



Equality Impact Assessment Record Form

Grievance Procedure

Equality Impact Assessments

| Directorate | Service | Person responsible for the assessment | Date assessment completed |
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| Resources | Human Resources/Organisational Development | Sally Morgan | 16/09/2009 |
| Title of policy being assessed | Grievance Procedure | | |
| The status of the policy | Existing | | |
| 1. What are the aims, objectives and purposes of the policy? | <p>This procedure aims to ensure that where informal discussion has failed to resolve an issue raised by an employee; a more formal framework exists under which employees may expect a grievance to be considered. It ensures that every employee has the right to discuss a grievance with their manager, seek a remedy and expect the grievance to be dealt with in a reasonable timescale.</p> <p>Staff can raise issues directly with their line manager or another manager without necessarily using this procedure so the reporting statistics used within this assessment will not normally contain data relating to issues raised and resolved informally.</p> | | |
| 2. Does the policy support other objectives of the council? | <p>Yes: -</p> <ul style="list-style-type: none"> • Corporate Plan (values) – ‘Valuing Staff’ & First Class Resource Management • People Strategy & Development Plan – ensuring that we are compliant with ACAS guidelines on grievances is part of ‘priority 5’ see page 10 (this document has been equality impact assessed separately). • The grievance procedure, in combination with the Bullying & Harassment Policy & Procedure, Whistle blowing Policy and appeals procedures for Job Evaluation and Employee Adjustment Procedure should provide a complete framework for employees to raise any issues or concerns they may encounter during their employment. (The Bullying & Harassment Policy/Procedure; Grievance Procedure and Employee Adjustment Procedure have all been equality impact assessed separately). | | |
| 3. Who is intended to benefit from the policy, and in what way? | <p><u>All employees</u> – all employees, individually or as part of a group, are able to have their grievance considered under this procedure. Providing a framework where employees can raise any issues/concerns and seek resolution at an early stage is also conducive to a pleasant working environment, and assists in building a foundation of good employment</p> | | |

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| | <p>relations. This is of benefit to all stakeholders of the organisation.</p> <p><u>Members</u> – Some Elected Members will be on the JSCC panel and will therefore hear the grievances of employees at the appeal stage. This policy provides timescales for that process and information on the entire procedure.</p> <p><u>All managers</u> – Framework for dealing with grievances raised by employees, or in order to raise a grievance themselves</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? | A procedure under which the grievances of employees are properly considered; a reference point for both employees and managers to work to; a procedure under which grievances can be investigated and resolved and a chance for employees to appeal if they are not in agreement. | | | |
| 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 |
| | Information from the Staff Survey (2008) | Human Resources/ IPSOS Mori | My line manager is approachable - Always/Usually – 86% (This is slightly higher than the Local Authority norm provided by IPSOS MORI, of 81%) Senior Mgt are not interested in listening to staff opinions - | 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. |

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| | | | <p>Disagree – 34% Agree – 27% (Again, the figure for those that disagree is slightly higher than the Local Authority norm of 31%)</p> <p>Speaking up on issues where you disagree with mgt can damage your career prospects - Disagree – 25% Agree – 24% (Again, the figure for those that disagree is slightly higher than the Local Authority norm of 20%)</p> | |
| | Information regarding Grievances from April 2008 onwards (From Discipline & Grievance Spreadsheet). Correct at 31 Aug 2009 | Human Resources | Only a small number of grievances taken up in the last 12 months (2), by two separate people. These people were both White British, not disabled and there was one woman and one man. | It is not yet possible to analyse this data in terms of religion/belief or sexual orientation as we do not currently collect this data from staff. We will be able to do this once the data has been collected – see Appendix B. The outcome/action |

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| | | | | <p>taken regarding the grievance is also recorded, but given the small numbers involved it is not possible to identify trends. However, only having two cases, it would not be possible to analyse trends in any case.</p> <p>Information is from April 2008-Aug 2009 & therefore does not cover data prior to this and is a fairly short timespan.</p> |
| | Views from employee representatives regarding the assessment | Human Resources | Changes made following this consultation are listed in Appendix A | n/a |
| | Maureen Wells | Services that INTRAN can offer | n/a | INTRAN pages of intranet |
| | North Norfolk District Councils accessibility matters standards | North Norfolk District Council | Guidelines on how to make information more accessible | n/a |
| | Cognos reports (2009) (Cognos is a tool that allows us to create reports from | Human Resources | A number of areas – e.g. number of staff who have declared themselves as White | Information on the HR system cannot be broken down according to sexual |

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| | the information held on the Human Resources computer system- 'Resource Link') | | British; age & gender profile of the workforce. | orientation or religion and belief as we do not currently collect or hold this information. |
| The existing data we have about the make up of the workforce has been used and applied where possible to the appropriate equality category (covered below in points 8-13) as to try to anticipate where there may be more impact than others and areas in the policy which assist or mitigate are highlighted. | | | | |
| 7. Who are the main stakeholders of this policy? | Community | | Staff/Members | Partners |
| | | | <ul style="list-style-type: none"> • All employees • All managers • Members who may need to deal with appeals at JSCC under the procedure • Trade union representatives • Human Resources | <ul style="list-style-type: none"> • ICAS (employee assistance programme provider) |
| 8. Are there any concerns that the policy could have a negative impact with regard to race and ethnicity? | No | | What evidence (actual data or assumptions) do you have to support this? | |
| | | | <p>This procedure applies to all members of staff without exception and regardless of race/ethnicity. The procedure itself went through a consultation process with UNISON which would highlight issues of inequity.</p> <p>The Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. The Combined Equalities Strategy (2008) supports the belief of celebrating diversity, which could include diversity of cultural norms relating to race/ethnicity. These may need to be taken into account during the procedure. However there is no 'equalities statement' in this procedure to reinforce the Policy. Also, all employees have the right to be represented and to appeal a</p> | |

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| | | <p>decision if they feel it is not just.</p> <p>Very few staff use the procedure, meaning that trends are hard to identify at this stage. Both of the employees that have taken up grievances since April 2008 have been White British; however this is not surprising given the ethnic profile of the workforce which is in the majority (95.4%) White British.</p> <p>'INTRAN' services (translation) would also be available if there was a need to communicate the procedure in another language, for example.</p> <p>We therefore believe that this procedure should not have a differential impact based on race or ethnic origin.</p> |
| <p>9. Are there any concerns that the policy could have a negative impact with regard to gender?</p> | <p>No</p> | <p>What evidence (actual data or assumptions) do you have to support this?</p> <p>This procedure applies to all members of staff without exception and regardless of gender. The procedure itself went through a consultation process with UNISON which would highlight issues of inequity.</p> <p>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 procedure to reinforce the Policy. Also, all employees have the right to be represented and to appeal a decision if they feel it is not just.</p> <p>Very few staff use the procedure, meaning that trends are hard to identify at this stage. Of the two employees who raised a grievance, one was male and one was female. There are proportionately more females in the workforce, but bearing in mind there is only a sample of two it is not felt to be significant that there is a 50/50 split in this instance.</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</p> |

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| | | <p>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>We therefore believe that this procedure should not have a differential impact based on gender.</p> |
| <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 procedure applies to all members of staff without exception and regardless of disability. The procedure itself went through a consultation process with UNISON which would highlight issues of inequity.</p> <p>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 procedure to reinforce the Policy. Also, all employees have the right to be represented and to appeal a decision if they feel it is not just.</p> <p>Very few staff use the procedure, meaning that trends are hard to identify at this stage. However neither of the employees taking up a grievance had declared themselves disabled. Again this is not surprising bearing in mind that the vast majority of staff do not report that they have a disability (only 3.48% of the workforce according to Cognos report).</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.</p> |

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| | | We therefore believe that this procedure should not have a differential impact based on disability. |
| 11. Are there any concerns that the policy could have a negative impact with regard to age? | No | <p>What evidence (actual data or assumptions) do you have to support this?</p> <p>This procedure applies to all members of staff without exception and regardless of age. The procedure itself went through a consultation process with UNISON which would highlight issues of inequity.</p> <p>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 procedure to reinforce the Policy. Also, all employees have the right to be represented and to appeal a decision if they feel it is not just.</p> <p>Very few staff use the procedure, meaning that trends are hard to identify at this stage. Approx 64% of our workforce are aged 40 years or over, so again it is not surprising that this age range would feature in those raising grievances. Younger members of staff have not raised grievances within the reporting timeframe for this assessment, but again this is not felt to be significant due to the size of the sample.</p> <p>We therefore believe that this procedure should not have a differential impact based on age.</p> |
| 12. Are there any concerns that the policy could have a negative impact with regard to religion/belief? | No – but insufficient data available on this group | <p>What evidence (actual data or assumptions) do you have to support this?</p> <p>This procedure applies to all members of staff without exception and regardless of religion/belief. The procedure itself went through a consultation process with UNISON which would highlight issues of inequity.</p> <p>The Council has and operates an Equal Opportunities Policy to ensure all staff are treated fairly, regardless of their background. The Combined</p> |

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| | | <p>Equalities Strategy (2008) supports the belief of celebrating diversity, which could include diversity of cultural norms relating to religion/belief. These may need to be taken into account during the procedure. However there is no 'equalities statement' in this procedure to reinforce the Policy. Also, all employees have the right to be represented and to appeal a decision if they feel it is not just.</p> <p>Very few staff use the procedure, meaning that trends are hard to identify at this stage. In this area it is even more difficult to identify trends as there is currently no information collected on religion/belief.</p> <p>It is currently not possible to conclude the impact of the procedure according to religion/belief.</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 available on this group</p> | <p>What evidence (actual data or assumptions) do you have to support this?</p> <p>This procedure applies to all members of staff without exception and regardless of sexual orientation. The procedure itself went through a consultation process with UNISON which would highlight issues of inequity.</p> <p>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 procedure to reinforce the Policy. Also, all employees have the right to be represented and to appeal a decision if they feel it is not just.</p> <p>Very few staff use the procedure, meaning that trends are hard to identify at this stage. In this area it is even more difficult to identify trends as there is currently no information collected on sexual orientation.</p> <p>It is currently not possible to conclude the impact of the procedure according to sexual orientation.</p> |

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| <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>Based on the content of the procedure itself and the available evidence on the use of the procedure it is not possible to identify any areas which might lead to an adverse impact on any particular group. It is recognised that there is a need to continue to monitor the use of the procedure to ensure that this continues to be the case and also that once data on sexual orientation and religion/belief is collected this should be added to the analysis of the data on grievances.</p> <p>There is no evidence to date that any of the groups of staff identified in questions 8 – 13 have been adversely affected through the operation of this policy or by invoking this policy.</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> | |
| <p>Can the impact be mitigated by existing means?</p> | <p>N/A</p> | <p>N/A, but it is recognised that there is a need to continue to monitor the use of the procedure to ensure that this continues to be the case and also that once data on sexual orientation and religion/belief is collected this should be added to the analysis of the data on grievances.</p> | |
| <p>If yes, what actions will you undertake to mitigate these impacts and revise the policy?</p> | <p>N/A</p> | <p>N/A at this point but the areas above, as well as the actions in Appendix B will be considered to help improve the procedure and the data that we have available to us.</p> | |
| <p>15. Describe the arrangements for reporting and publishing this assessment.</p> | <p>This assessment will be reported to the Equality and Diversity Board and will be published on the NNDC external website (www.northnorfolk.org)</p> | | |
| <p>Has this assessment been undertaken by a minimum of two staff?</p> | <p>Yes</p> | <p>Has this assessment been scrutinised by your Directorate Steering Group?</p> | <p>This has been scrutinised by Organisational</p> |

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| | | | 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, Development Manager Organisational |

Appendix A – Consultation information and Edits

People consulted in the assessment:

- Julie Cooke (JC) – Organisational Development Manager
- Rod Lee (RL) – Human Resources Adviser
- Dipak Arya (DA) – Equalities Consultant
- David Smith (DS) – Performance and Risk Assistant
- Unison representative (UR)
- Kate Davison (KD) – HR Assistant
- Janella Hadlow (JH) – HR Officer
- Kate Sullivan (KS) – Community Liaison Officer

Actions taken after consultation:

- Additional wording in sections 1,2,3,11 &14 – JC
- Addition of Local Authority Norms to provide comparison to data in section 6 – JC
- Links made to where other EqlAs had been completed – DA
- Addition of ICAS to sections 3 & 7 - RL

Appendix B – Action Plan

| Action | Expected Outcome | Person responsible | Target date | ✓ |
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| Review Grievance Procedure itself and include an Equalities statement in the Procedure | To ensure compliance with latest ACAS guidance and best practice (as the policy is a few years old) and 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 Grievance Procedure is reviewed – late 2010 | |
| Include Sexual Orientation and Religion/Belief in monitoring of employees in general and therefore in the monitoring of the use of the Grievance Procedure. This would require an update from current employees and the data to be collected for all new employees. | To ensure there is no cause for concern with regard either of these groups in the application of the Procedure. | Sally Morgan | Ready to report on March 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 Grievance Procedure is reviewed or after 12 months – whichever is sooner | |
| Continue to monitor and report on Grievance cases over a longer period to see if there is a trend or an adverse impact on any group. | To see if there is an adverse impact on any group. | All Human Resources Officers, Advisors and Organisational Development | Ongoing | |

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| | | Manager | | |
| Include a section in the Grievance Procedure linking to other appropriate policies | To ensure that 1) the correct procedure/policy is used for each issue raised and 2) to clarify what the exceptions are to the policy | Sally Morgan | When Grievance Procedure is reviewed late 2010 | – |

