



HR POLICIES & PROCEDURES (HR/B01)

Grievance Policy Statement and Procedure

| DOCUMENT INFORMATION | |
|---|---|
| Author: Melanie Saunders Assistant Director of HR (Operations) | Consultation & Approval: April 2013 Review via HR PRG May 2013 Circulate to HRMs June 2013 Final to PRG for information August 2013 Approval JNCC May 2013 Reviewed |
| This document replaces: Former Grievance Procedure dated 2009 | Notification of Policy Release: 09.09.12 Intranet 09.09.13 Website |
| Date of New Issue: | October 2017 |
| Reviewed: | Next Review: October 2020 |
| Version: | 3 |

| | |
|--------------|---|
| TITLE | Grievance Policy Statement and Procedure |
|--------------|---|

Contents Page

| Section | PAGE |
|--|-------------|
| 1. Policy Statement | 1 |
| 2. Principles | 1 |
| 3. Scope | 2 |
| 4. Relationship with Other Policies & Procedures | 2 |
| 5. Equality Statement | 2 |
| 6. Responsibilities | 3 |
| 7. Right to be Accompanied | 5 |
| 8. Role of TU Representative or Work Companion | 5 |
| 9. Mediation | 6 |
| 10. Informal Discussion | 6 |
| 11. Raising a Formal Grievance | 7 |
| 12. Assistance for Employees in Submitting Formal Written Grievances | 8 |
| 13. Timescales | 8 |
| 14. Formal Grievance Meeting – Stage 1 | 8 |
| 15. Final Grievance Meeting – Appeal Stage 2 | 10 |
| 16. Special Circumstances | 10 |
| 17. Monitoring | 11 |
| 18. Record Keeping | 11 |
| 19. Other Related Policies | |

| |
|-------------------|
| APPENDICES |
|-------------------|

- | |
|--|
| 1. Template Formal Grievance Notification Form & Appeal Form |
|--|

1. POLICY STATEMENT

- 1.1 South Central Ambulance Service NHS Foundation Trust (SCAS/the Trust) is committed to giving all employees a fair and reasonable method for raising and resolving issues, concerns and grievances.
- 1.2 The aim of the procedure is to resolve grievances fairly, as near as possible to the point of origin and in an unbiased way. The procedure should be simple and easy to deploy in a timely manner.
- 1.3 Should an employee initiate the Grievance Procedure the matter will be addressed as confidentially as possible. Similarly, individuals are asked to keep grievances and related information/correspondence and outcomes confidential.
- 1.4 The Trust recognises that a positive working environment and good working relationships have a positive impact on employee well-being and employee engagement. There is no real substitute for a good day-to-day manager/employee relationship for the solution of work related problems, and a positive working environment can also lead to better performance, improved employee retention and reduced stress-related sickness absence. Focusing on resolution is good for the organisation, our employees and ultimately good for patient care.
- 1.5 Nevertheless, if this relationship fails to resolve an issue on an informal basis, this procedure outlines a more formal process by which the problem can be aired and resolved quickly by an appropriate level of management.
- 1.6 This procedure is designed in accordance with the ACAS Code of Practice in relation to workplace grievances. Any clarification required or dispute thereof in relation to application of this framework should be considered in accordance with the ACAS Code of Practice and associated guidance in force at that time.

2 PRINCIPLES

- 2.1 The Trust's Grievance Procedure seeks to provide a framework for the consistent, timely and effective resolution of individual grievances, whether informal or formal, in line with best practice and employment legislation.
- 2.2 Employees should aim to settle most concerns and grievances informally with their line manager during the normal course of working life. Open and timely communication and discussion allows for problems to be settled quickly without recourse for more formal processes. Dispute resolution links directly with and supports the Trust's values of teamwork, innovation, professionalism and caring.
- 2.3 Managers and employees should deal with issues promptly and not unreasonably delay the process.
- 2.4 Employees will be allowed to be accompanied at all formal stages of this procedure.
- 2.5 Managers and HR Representatives should ensure the procedures within this policy are managed fairly and consistently and that decisions and actions are reasonable, proportionate and justified given the circumstances of the particular situation.
- 2.6 This procedure may be amended from time to time in accordance with employment legislation and good practice.

- 2.7 This policy may also be varied in certain parts of the procedure where it is agreed that to do so is in the best interests of bringing the case to a timely and appropriate resolution. This should only be done in consultation with a member of the HR team and the TU representative.

3 SCOPE

- 3.1 This policy applies to all Trust employees, irrespective of their contract type, grade or status, who may raise grievances about their employment either by themselves or with the support of a Trade Union representative or work companion employed by the Trust. It does not apply to an individual who is no longer employed by the Trust, where the Whistleblowing Policy may be appropriate. However, if a grievance process has commenced prior to leaving the Trust this may be concluded.
- 3.2 It is a condition of their employment contract to abide by and co-operate with the policies and procedures of the Trust and/or their regulatory body.
- 3.3 Should a collective grievance arise, where a group of staff can raise a complaint about the same issue, this will be dealt with under this policy, with nominated representatives for the group.

4 RELATIONSHIP WITH OTHER POLICIES AND PROCEDURES

- 4.1 In normal circumstances the grievance procedure will not apply to the following situations:
- a. Issues and/or complaints involving harassment or bullying, these should be considered in accordance with the Dignity at Work policy;
 - b. Issues or genuine concerns in relation to ethical malpractice of someone within the Trust, they should refer to the Whistle-blowing policy
 - c. Issues or genuine concerns that fraud and corruption within the NHS is taking place should be referred to the Trust's local counter-fraud specialist;
 - d. Issues entirely outside of the control of the Trust, for example personal pension, income tax issues;
 - e. Matters that should be dealt with under another appropriate Trust policy or procedure which have an existing appeals mechanism, for example pay and grading decisions, redundancy or related organisational change decisions.
- 4.2 Any appeal against an employment break decision raised under this policy will only have one stage of appeal.

5 EQUALITY STATEMENT

- 5.1 The Trust is committed to promoting positive measures that eliminate all forms of unlawful or unfair discrimination on the grounds of age, marriage and civil partnership, disability, race, gender, religion/belief, sexual orientation, gender reassignment and pregnancy/maternity or any other basis not justified by law or relevant to the requirements of the post. The Trust will therefore take every possible step to ensure that this procedure is applied fairly to all employees regardless of the aforementioned protected characteristics or any other basis not justified by law, length of service, whether full or part time or employed under a permanent or a fixed term contract or any other irrelevant factor.

- 5.2 By committing to a policy encouraging equality of opportunity and diversity, the Trust values differences between members of the community and within its existing workforce, and actively seeks to benefit from their differing skills, knowledge, and experiences in order to provide an exemplary healthcare service. The Trust is committed to promoting equality and diversity best practice both within the workforce and in any other area where it has influence
- 5.3 Where there are barriers to understanding; eg, an employee has difficulty in reading or writing or where English is not their first language additional support will be put in place wherever necessary to ensure that the process to be followed is understood and that the employee is not disadvantaged at any stage in the procedure. Further information on the support available can be sought from the Human Resource Department.

6 RESPONSIBILITIES

The Trust is committed to fostering mutual respect and understanding with all our employees, between colleagues, between colleagues and their managers and within teams.

The Trust recognises that from time to time conflict in the workplace will arise and managers, employees, unions and human resources are expected to work collaboratively and achieve constructive resolutions to disputes and conflicts

6.1 *Role of all employees:*

- 6.1.1 It is essential that employees maintain good working relationships with their managers so that if they do not agree with a matter relating to their employment they have a foundation on which to approach their manager to discuss their concerns at an informal level.
- 6.1.2 So that managers can improve staff's working lives they need to be aware of issues that are of concern to them. Employees should always try and resolve their grievance using the informal process first; this is to give their manager the opportunity to address the problem at an informal level.
- 6.1.3 If attempts to resolve the grievance informally are unsuccessful or the matter is considered too serious to discuss informally, the employee should raise the issue formally in writing to their line manager.
- 6.1.4 If at any time the employee is unsure of the process for raising grievances or of their responsibilities they should contact their manager, trade union representative or the HR team for advice and support.
- 6.1.5 If the grievance concerns their line manager, the employee should approach the next level line manager/Head of Department or their local HR team.

6.2 *Role of Managers*

- 6.2.1 As employees, managers should also observe the responsibilities as set out above.

- 6.2.2 It is important for managers to maintain good, open working relationships with their employees so that if a grievance occurs an employee will feel comfortable and willing to speak to their line manager to resolve the issue on an informal basis.
- 6.2.3 When staff raise an issue, concern or grievance on an informal basis it is important that managers take the matter seriously and consider all factors. It is worth considering that for a member of staff to raise a grievance, albeit informally, they are likely to be genuinely concerned about the matter and for many employees, taking out a grievance can be daunting and often stressful so failure to give them due regard and consideration will likely lead to further distress and possibly a formal grievance.
- 6.2.4 If a manager receives a grievance they must follow this procedure and any associated good practice guidance fairly, consistently and without unreasonable delay. Undertaking a resolution assessment (Appendix C) may be helpful in identifying an appropriate way forward. The ACAS Code of Conduct and associated guide provide comprehensive guidance on handling grievances.
- 6.2.5 If managers require assistance in managing informal grievances they are encouraged to seek the advice of the HR team.
- 6.2.6 It is essential that managers advise HR as soon as a grievance is received and involve them as and when required throughout the process.
- 6.2.7 All copies of documentation, including emails, related to the grievance (whether formal and informal) should be securely retained and upon completion of the case the entire file should be forwarded to the HR team for retention.
- 6.2.8 Managers are responsible for ensuring that any action or decisions taken under the Grievance Policy are fair, reasonable; proportionate and justified given the specific circumstances of the situation. Additionally decisions should be taken in accordance with NHS policy, Trust policies and procedures, good practice guidance and employment legislation.

6.3 *Role of Human Resources*

- 6.3.1 HR team members will provide coaching, guidance and where appropriate support to managers throughout the use of this procedure, ensuring that they have the skills and competencies to resolve work place issues effectively.
- 6.3.2 The HR team will ensure that professional, relevant and accurate advice is given to managers when managing grievances. A resolution assessment (Appendix C) can help to identify the appropriate way of dealing with an issue, depending on the circumstances
- 6.3.3 A HR representative will be present at all formal stages.
- 6.3.4 Recording the number of formal grievances taking place within the Trust and monitor their progression.

7 RIGHT TO BE ACCOMPANIED

- 7.1 SCAS recognises the right of staff to be accompanied during all formal aspects of this procedure and encourages staff to exercise this right.

- 7.2 Employees may be accompanied by a recognised trade union representative or work companion employed by SCAS during formal aspect of this procedure, not acting in a legal capacity.
- 7.3 Equally, employees may be accompanied by an appropriate official trade union representative regardless of whether the union is formally recognised under the Trust's Recognition Agreement. Such an official will be required to provide evidence of their status and should be appropriate to the work role/profession of the employee.
- 7.4 When exercising their right to be accompanied such requests should be reasonable, for example it would not be considered reasonable for an employee to insist on being accompanied by a work companion whose presence would prejudice the meeting or where a conflict of interests may be apparent. Equally, it might not be deemed reasonable for an employee to insist on being accompanied by a TU representative or work companion from a remote geographical location, or a specific/named individual, if such a request would unreasonably delay proceedings.
- 7.5 Employees are responsible for organising their own representation at the earliest possible opportunity and for ensuring their representative is briefed on the situation and kept informed (in a timely way) of meeting dates and times.
- 7.6 TU representatives or work companions do not have to accept a request to accompany an employee.
- 7.7 Work colleagues acting as a companion will be afforded reasonable paid time off their usual duties to fulfil their role as companion, this may include reasonable paid time to familiarise themselves with the case and attend relevant meetings.
- 7.8 TU representatives and work companions must notify their line manager of their responsibility and requirements for 'reasonable time off' to undertake such duties without unreasonable delay and with due regard for the organisation to facilitate their release and arrange for cover for their substantive duties.

8 ROLE OF THE TU REPRESENTATIVE OR WORK COMPANION

- 8.1 Ensuring that employees are supported throughout the grievance process and properly accompanied and/or represented during formal stages.
- 8.2 Enable the smooth progression of the procedure, acting as a liaison with all relevant parties if/when appropriate.
- 8.3 Support early resolution of any work place issues, wherever possible or appropriate.
- 8.4 TU representatives and work companions, when authorised by the employee, will be allowed to address meetings, summarise the employee's case and confer with the employee during meetings. However they will not be allowed to respond to or answer questions on the employee's behalf.

9 MEDIATION

- 9.1 Mediation provides an informal alternative dispute resolution mechanism for employees. Mediation supports employee relations and can be used to resolve conflict at any time during the grievance process and can at times identify any root cause. It offers early assistance before problems escalate into major issues for all concerned and helps

consider options to resolve situation. Both parties need to agree to mediation.

- 9.2 Mediation will be carried out by trained mediators. Mediation can be used before, during, after or even outside of formal processes. It complements the Trust's formal arrangements for dealing with workplace issues such as harassment, discrimination, victimisation and bullying, covered under the Trust's Dignity at Work Policy. The role of the mediator is to facilitate a process that will lead to a resolution, which both parties are able to agree on, creating mutually desirable and workable outcomes.
- 9.3 The opportunity of mediation is available at each stage, even if the issue has escalated to formal action. It gives greater control and offers great flexibility for all parties. The grievance procedure can be suspended if mediation is deemed to be an appropriate method of resolving the grievance.
- 9.4 Mediation therefore aims to help in the following circumstances:
- Disagreements between colleagues
 - Disagreements within or between teams
 - Disagreements between managers and members of their team
 - Disagreements or disputes between student and tutors
 - Perceptions of discrimination
 - Repairing working relationships
 - Communication difficulties
- 9.5 Mediation aims to:
- provide a way to deal with behaviour through constructive and effective discussions which focus predominantly on the parties' needs and interests and which broaden the search for options and alternative solutions
 - encourage individuals to take charge of their own decisions and to accept responsibility for the consequences of their decisions
 - resolve conflict and reduce tension, anxiety, fear, etc
 - resolve conflicts at an early stage.
 - Supports a smooth return to normal working following resolution of an issue

THE GRIEVANCE PROCEDURE

10 INFORMAL DISCUSSION

- 10.1 It is important that when an employee has a concern or grievance, attempts are made to resolve the matter on an informal basis before instigating the formal procedure.
- 10.2 The manager must apply the same level of importance to an informal grievance as to a formal one.
- 10.3 The informal process is essentially a meeting between the member of staff and their manager to discuss the area of concern and hopefully reach an agreed solution. The meeting should take place as soon as possible once an issue has been raised.
- 10.4 At this stage it is not necessary that a TU representative, work companion or a member of the HR team attend the meeting. This meeting is solely to allow the manager and the employee to attempt to resolve the issue between themselves and come to an agreed solution.

- 10.5 If the grievance is resolved at this stage then no further action need be taken using this procedure. The manager should write to the member of staff to confirm their discussions and the agreed outcome no later than 7 calendar days of their informal meeting/discussion. This is to ensure both parties are aware of the expectations placed upon them and that there is no repetition of the circumstances leading to the initial informal grievance.
- 10.6 All outcomes of informal grievances, along with copies of documentation related to the grievance should be copied to the HR Team for recording, monitoring and retention.

11 RAISING A FORMAL GRIEVANCE

- 11.1 If the employee has raised and attempted to resolve their grievance informally, without success they should raise it formally, with their manager, in writing, no later than 7 calendar days of receipt of the informal outcome letter. Consideration may be given to extending this period as outlined in 13.1.
- 11.2 Equally, where the grievance is serious and an informal approach would not be appropriate, the matter should be raised formally, with their manager, in writing without unreasonable delay. Please refer to Appendix C
- 11.3 Where the grievance is against their line manager, the employee may approach the appropriate next level manager/Head of Department or their local HR team.
- 11.4 Formal grievances should be in writing, a template is provided as appendix A, equally a written letter/email will suffice.
- 11.5 The grievance should clearly set out the nature of the issue and why the grievance has been made formal.
- 11.6 Other relevant and helpful information might include:
- details and outcomes of informal discussions,
 - any dates, times, conversations that are relevant to the grievance,
 - any previous action taken either by the aggrieved, line manager or other members of staff,
 - the resolution sought by the individual must be included.

12 ASSISTANCE FOR EMPLOYEES IN SUBMITTING FORMAL WRITTEN GRIEVANCES

- 12.1 Employees who need assistance in raising their grievance, can seek advice either from their manager, TU representative or work colleague.
- 12.2 If the inability to write a formal grievance is due to an individual's capability and/or an identified disability the Trust will support that individual in making their grievance known by arranging for appropriate support and/or arranging reasonable adjustments to the process so as to enable the grievance to be fully considered.
- 12.3 When identified, this assistance will be offered throughout the entire process.

13 TIMESCALES

- 13.1 The timescales outlined within this procedure are given as good practice and should be adhered to wherever reasonably practicable. However it is recognised that timescales

might need to be adjusted (without incurring unreasonable delay) when accommodating shift working and/or periods of absence.

- 13.2 When organising meetings and/or hearings consideration should be given to availability and location of all parties involved, so as not to unreasonably delay proceedings.

14 FORMAL GRIEVANCE MEETING – STAGE 1

- 14.1 Upon receipt of a formal grievance a Stage 1 Grievance Meeting will be *arranged* within 10 calendar days of receipt of the written grievance. Confirmation of the meeting date will be sent to the employee within this time.
- 14.2 The purpose of the meeting is to discuss the grievance in detail, clarify the exact nature of the grievance and the resolution sought by the employee and any other relevant factors.
- 14.3 A different manager should hear the formal stage 1 grievance to the manager who dealt with the informal stage.
- 14.4 The employee is expected to take all reasonable steps to attend the meeting. The meeting should be held at a suitable venue.
- 14.5 If the employee is unable to attend due to their TU representative or work companion not being able to attend, the Trust should arrange another date which should be as soon as reasonably possible to avoid any further delay.
- 14.6 The manager will confirm in writing the main points of the meeting and the outcome of the grievance. The manager should write to the member of staff to confirm their discussions and the outcome no later than 10 calendar days. If the agreement at this stage is that the grievance is resolved, this will close the case.
- 14.7 If, however, the manager considers that further information is required before making a decision, the manager may adjourn the meeting in order to gather/seek further information. Alternatively in more complex cases it may be appropriate to appoint a trained/experienced Officer/Manager to undertake a more detailed and impartial investigation into the case/situation. In such cases, the investigation officer/manager will be provided with all the necessary information and paperwork along with terms of reference. At this point the employee cannot proceed to Stage 2 until the investigation has been completed and the manager has given their decision. Further details of the formal investigation process can be found within the Trusts 'Best Practice Guidance on Formal Investigations'.
- 14.8 If the employee considers the decision taken at Stage 1 does not resolve their concern or grievance, they may give notice of appeal to the line manager of the manager making the stage 1 decision.
- 14.9 Employees wishing to appeal against a decision at stage 1 should give notice of appeal within 14 calendar days of the date of the letter. The appeal should clearly outline the employee's grounds and reasons for appealing.
- 14.10 All outcomes of grievances should be copied to the HR team for recording and monitoring purposes.

15 FINAL GRIEVANCE MEETING – APPEAL

- 15.1 Following receipt of an Appeal against stage 1, an Appeal meeting will be arranged as soon as possible and in line with the Best Practice Guidance for formal hearings and appeals. A manager who has not been involved at the previous stages will hear the appeal grievance.
- 15.2 The purpose of this meeting is to discuss the grievance in detail, the decision taken at the previous stage and the resolution sought by the employee, along with any other relevant factors.
- 15.3 The meeting will run as at Stage 1 however the manager taking the decision at Stage 1 will provide a written response and also attend the meeting to outline their decisions and respond to the employee's point of appeal.
- 15.4 The decision of the Final Stage Appeal panel is the final stage and concludes the grievance process.

16 SPECIAL CIRCUMSTANCES

16.1 *If a grievance is raised during a capability or disciplinary case*

- 16.1.1 If during the course of a capability/disciplinary or other formal process the employee whom the process is about, raises a grievance that is related to the case, it *may* be appropriate to suspend the procedure whilst the grievance is being dealt with, particularly if the outcome of the grievance relates directly to the ongoing capability/disciplinary procedure. However, depending on the circumstances, it may be more appropriate to deal with both issues concurrently. This is in line with the ACAS code which allows for both the suspension of the disciplinary process and the ability to deal with both issues concurrently
- 16.1.2 The grievance procedure should only be used for complaints not currently arising from or being dealt with under another Trust Policy. Any complaint received will be considered on a case by case basis to ensure that the issues contained within the complaint do not relate to or will not be investigated under the process and policy already being followed. Should there be a complaint raised which is not considered and investigated as part of the ongoing process, the matter will be considered under the Grievance Policy.
- 16.1.3 The grievance procedure cannot be applied against capability, disciplinary or other formal penalties/decisions. If an individual considers that the capability/ disciplinary/other formal process was unfair then the appropriate appeals procedure may be instigated under the relevant policy.

17 MONITORING

- 17.1 The effectiveness of this policy will be monitored regularly by HR who will provide data on the use of the policy as and when required. Annual report will be provided to the Trust board at the end of each financial year. The results of the annual staff survey will also provide a valuable indicator of any problems.
- 17.2 In advance of the review date, the HR team will review and produce recommendations which will be shared via the recognised policy approval process (HR Policy Review Group) in time for the policy review date. An early review can be triggered by the Trust Board, HR or joint staff side if they have serious concerns about the policy or its implementation.

18 RECORD KEEPING

- 18.1 Records will be retained in accordance with the General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679), NHS Records Management guidance and Information Commissioner guidance. Such records will include:
- Nature of the grievances raised
 - Actions taken
 - Details of appeals
 - Written correspondence pertaining to cases.
- 18.2 Records will be treated as confidential, employees raising grievances will be issued with outcome letters of all meetings and case file/information pertaining to their grievance.
- 18.3 The Trust, in certain circumstances (eg to protect a witness) may withhold information in accordance with the General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679).

19 OTHER RELATED POLICIES

Please read this policy in conjunction with the following:

Dignity at Work Policy
Whistleblowing Policy
Trade Union Recognition Agreement (for collective disputes)
Equal Opportunities and Diversity Policy
Disciplinary & Conduct Policy
Sickness Management Policy

South Central Ambulance Service NHS Foundation Trust

'TEMPLATE' FORMAL GRIEVANCE NOTIFICATION FORM

Name (please print):...

Job Title: Location:.....

Email: Phone No:.....

Signed: Date:.....

Employees should advise their line manager of their concerns, issues or the nature of their grievance promptly. When raising a grievance please set out all the details of your grievance clearly and concisely. This should include

1. whether it's an individual or collective grievance (please delete which is not applicable)

Individual Collective

2. Nature of the grievance;

3. Why the grievance has become formal;

4. Any dates, times or conversations that are relevant to the grievance;

5. Any previous action taken either by yourself, line manager or other members of staff;

6. What resolution you seek;

(If you need to use a separate sheet, please securely attach it to this form):

Date Received:

Received By (*Name and Job Title*):.....

.....
Please note that, for statistical purposes only and in order to comply with the Single Equality Scheme, all grievances are monitored and recorded by the HR Team.

South Central Ambulance Service NHS Foundation Trust

'TEMPLATE' FORMAL GRIEVANCE APPEAL NOTIFICATION FORM

Name *(please print)*:.....

Job Title: **Location:**.....

Email: **Phone No:**.....

Signed: **Date:**.....

For use by an employee wishing to escalate a grievance, once the informal and formal part of the procedure has been exhausted. Please read the grievance procedure before completing this form. If you require any advice in completing this form, please contact your manager, trade union representative, or work colleague. If you consider you will require any adjustments to enable you to attend a meeting under this procedure, please specify.

You should provide details of why you feel the outcome of the grievance hearing was not acceptable at the previous stage or why you feel your grievance has not been appropriately, fairly and reasonably addressed. You should also state your desired outcome from the formal procedure.

(If you need to use a separate sheet, please securely attach it to this form):

Date Received:

Received By *(Name and Job Title)*:.....

.....
Please note that, for statistical purposes only and in order to comply with the Single Equality Scheme, all grievances are monitored and recorded by the HR Team.

Resolution Assessment

A resolution assessment can be undertaken by the line manager and / or HR to establish the most effective route to resolution. For each criterion, a possible resolution intervention is identified.

Resolution assessment:

| | Criteria | Resolution Option |
|---|---|--|
| A | This the first time that the issue has been raised. | Informal meeting with employee to secure a resolution or assess the options |
| B | The dispute is between more than two parties. | Possible team mediation using internal mediators |
| C | The issue is a relationship breakdown between two or more colleagues | Consider appropriate mediation |
| D | The dispute involves you as a line manager | Informal meeting with employee to secure a resolution and/or assess the options <i>Or</i> Refer to your line manager for mediation or coaching <i>Or</i> Refer to HR for mediation or coaching |
| E | The issue contains allegations of bullying, harassment or misconduct. | Establish the facts and then identify the appropriate policy to apply. Also consider mediation to see if a resolution can be found if appropriate |
| F | The matter has been subject to previous resolution attempts | Review the situation and ascertain appropriate process i.e. further mediation, coaching, investigation |

Equality Impact Assessment Form Section One – Screening

Name of Function **Grievance Policy Statement & Procedure**
Officer completing assessment: **Geraldine Shepherd**
Telephone: **01869 365056**

| |
|---|
| 1. What is the main purpose of the strategy, function or policy? |
| To ensure the Trust has a fair and reasonable method for raising and resolving issues, concerns and grievances |
| 2. List the main activities of the function or policy? (for strategies list the main policy areas) |
| To have a simple and easy procedure to resolve grievances, fairly, as near as possible to the point of origin and in an unbiased way. To enhance a positive working environment and good working relationships which in turn have a positive impact on employee well-being and employee engagement |
| 3. Who will be the main beneficiaries of the strategy/function/policy? |
| All SCAS employees |
| |

| | | Positive Impact | Negative Impact | Reasons |
|---------------------------|--|-----------------|-----------------|---------|
| GENDER | Women | Yes | | |
| | Men | Yes | | |
| RACE | Asian or Asian British People | Yes | | |
| | Black or Black British People | Yes | | |
| | Chinese people and other people | Yes | | |
| | People of Mixed Race | Yes | | |
| | White/white other | Yes | | |
| DISABILITY | Disabled People | Yes | | |
| SEXUAL ORIENTATION | Lesbians, gay men and bisexuals | Yes | | |
| AGE | Older People (60+) | Yes | | |
| | Younger People (18 and over) and children | Yes | | |
| RELIGION/BELIEF | Faith Groups | Yes | | |
| | Equal Opportunities and/or improved relations | Yes | | |

Notes:

Faith groups cover a wide range of groupings, the most common of which are Muslims, Buddhists, Jews, Christians, Sikhs and Hindus. Consider faith categories individually and collectively when considering positive and negative impacts.

The categories used in the race section refer to those used in the 2001 Census. Consideration should be given to the specific communities within the broad categories such as Bangladeshi people and to the needs of other communities that do not appear as separate categories in the Census, for example, Polish.

| | | |
|---|--------------------------|--------------------------|
| 5. If you have indicated that there is a negative impact, is that impact: | | |
| | Yes | No |
| Legal (it is not discriminatory under anti-discriminatory law) | <input type="checkbox"/> | <input type="checkbox"/> |
| Intended | <input type="checkbox"/> | <input type="checkbox"/> |
| Level of Impact | <input type="checkbox"/> | <input type="checkbox"/> |
| If the negative impact is possibly discriminatory and not intended and/or of high impact then please complete a thorough assessment after completing the rest of this form. | | |
| 6(a). Could you minimise or remove any negative impact that is of low significance? Explain how below: | | |
| | | |
| 6(b). Could you improve the strategy, function or policy positive impact? Explain how below: | | |
| | | |
| 7. If there is no evidence that the strategy, function or policy promotes equality, equal opportunities or improves relations – could it be adopted so it does? How? | | |
| | | |

| | |
|---|---|
| Please sign and date this form, keep one copy and send one copy to the Trust's Equality Lead. | |
| Signed: | <i>G.D. Shepherd</i> |
| Name: | <u>Geraldine Shepherd</u> |
| Date: | <u>19th September 2017</u> |

Equality Impact Assessment Form Section Two – Full Assessment

Name of Function, Policy or Strategy:Grievance Policy Statement & Procedure.....

Officer completing assessment:Geraldine Shepherd.....

Telephone:01869 365057.....

Part A

1. Looking back at section one of the EqIA, in what areas are there concerns that the strategy, policy or project could have a negative impact?

Gender

Race

Disability

Sexual Orientation

Age

Religion/Belief

2. Summarise the likely negative impacts:-

.....

.....

.....

3. Using the table below, give a summary of what previous or planned consultation on this topic, policy, function or strategy has or will take place with groups or individuals from the equality target groups and what has this consultation noted about the likely negative impact?

| Equality Target Groups | Summary of consultation planned or taken place |
|------------------------|--|
| Gender | |
| Race | |
| Disability | |

| Equality Target Groups | Summary of consultation planned or taken place |
|------------------------|--|
| Sexual Orientation | |
| Age | |
| Religion/ Belief | |

4. What consultation has taken place or is planned with Trust staff including staff that have or will have direct experience of implementing the strategy, policy or function?

The Policy is reviewed through the Trust's HR Review Policy Group with representatives of HR, staff side and operational management.....

.....

5. Check that any research, reports, studies concerning the equality target groups and the likely impact have been used to plan the project and guide or indicate what research you intend to carry out:-

| Equality Target Groups | Title/type of/details of research/report |
|------------------------|--|
| Gender | |
| Race | |
| Disability | |
| Sexual Orientation | |
| Age | |
| Religion / Belief | |

6. If there are gaps in your previous or planned consultation and research, are there any experts/relevant groups that can be contacted to get further views or evidence on the issues?

Yes (Please list them and explain how you will obtain their views)

South Central Ambulance Service NHS Foundation Trust

Unit 7 & 8, Talisman Business Centre, Talisman Road, Bicester, Oxfordshire, OX26 6HR

Grievance Procedure, September 2017

Page 19 of 22

.....
 No

Part B

Complete this section when consultation and research has been carried out

7a. As a result of this assessment and available evidence collected, including consultation, state whether there will be a need to be any changes made/planned to the policy, strategy or function.

7b. As a result of this assessment and available evidence, is it important that the Trust commissions specific research on this issue or carries out monitoring/data collection?

(You may want to add this information directly on to the action plan at the end of this assessment form)

.....
.....
.....

8. Will the changes planned ensure that negative impact is:

Legal?
(not discriminatory, under anti-discriminatory legislation)

Intended?

Low impact?

9a. Have you set up a monitoring/evaluation/review process to check the successful implementation of the strategy, function or policy?

Yes No

9b. How will this monitoring/evaluation further assess the impact on the equality target groups/ensure that the strategy/policy/function is non-discriminatory?

Details:

.....
.....

Please complete the action plan overleaf, sign the EQIA, retain a copy and send a copy of the full EQIA and Action Plan to the Trust's Equality Lead.

Signed:

Name: Geraldine Shepherd.....

Date: 19th September 2017.....

South Central Ambulance Service NHS Foundation Trust

Unit 7 & 8, Talisman Business Centre, Talisman Road, Bicester, Oxfordshire, OX26 6HR

Grievance Procedure, September 2017

Page 20 of 22