

Equality Impact Analysis

This equality impact analysis establishes the likely effects both positive and negative and potential unintended consequences that decisions, policies, projects and practices can have on people at risk of discrimination, harassment and victimisation. The analysis considers documentary evidence, data and information from stakeholder engagement/consultation to manage risk and to understand the actual or potential effect of activity, including both positive and adverse impacts, on those affected by the activity being considered.

To support completion of this analysis tool, please refer to the equality impact analysis guidance.

Section 1 – Analysis Details (Page 5 of the guidance document)

Name of Policy/Project/Decision	Grievance Procedure
Lead Officer (SRO or Assistant Director/Director)	Tim Normanton
Department/Team	Human Resources
Proposed Implementation Date	1/12/25
Author of the EqlA	Nicole Howarth, HR&OD Business Partner
Date of the EqlA	12/11/25

1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?

The policy structure has been updated to make it clearer to understand, but there are minimal changes to the process and context of the policy.

The Council is committed to ensuring a supportive, safe and inclusive working environment. The primary purpose of this procedure is to resolve any grievances and the focus is on the remedial steps required to resolve the situation.

The Council wishes to ensure that all employees have access to a procedure to help deal with any grievances relating to their employment fairly and without unreasonable delay.

The intended outcomes are to ensure that any legitimate grievances are resolved and that employees feel supported to successfully continue with their employment.

Section 2 – Impact Assessment (Pages 6 to 10 of the guidance document)

2.1 Who could the proposed policy/project/decision likely have an impact on?

Employees: **Yes**
 Community/Residents: **No**
 Third parties such as suppliers, providers and voluntary organisations: **NO**
 If the answer to all three questions is 'no' there is no need to continue with this analysis.

2.2 Evidence to support the analysis. Include documentary evidence, data and stakeholder information/consultation

Documentary Evidence: There have been twelve grievances / DAW issues during the latest 14-month period. Some of these have been lengthy, complex and difficult to resolve. The new procedure is more streamlined and aims to conclude issues more quickly and effectively.

Data: [Employment Equality Report 2023 \(bury.gov.uk\)](https://www.bury.gov.uk/employment-equality-report-2023)

Stakeholder information/consultation:
 Discussions with senior colleagues in Departments to obtain their views and comments re changes to the existing procedure
 Discussions with the legal service.
 Comments received from North West Employers incorporated into the Procedure.
 Meeting with the Trade Unions to discuss the detail.
 Signed off by SLG
 Sign off at JCC
 Sign off at Employment Panel

2.3 Consider the following questions in terms of who the policy/project/decision could potentially have an impact on. Detail these in the impact assessment table (2.4) and the potential impact this could have.

- Could the proposal prevent the promotion of equality of opportunity or good relations between different equality groups?
- Could the proposal create barriers to accessing a service or obtaining employment because of a protected characteristic?
- Could the proposal affect the usage or experience of a service because of a protected characteristic?
- Could a protected characteristic be disproportionately advantaged or disadvantaged by the proposal?
- Could the proposal make it more or less likely that a protected characteristic will be at risk of harassment or victimisation?
- Could the proposal affect public attitudes towards a protected characteristic (e.g. by increasing or reducing their presence in the community)?
- Could the proposal prevent or limit a protected characteristic contributing to the democratic running of the council?

2.4 Characteristic	Potential Impacts	Evidence (from 2.2) to demonstrate this impact	Mitigations to reduce negative impact	Impact level with mitigations Positive, Neutral, Negative
Age	None			Neutral
Disability	Some employees may not be able to engage fully with the process due a disability		Employees can request adjustments to engage with the procedure	Neutral
Gender Reassignment	May increase the risk of harassment or victimisation		Employee will be supported as required by HR colleagues/TU representative	Neutral
Marriage and Civil Partnership	None			Neutral
Pregnancy and Maternity	Employees may be on maternity leave whilst involved in a grievance		Necessary arrangements will be made taking into account personal circumstances and availability	Neutral

Race	Potential impact for colleagues whose first language is not English.		Grievance Manager to liaise with employee/TU rep about the most effective/appropriate way of communication. There is a language translation service that can be accessed if required.	Neutral
Religion and Belief	Availability of colleagues observing religious periods or days of worship during the process		Dates of meetings/investigations will be mindful of religious periods and holy days.	Neutral
Sex	None		Information strengthened to reflect new legislation	Neutral
Sexual Orientation	May increase the risk of harassment or victimisation		Employee will be supported as required by HR colleagues/TU representative	Neutral
Carers	May need flexibility to attend meetings		Manager to accommodate changes to timescales	Neutral
Looked After Children and Care Leavers	May need additional support		Manage to be aware of circumstances and accommodate	Neutral

			additional support/extension of timescale as appropriate	
Socio-economically vulnerable	None			Neutral
Veterans	None			Neutral

Actions required to mitigate/reduce/eliminate negative impacts or to complete the analysis

2.5 Characteristics	Action	Action Owner	Completion Date
Disability	Include need to consider adjustments as part of manager training	HR	January 2026
Pregnancy & Maternity	Include need to sensitively consider personal circumstances and availability in managers training	HR	January 2026
Race	Include reminder of the translation service as part of manager training	HR	January 2026
Religion & Belief	Include need to take account of religious festivals and holy days when setting dates of meetings in manager training	HR	January 2026
Carers	Include information at training sessions to allow additional time/flexibility	HR	January 2026
Looked After Children and Care Leavers	Include information at training sessions to allow additional time/flexibility /offer additional support	HR	January 2026

Section 3 - Impact Risk

Establish the level of risk to people and organisations arising from identified impacts, with additional actions completed to mitigate/reduce/eliminate negative impacts.

3.1 Identifying risk level (Pages 10 - 12 of the guidance document)

Impact x Likelihood = Score			Likelihood			
			1	2	3	4
			Unlikely	Possible	Likely	Very likely
Impact	4	Very High	4	8	12	16
	3	High	3	6	9	12
	2	Medium	2	4	6	8
	1	Low	1	2	3	4
	0	Positive / No impact	0	0	0	0

Risk Level	No Risk = 0	Low Risk = 1 - 4	Medium Risk = 5 – 7	High Risk = 8 - 16
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3.2 Level of risk identified	No risk
3.3 Reasons for risk level calculation	No additional impact from current procedure

Section 4 - Analysis Decision (Page 11 of the guidance document)

4.1 Analysis Decision	X	Reasons for This Decision
There is no negative impact therefore the activity will proceed	X	Progress with implementing procedure subject to approval

There are low impacts or risks identified which can be mitigated or managed to reduce the risks and activity will proceed		
There are medium to high risks identified which cannot be mitigated following careful and thorough consideration. The activity will proceed with caution and this risk recorded on the risk register, ensuring continual review		

Section 5 – Sign Off and Revisions (Page 11 of the guidance document)

5.1 Sign Off	Name	Date	Comments
EDI	L. Cawley	13/11/25	QA Complete. This is a revision of the Grievance Policy previously analysed in April 2024. This update doesn't involve material changes to the policy, therefore impacts remain neutral for all characteristics. Additional actions have been added to ensure management training on grievance includes equitable application of the policy across characteristics.

EqlA Revision Log

5.2 Revision Date	Revision By	Revision Details