right' Survey by Stonewall (2008)	Stonewall	Gay and Lesbian employees are more likely to be bullied by colleagues	National data, not specific to North Norfolk District Council
7. Who are the main stakeholders of this policy?	Community	Staff/Members		Partners
	<ul style="list-style-type: none"> Residents of North Norfolk would expect the behaviour of employees at the Council to be managed effectively. 	<ul style="list-style-type: none"> Employees - all Managers - all Members - all, but particularly those who may be involved in an appeal hearing if a complaint under this policy results in disciplinary action. Trade Union (UNISON) Human Resources 		<ul style="list-style-type: none"> ICAS (employee assistance programme provider)
8. Are there any concerns that the policy could have	No	What evidence (actual data or assumptions) do you have to support this?		

<p>a negative impact with regard to race and ethnicity?</p>		<p>This policy and procedure provides a framework for all employees to be treated the same regardless of race and ethnicity. The combined equalities strategy supports the belief of celebrating diversity, which could include diversity of cultural norms relating to race/ethnicity. All staff are currently undergoing equality and diversity training and the Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However, there is no 'equalities statement' in this policy/procedure to reinforce the policy.</p> <p>There is a chance for an appeal for the complainant - employees can make a written request for reconsideration if dissatisfied with the outcome or the process. Should the complaint lead to disciplinary action, then the normal appeal process would apply under that procedure for the accused if they felt that a decision was unjust.</p> <p>This policy provides an opportunity for an employee who was being treated differently by reason of race/ethnicity – e.g. derogatory comments regarding this (as per paragraph 6, section I) to complain. Section I makes reference to ethnic origin, but does not mention race; although it is stated that the list is not exhaustive. HR recollections provide that there is only a small number of cases brought under this policy. This means that trends relating to race/ethnicity should be easily identifiable. However it will be recommended that a more formal record should be kept in the future.</p> <p>With no cases in the last 12 months and small numbers of use before this, it would not appear that the policy was having an adverse impact on any group at present. It is noted however that the policy was written 10 years ago and is in need of a review. This could coincide with a 're-launch' of the policy to raise staff awareness. 'INTRAN' services (translation) would also be available if there was a need to communicate the policy/procedure in another language, for example.</p> <p>Based on the current evidence it is concluded that there is no reason to believe there is an adverse impact on the basis of race/ethnicity.</p>
<p>9. Are there any concerns that the policy could have</p>	<p>No</p>	<p>What evidence (actual data or assumptions) do you have to support this?</p>

<p>a negative impact with regard to gender?</p>	<p>This policy and procedure provides a framework for all employees to be treated the same regardless of gender. All staff are currently undergoing equality and diversity training and the Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However, there is no 'equalities statement' in this policy/procedure to reinforce the policy.</p> <p>There is a chance for an appeal for the complainant - employees can make a written request for reconsideration if dissatisfied with the outcome or the process. Should the complaint lead to disciplinary action, then the normal appeal process would apply under that procedure for the accused if they felt that a decision was unjust.</p> <p>This policy provides an opportunity for an employee who was being treated differently by reason of gender – e.g. derogatory comments regarding their sex (as per paragraph 6, section I) to complain. Section I makes reference to sex, but does not mention transgender, although it is stated that the list is not exhaustive. HR recollections provide that there are only a small number of cases brought under this policy. This means that trends relating to gender should be easily identifiable. However it will be recommended that a more formal record should be kept in the future.</p> <p>With no cases in the last 12 months and small numbers of use before this, it would not appear that the policy was having an adverse impact on any group at present. It is noted however that the policy was written 10 years ago and is in need of a review. This could coincide with a 're-launch' of the policy to raise staff awareness.</p> <p>Women are more likely to be working part time (40.7% of women, compared to 16.5% of men at North Norfolk District Council). Therefore to ensure that all employees receive the information on any changes to the procedure in the future, any briefing sessions would need to be timed appropriately to catch as many employees as possible – e.g. different days of the week, times etc. The procedure should also be communicated in a number of different formats – intranet, briefing newsletter, team briefings etc. All communications should comply with the Council Accessibility Matters Standards.</p> <p>Based on the current evidence it is concluded that there is no reason to believe</p>
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		there is an adverse impact on the basis of gender.
<p>10.Are there any concerns that the policy could have a negative impact with regard to disability?</p>	<p>No</p>	<p>What evidence (actual data or assumptions) do you have to support this?</p> <p>This policy and procedure provides a framework for all employees to be treated the same regardless of disability. All staff are currently undergoing equality and diversity training and the Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However, there is no 'equalities statement' in this policy/procedure to reinforce the policy.</p> <p>There is a chance for an appeal for the complainant - employees can make a written request for reconsideration if dissatisfied with the outcome or the process. Should the complaint lead to disciplinary action, then the normal appeal process would apply under that procedure for the accused if they felt that a decision was unjust.</p> <p>This policy provides an opportunity for an employee who was being treated differently by reason of disability to complain. There is no direct reference to disability, although it is stated that the list of examples is not exhaustive. HR recollections provide that there are only a small number of cases brought under this policy. This means that trends relating to disability should be easily identifiable. However it will be recommended that a more formal record should be kept in the future.</p> <p>With no cases in the last 12 months and small numbers of use before this, it would not appear that the policy was having an adverse impact on any group at present. It is noted however that the policy was written 10 years ago and is in need of a review. This could coincide with a 're-launch' of the policy to raise staff awareness.</p> <p>This procedure should be communicated in a number of different forms – e.g. intranet, team briefing & briefing newsletter. Communications would need to comply with the Council's Accessibility Standards. 'INTRAN' services (translation) would also be available if there was a need to communicate the procedure in sign language or Braille for example. The printed copy which is currently available could</p>

		<p>be made more accessible by adjusting the font type and size.</p> <p>Based on the current evidence it is concluded that there is no reason to believe there is an adverse impact on the basis of disability.</p>
<p>11. Are there any concerns that the policy could have a negative impact with regard to age?</p>	<p>No</p>	<p>What evidence (actual data or assumptions) do you have to support this?</p> <p>This policy and procedure provides a framework for all employees to be treated the same regardless of age. All staff are currently undergoing equality and diversity training and the Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However, there is no 'equalities statement' in this policy/procedure to reinforce the policy. The Council in general has a positive attitude towards age, for example there is no default retirement age and flexible retirement options, providing young people with work experience and apprenticeship roles are open to all to apply.</p> <p>There is a chance for an appeal for the complainant - employees can make a written request for reconsideration if dissatisfied with the outcome or the process. Should the complaint lead to disciplinary action, then the normal appeal process would apply under that procedure for the accused if they felt that a decision was unjust.</p> <p>This policy provides an opportunity for an employee who was being treated differently by reason of age to complain. There is no direct reference to age, although it is stated that the list of examples is not exhaustive. HR recollections provide that there are only a small number of cases brought under this policy. This means that trends relating to age should be easily identifiable. However it will be recommended that a more formal record should be kept in the future.</p> <p>With no cases in the last 12 months and small numbers of use before this, it would not appear that the policy was having an adverse impact on any group at present. It is noted however that the policy was written 10 years ago and is in need of a review. This could coincide with a 're-launch' of the policy to raise staff awareness.</p> <p>Based on the current evidence it is concluded that there is no reason to believe there is an adverse impact on the basis of age.</p>
<p>12. Are there any concerns</p>	<p>No – but</p>	<p>What evidence (actual data or assumptions) do you have to support</p>

<p>that the policy could have a negative impact with regard to religion/belief?</p>	<p>insufficient data</p>	<p>this?</p>
		<p>This policy and procedure provides a framework for all employees to be treated the same regardless of religion/belief. The combined equalities strategy supports the belief of celebrating diversity, which could include diversity of cultural norms relating to religion/belief. All staff are currently undergoing equality and diversity training and the Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However, there is no 'equalities statement' in this policy/procedure to reinforce the policy.</p> <p>There is a chance for an appeal for the complainant - employees can make a written request for reconsideration if dissatisfied with the outcome or the process. Should the complaint lead to disciplinary action, then the normal appeal process would apply under that procedure for the accused if they felt that a decision was unjust.</p> <p>This policy provides an opportunity for an employee who was being treated differently by reason of religion/belief to complain e.g. derogatory comments regarding their religious beliefs (as per paragraph 6, section I) to complain. HR recollections provide that there are only a small number of cases brought under this policy, however because we do not currently collect data on the religion/belief of employees it would not be easy to identify trends in this area. It will be recommended that a more formal record should be kept in the future, and this would include religion/belief data, once it is collected.</p> <p>It is also noted however that the policy was written 10 years ago and is in need of a review. This could coincide with a 're-launch' of the policy to raise staff awareness.</p>
<p>13.Are there any concerns that the policy could have a negative impact with regard to sexual orientation?</p>	<p>No – but insufficient data</p>	<p>What evidence (actual data or assumptions) do you have to support this?</p> <p>This policy and procedure provides a framework for all employees to be treated the same regardless of sexual orientation. All staff are currently undergoing equality and diversity training and the Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. However, there is no 'equalities statement' in this scheme to reinforce the policy.</p>

		<p>There is a chance for an appeal for the complainant - employees can make a written request for reconsideration if dissatisfied with the outcome or the process. Should the complaint lead to disciplinary action, then the normal appeal process would apply under that procedure for the accused if they felt that a decision was unjust.</p> <p>This policy provides an opportunity for an employee who was being treated differently by reason of sexual orientation to complain. There is no direct reference to sexual orientation, although it is stated that the list of examples is not exhaustive. HR recollections provide that there is only a small number of cases brought under this policy, however because we do not currently collect data on the sexual orientation of employees it would not be easy to identify trends in this area. National data from stonewall (2008) however, shows that gay and lesbian employees are more likely to be bullied by their colleagues. It will be recommended that a more formal record should be kept in the future, and this would include sexual orientation data, once it is collected.</p> <p>It is also noted however that the policy was written 10 years ago and is in need of a review. This could coincide with a 're-launch' of the policy to raise staff awareness.</p>
<p>14. Could the negative impact you have identified in questions 8 - 13 lead to the potential for adverse impact if the policy is implemented?</p>	<p>No</p>	<p>No negative impact has been identified. However it is recognised that a number of actions need to take place as there is not sufficient evidence. Recommendations for this can be found in Appendix B.</p>
<p>Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group?</p>	<p>N/A</p>	<p>N/A</p>
<p>Or any other reason?</p>	<p>N/A</p>	<p>N/A</p>

Can the impact be mitigated by existing means?	N/A	N/A	
If yes, what actions will you undertake to mitigate these impacts and revise the policy?	N/A	N/A but a number of actions identified, see Appendix B.	
15. Describe the arrangements for reporting and publishing this assessment.	This assessment will be reported to the Equality and Diversity Board and will be published on the NNDC external website (www.northnorfolk.org)		
Has this assessment been undertaken by a minimum of two staff?	Yes	Has this assessment been scrutinised by your Directorate Steering Group?	This has been scrutinised by Organisational Development Equality Impact Assessment team
If the policy is new, or requires a decision by Councillors to revise, has this Equality Impact Assessment been included with the report?			Yes
Have any actions identified in this assessment been included in your service equality and diversity action plan?			See Appendix B
Completed by:	Sally Morgan, HR officer	Signed off by:	Julie Cooke, Organisational Development Manager

Appendix A – Consultation information and Edits

People consulted in the assessment:

- Kate Davison (KD), HR Assistant
- Unison Representative (UR)
- Rod Lee (RL), HR Advisor
- Kate Sullivan (KS), Community Liaison Officer

Actions taken after consultation:

- Adjustments to sections 12 and 13 – KD
- Addition of ICAS sections 3 & 7 – RL
- Additions to sections 1 & 6 - RL

Appendix B – Action Plan

Action	Expected Outcome	Person responsible	Target date	✓
<p>Ensure there is some kind of education/behind the policy, as the policy alone will not change attitudes or behaviours on a wide scale. Equality and Diversity Training for all staff and members should assist with this.</p>	<p>Increase understanding and tolerance of differences between individuals, and different cultures, that could lead to bullying behaviour.</p>	<p>Steve Blatch/ Rod Lee/ Maureen Clarke/Sandra Bush have organised this training.</p>	<p>Equality and Diversity training for all staff is due to be completed by the end of January 2010</p>	
<p>In examples under paragraph 6 of the policy, add sexual orientation, race, disability, cultural differences and age to list of areas where derogatory comments could be an example of bullying. Change 'sex' to 'gender', 'religious beliefs' to 'religion/belief' and consider adding 'gender identity' r.e. transgender.</p>	<p>To make it clear that these areas are included as well as the ones currently covered (although as noted in paragraph 7 of the policy, the list is not exhaustive in any case).</p>	<p>Sally Morgan</p>	<p>When policy is reviewed in 2010</p>	
<p>Change font and size of writing of policy on printed copy.</p>	<p>Writing is small and may not be that easy for all to read. (The electronic version has been altered already.)</p>	<p>Sally Morgan</p>	<p>When re-print of the current policy is required or when the policy is reviewed – whichever soonest.</p>	
<p>Begin to formally monitor the use of policy and analyse by age, gender, disability, sexual orientation, religion/belief and race/ethnicity (currently just HR</p>	<p>To ensure that there is data held on the use of the policy and this can be monitored, and any adverse impacts identified.</p>	<p>Sally Morgan/HR Admin team</p>	<p>Set up spreadsheet ASAP.</p>	

recollections, as number of cases is so small).				
Include an equalities statement in the Bullying Policy/Procedure	To link the procedure to the wider equalities agenda of North Norfolk District Council and reinforce the Equal Opportunities Policy to ensure all staff treated fairly and consistently regardless of background.	Sally Morgan	When Bullying Policy/ Procedure is reviewed	
Revise the whole policy/procedure & re-launch it, alongside the education provided by the Equality and Diversity training programme.	The policy is ten years old, revising it will ensure that it is still relevant to the organisation and compliant with legislation and best practice. There is a possibility that the policy is little used because of lack of awareness, this could also affect perceptions on what action NNDC will take when bullying issues are raised – with only 41% agreeing that effective action is taken according to the staff survey (2008). Therefore aim to improve awareness and staff survey results.	Sally Morgan	ASAP in 2010.	
Add in a list of relevant legislation	To make the links for those reading the policy and to emphasise the importance.	Sally Morgan	When policy is reviewed-2010	
Add in list of procedures to be read in conjunction with this one.	To make the links for those reading the policy with other relevant policies.	Sally Morgan	When policy is reviewed-2010	
Review the Equality Impact Assessment on an annual basis and a full review every three years; or at the point which the policy is reviewed – whichever is sooner.	Continuing commitment to equality, where changes have been made, or new evidence is available.	Sally Morgan	When Bullying Policy/ Procedure is reviewed/ after 12 months – whichever is sooner	

