NHS
Solent
NHS Trust

Grievance policy

Please be aware that this printed version of the Policy may NOT be the latest version. Staff are reminded that they should always refer to the Intranet for the latest version.

Purpose of Agreement	This Policy is to provide guidance to Managers on the procedure to be followed when managing a grievance raised by a member/s of staff in relation to an aspect of their employment.
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Amendment Summary

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2	Nov 2014			
3	April 2016			
4	July 2019			

Review Log

Version Number	Review date	Name of reviewer	Ratification process	Reason for amendments
1	August 2013	Sarah Martin	Provisional review undertaken. Extension granted for six months as agreed by the Policy and NHSLA Group	Minor changes only
2	Nov 2014	Sarah Martin		Revision of wording under section 4.4 taking to account case law; Toal & Hughes v GB Oils Ltd (May 2013 EAT) and proposed adjustment to ACAS code.
3	April 2016	Sarah Martin		Policy rewrite
4	July 2019	Hannah West		Policy review and update. Additions made in respect of NHSI guidance.

Summary of Policy

The purpose of this policy is to explain how an employee can raise a grievance, and provides them with the necessary forms in which to do so (Appendix 1)

It provides information to managers on the process to be followed when a grievance is received, both formally and informally (Section 4), appeal process and timescales (Section 5).

The policy outlines the:

- issues which are not covered within this policy (Section 3)
- special cases (Section 6 - 10)
- roles and responsibilities of employees, managers, representatives and others (Section 11)

Appendix 2 provides a suggested meeting format and Appendix 3, 4, and 5 gives managers draft letters that they should use throughout this process.

SOLENT NHS TRUST
GRIEVANCE POLICY

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GRIEVANCE POLICY

1. Introduction and Purpose

1.1 Solent NHS Trust is committed to providing a safe and healthy working environment, and to promoting the well-being of its employees. However, it is recognised that from time to time employees may wish to raise a concern they may have in connection to their employment.

1.2 The aim of this policy is to enable staff to air any concerns that they have about practices or treatment from other individuals at work, and, where a genuine problem exists, to ensure that these concerns be resolved as quickly and as fairly as possible.

1.3 The Trust is committed to year-on-year improvements in the quality of working life for staff. Learning taken from outcomes resulting from this Policy will be used to assist the Trust in meeting this commitment.

1.4 This policy sets out detailed guidance on the Grievance procedure within Solent NHS Trust.

2. Scope and Definitions

2.1 Scope

2.1.1 This policy applies to permanent and fixed term contract employees (including apprentices) who hold a contract of employment with the Trust, working within Solent NHS Trust, in line with Solent NHS Trust's Equality, Diversity and Human Rights Policy.

2.2 Definitions

2.2.1 Grievances are concerns, problems or complaints that an employee may raise with their employer during the course of their employment. They may refer to:

- Terms and conditions of employment
- Health and safety
- Work relations
- Bullying and harassment
- Working practices
- Working environment
- Organisational change
- Discrimination

2.2.3 Within the document, 'a week' refers to a calendar week.

3. Excluded issues

3.1 This policy will not apply to concerns relating to:

- Staff performance, in these instances reference should be made to the Trusts Performance Management Policy.

- Staff conduct, in these instances, managers should refer to the Disciplinary Policy.

- Staff sickness absence. In these instances, managers should refer to the Trust Managing Attendance & Wellbeing Policy.

- Any malpractice or negligence by the Trust - in these circumstances reference should be made to the Trust's Freedom to Speak Up policy.

- Bandings– staff should use the Agenda for Change Starting Pay and Progression Policy and Agenda for Change appeal procedure or in the case of medical and dental staff the procedures contained within their terms and conditions of employment

- Issues where the Trust has no legal duty.

3.2 This policy will not apply if the concern is regarding a salary matter which is not locally negotiable, and/ or those which imply changing national or local conditions of employment or a statutory requirement.

3.3 If the issue in question has already been addressed through this policy it will be excluded unless the outcomes agreed by Management have not been actioned.

4. Process

4.1 Informal resolution

4.1.1 It is anticipated that in most circumstances employees will be able to discuss and resolve daily working concerns informally in a supportive atmosphere, through discussion between the employee and their immediate line manager. In some circumstances the involvement of an appropriate third party may be appropriate to ensure expediency in resolving differences of opinion.

4.1.2 Where disagreements and disputes occur between colleagues, or between an employee and their manager, they should in the first instance seek to resolve the issues themselves. However, where they are unable to do so and relationships break down, or are at risk of breaking down, mediation can be used to resolve the issues and re-establish working relationships.

Mediation is an informal, confidential process whereby parties that are in dispute have the opportunity to have an open and honest discussion about their situation. The process is facilitated by an independent third party or mediator who remains impartial while supporting the parties equally to find their own solutions to the issues. Mediation is voluntary and will take place only where all parties involved in the dispute agree to it. The mediator may be internal or external to the Trust and would not have had any involvement in the dispute of resulting grievance.

4.1.3 There may be occasions, both in the case of informal and during the formal grievance process, where a manager other than the employee's direct line manager should deal with their grievance.

4.1.4 It is anticipated that any informal action should be documented and will be taken in a

reasonable timescale that is practicable in the circumstances.

4.1.5 Submission of a grievance in writing does not automatically mean implementation of the formal process. Both employees and managers should fully consider the possibility of informal resolution before moving to the formal process.

4.2 **Conflict of Interest**

4.2.1 On occasions it may be suggested that there is a conflict of interest in the involvement of a manager, HR Advisor/Consultant, companion or representative in the grievance process. In these circumstances HR Consultancy, in consultation with the Manager, will give consideration to bringing in another manager or advisor.

4.3 **Formal process - Stage One**

4.3.1 If the grievance has not been resolved at the informal stage, or through mediation, or should the matter be deemed appropriate to be addressed at formal stage 1 an individual must put their grievance in writing to their line manager or other manager as appropriate. This may either be in the form of a formal letter or e-mail, or through completion of the Grievance Form in Appendix 1.

4.3.2 The manager will then provide timely acknowledgement of the grievance, and invite the employee to a meeting (Appendix 2.).

4.3.3 In setting a date for the meeting, managers should take reasonable consideration of the need for the employee to arrange for someone to accompany them. The employee should confirm their availability and that of their companion as soon as possible. Section 11.4 refers to the right to be accompanied.

4.3.4 Should the initial date suggested by the manager not be possible, then a new date should be arranged without unreasonable delay.

4.3.5 At the meeting the employee will be able to explain their grievance, and provide any further relevant evidence to support their grievance. It is their responsibility to fully explain their grievance as well as provide realistic options they have considered by way of reaching a resolution. Suggested meeting format attached (Appendix 4).

4.3.6 At the meeting the manager should establish whether specialist advice needs to be sought, whether it is necessary to interview anybody else or any further investigation is necessary to obtain further facts before reaching a decision. This will need to be done with the individual's consent and consideration should be given as to whether the individual should be protected under the Freedom to Speak Up Policy.

4.3.7 In the case of an investigation the Investigation Policy must be referred to for further guidance.

4.3.8 It is recommended that the outcome to an employee's grievance is communicated to them within 1 calendar week of the meeting. In some instances this may not be possible due to the nature of the allegations disclosed and any further investigation required. Where it is unlikely that the matter will be resolved within 1 week (in the case of a formal investigation, for example), the employee will be notified and a likely timescale for resolution will be given.

4.3.9 Upon conclusion of the investigation and/or grievance, the manager will determine whether it is appropriate to meet with the employee in the first instance to provide detail of their findings and conclusion or whether a letter providing detail of their findings and conclusion is sufficient in the circumstances. Should a meeting be held to inform of the outcome, this should still be confirmed in writing.

4.3.10 The written outcome must contain details of the outcome itself, the rationale behind it, as well as any key points that were agreed.

4.3.11 The individual must also be notified of their right to appeal against the decision made from the formal stage 1 process (Appendix 5).

4.3.12 Notes of the meeting must be taken and shared with all parties. Please note that employees are not permitted or record any meetings help under this policy. Any recordings made in breach of this policy may result in disciplinary action. Employees, or their companions, may take notes at the meeting. A copy of the formal meeting notes will be sent to the employee.

4.4 Formal process - Stage Two

4.4.1 Should an employee feel that their grievance has not been resolved at stage one, they can pursue their grievance and appeal at stage two. A letter confirming their wish to do so must be submitted within 1 week of the date of the letter sent to the employee confirming the manager's written outcome at stage one.

4.4.2 It is not sufficient to appeal against a decision purely on the grounds that an employee disagrees with it. A letter outlining an appeal must state an employee's full grounds for doing so and must cover one or both of the following:

- New evidence that was not previously available, enclosed with the appeal letter
- Failure to follow correct procedure, with clarification of how the employee feels this applies.

4.4.3 Stage Two should be conducted by a manager not previously involved with the grievance, ideally senior to the manager who conducted Stage One. Consideration should be given, dependant on the circumstances, as to whether it may be appropriate for the manager who heard the grievance/undertook the investigation and/or the Specialist Advisor to attend part of the meeting.

4.4.4 The employee will be given at least 1 week's written notice of the stage two meeting, and of their right to be accompanied as with Stage One. Template letter attached (Appendix 3).

4.4.5 At the Stage Two meeting, the employee will state their reason for wishing to progress to this stage.

4.4.6 The employee will have the opportunity to provide any further information before the meeting is adjourned and a decision reached.

4.4.7 There will be no further investigation into the original allegations unless new evidence is submitted which would necessitate this.

4.4.8 It is recommended that the outcome to an employee's grievance is communicated to them within 2 weeks of the meeting. If for any reason this is to be delayed because further investigation is necessary, this will be communicated to the employee.

4.4.9 The written outcome will provide the rationale for the decision, which will be one of the following:

- Confirmation of the original decision
- A substitution of the original decision for a different outcome.

4.4.10 There may also be further recommended actions. A sample template letter at formal stage 2 can be found at appendix 5.

4.4.11 There is no further right to appeal an outcome at Stage Two.

4.4.12 Records will be retained, in accordance with Department of Health's NHS Code of Practice: Records Management.

5. Time Limits

5.1 The time limits for an employee to progress to a further stage in this policy are detailed below:

Stage	Timescale for Manager's written response	Appeal to be made to	Employee timescale to submit appeal after Manager's response	Suggested Timescale to hear appeal
Informal	-	-	-	-
Formal Stage 1	1 calendar week	Line Manager	1 calendar week	2 calendar weeks
Formal Stage 2	2 calendar weeks	Not applicable	No further right of appeal	-

5.2 Although the time limits specified are generally to be adhered to, they can be varied by mutual consent in circumstances where adherence would cause undue haste.

6. Special Cases – Language Barriers

6.1 If there are likely to be understanding or language difficulties during the meeting, it may be necessary for an interpreter or friend to be made available. The employee should contact their line / other appropriate manager or senior officer of the Trust, an HR Representative or a staff representative for advice and guidance.

7. Grievance Raised by Former Employees

7.1 If a former employee of the Trust makes a grievance about an issue related to their employment in the Trust it will be treated as a complaint and they should write to the Trust, as soon as possible, after leaving but within three months of the last incident. The complaint will be managed under the Trust's Managing Concerns and Complaints Policy.

8. Collective Grievances

8.1 If the same grievance is raised by more than one employee, it may be appropriate for the problem to be resolved through a collective agreement between staff-side representatives and the employer.

9. Vexatious or Malicious Grievances

9.1 An employee may raise a grievance that, through investigation, proves to be vexatious or malicious. In these circumstances the employee raising the grievance may find themselves subject to disciplinary action.

10. Raising a grievance during a disciplinary process

10.1 In exceptional circumstances, where an employee raises a grievance at any stage of the disciplinary procedure, a decision will be made as to whether the proceedings should be suspended until such time as the grievance is resolved.

10.2 A decision will be made based on the seriousness of the allegations and whether or not they make it inappropriate for the disciplinary procedure to continue until the grievance outcome is known

10.3 In most cases, the two procedures will run parallel.

11. Roles and Responsibilities

11.1 The *employee* is responsible for:

- Bringing concerns and grievances to the immediate attention of their line manager or another appropriate person
- Working with their manager to try and resolve grievances informally where possible
- Taking responsibility for making their own suggestions in finding a resolution
- Treating those involved in this process with respect and fairness. Attending meetings as requested under this Policy
- Arranging the attendance of their chosen companion at meetings

- Notifying the manager conducting the interview who their companion will be prior to the meeting

- Maintaining confidentiality during the application of this Policy and its outcomes.

11.2 *Managers* are responsible for:

- Ensuring those involved in this process are treated fairly and equitably

- Ensuring the Policy is adhered to and timescales are met in conjunction with Human Resources

- Treating any concern seriously and to seek to explore rather than pre- judge

- Monitoring and review to make sure that any action recommended as an outcome is taken

- Arranging meetings in line with this Policy

- Carrying out a fair, timely and thorough investigation in line with the Investigation Policy where appropriate

- Providing a fair and reasonable outcome for staff in line with this Policy

- Respecting all timescales referred to in this Policy

- Maintaining confidentiality during the application of this Policy and its outcomes

- Appropriate documentation.

- Continually assessing the health and welfare of all staff members involved in the process, with support from the Occupational Health team. Ensuring that referrals are made to Occupational Health for any employee who either requests or is identified as requiring support.

11.3 HR Consultancy are responsible for:

- Providing accurate advice and support to managers in the application of this Policy, including relevant training and coaching

- Ensuring the Policy is followed in a fair and equitable manner

- Ensuring the Policy is adhered to and timescales are met in conjunction with the manager

- Identifying any trends and bringing them to the attention of a senior manager.

- Ensuring, through dialogue with the manager, that the health and welfare of all staff members involved is fully considered and appropriately supported, through Occupational Health and/or the Employee Assistance Programme.

11.4 *Staff Side Representatives or Companions*

Employees are entitled to be accompanied by a staff-side representative or workplace friend or colleague, at any formal meetings held under this Policy. It is the employee's responsibility to make arrangements to be accompanied. The employee must be informed of this right at the commencement and all subsequent stages of this procedure.

11.5 The employee's choice of companion must be reasonable, depending on the circumstances of each individual case; however, it would not normally be reasonable for someone to attend whose presence would prejudice the meeting.

11.6 Staff Side Representatives may be from another Trust or a lay official or full time officer as long as they are certified by their union as being competent to accompany an employee. Any other companion (a workplace friend or colleague) should always be a member of the Trust. Reasonable time off should be afforded to the workplace friend or colleague, in discussion with their Line Manager.

11.7 The companion may address the meeting and confer with the employee, during the meeting, put forward the employee's case, summarise the employee's case and/or respond on the employee's behalf to any view expressed at the hearing.

11.8 The representative or workplace colleague or companion may not answer questions on behalf of the employee or prevent the employer from explaining their case.

11.9 Any companion must maintain confidentiality during and after the application of this policy.

11.10 If the reason given for failing to attend a meeting is due to the non-availability of a trade union representative or workplace friend/colleague and there have been no earlier adjournments in the process for this reason, on only one occasion the meeting will be postponed and a new meeting will be arranged within reasonable time; normally 5 working days. Exceptional circumstances will always be considered.

12. Training

12.1 The requirements of this policy will be brought to the attention of all those responsible for managing staff. Training is provided by the Human Resources Department in relation to effective management in line with Trust Policies on a regular basis throughout the year and can be accessed via the Learning and Development Department.

13. Equality & Diversity & Mental Capacity Act

13.1 In line with Trust policy, equality and human rights impact assessment has been completed and no significant issues have been identified. It is understood that no employee will receive less favourable treatment on the grounds of disability, age, sex, race, religion or belief, gender reassignment, pregnancy or maternity, marriage or civil partnership, working

patterns or Trade Union membership or non-membership in relation to the application of this policy. The equality and human rights impact assessment is included at Appendix 6. This policy has also been assessed and meets the requirements of the Mental Capacity Act 2005.

14. Success Criteria/ Monitoring the effectiveness of the document.

14.1 All formal action taken in accordance with this policy will be recorded and the number and nature of cases will be monitored. The effectiveness of this policy will be monitored by HR Consultancy, Senior Managers and Trust Board.

15. Review of Policy

15.1 This document may be reviewed at any time at the request of either staff side or management, but will automatically be reviewed every 3 years.

16. References and Links to Other Documents

16.1 **References:**

- ACAS Code of Practice and Guidance on Disciplinary and Grievance Procedures
- NHS Improvement 'A Just Culture Guide'

16.2 **Links to other Trust Policies/Procedures:**

- Disciplinary Policy
- Equality, Diversity and Human Rights Policy
- Managing Attendance and Wellbeing Policy
- Dignity at Work (Bullying and Harassment) Policy
- Freedom to Speak Up Policy
- Special Leave Policy
- Organisational Change and Consultation Policy
- Managing Concerns and Complaints Policy
- Investigation Policy
- Suspension, Transfer and Exclusion Policy
- Agenda for Change Starting Pay and Progression Policy

APPENDIX 1

GRIEVANCE FORM

Employee to complete:	**Employee to complete where appropriate:**
Name:	**Representative/Companion Name:**
Contact number:	**Representative contact number:**
Department:	**Union Name:**
Line Manager:	**Line Manager contact number:**
Date completed by Employee:	**Date received by Manager:**
What is the grievance about? (please give full details of the grievance)	
How do you want the grievance resolved?	
Signature of person raising grievance	

APPENDIX 2

(Note: Solent NHS Trust reserves the right for managers to amend this letter as appropriate to fit individual circumstances)

Letter inviting individual to informal grievance or formal stage 1 meeting

Sent Recorded Delivery

[Date**]**
Private and Confidential

[Name]
[Address]

Dear [Name]

Grievance Meeting: [Informal Stage or Formal Stage 1]

I am writing to invite you to attend a meeting in accordance with the Trust's Grievance Policy, a copy of which I enclose for your information. Your meeting will take place on [time and date] at [location]. I shall be conducting the meeting accompanied by [Insert Name] HR Advisor/Consultant, to advise on any procedural matters.

At this meeting I will spend time listening to the points you have raised in your grievance including:

- The nature of your grievance
- Whether you think there are any witnesses to support your grievance
- What your desired outcome would be

Following this grievance meeting, I will then make one of the following decisions:

- To uphold your grievance and identify some recommended action points
- To dismiss your grievance based on the information available
- To adjourn the meeting should further investigation be necessary. I will then advise you how long I anticipate the investigation will take and when you can expect a full decision

If you wish provide further evidence in your support, please provide details of these to me no less than 2 days before the hearing is due to be held.

You have the right to be accompanied at this meeting by a Staff Side or Trade Union representative or by a workplace friend or colleague. If you wish to be accompanied, you will need to make arrangements for this. Please refer to the Grievance Policy for further detail in relation to staff representatives and companions.

I would also like to advise you of our Employee Assistance Programme, should you require further support during this process. This is Workplace Options, which can be accessed as follows:

Telephone: 0800 243 458
E-mail: assistance@workplaceoptions.com
Website: www.workplaceoptions.com (Username Solent; Password Employee).

Yours sincerely

[Name]
[Title]
cc: [Insert Name], HR Advisor/Consultant
Enc. Grievance Policy

APPENDIX 3

(Note: Solent NHS Trust reserves the right for managers to amend this letter as appropriate to fit individual circumstances)

Letter inviting individual to a formal stage 2 grievance appeal hearing

Sent Recorded Delivery

[Date]

Private and Confidential
[Name]
[Address]

Dear [Name]

Grievance Appeal Meeting: [Formal Stage 2]

I am writing to invite you to attend a meeting in accordance with the Trust's Grievance Policy and further to your [insert date of previous stage] meeting. Your meeting will take place on the [time and date] at [location]. I shall be conducting the meeting accompanied by [Insert Name] HR Advisor/Consultant, to advise on any procedural matters.

At this meeting I will spend time listening to the points you have raised in your grievance including:

- New evidence that was not previously obtainable
- Failure to follow the procedure
- What your desired outcome would be.

Following this grievance meeting, I will then make one of the following decisions:

- To uphold your grievance and identify some recommended action points
- To dismiss your grievance based on the information available
- To adjourn the meeting should further investigation be necessary. I will then advise you how long I anticipate the investigation will take and when you can expect a full decision

If you wish to bring a witness to this hearing or provide further evidence in your support, please provide details of these to me no less than 2 days before the hearing is due to be held.

You have the right to be accompanied at this meeting by a Staff Side or Trade Union representative or by a workplace friend or colleague. If you wish to be accompanied, you will need to make arrangements for this. Please refer to the Grievance Policy for further detail in relation to staff representatives and companions.

I would also like to advise you of our Employee Assistance Programme, should you require further support during this process. This is Workplace Options, which can be accessed as follows:

Telephone: 0800 243 458
E-mail: assistance@workplaceoptions.com
Website: www.workplaceoptions.com (Username: Solent. Password: Employee).

Yours Sincerely

[Name]
[Title]

cc: [Insert Name], HR Advisor/Consultant

APPENDIX 4

Suggested Meeting Format	**Completed (tick)**
The manager introduces the people in attendance and their roles at the meeting.	
The manager reminds the employee of their right to be accompanied (if no companion is present). This must be recorded in the notes of the meeting.	
The manager outlines the intended procedure for the meeting.	
The manager asks if there are any initial questions.	
The employee details the allegations made which are then discussed further	
The employee has the opportunity to provide relevant information to support their statement	
The employee is asked how they would like the grievance resolved /what outcome they expect to receive	
Once all the evidence is gathered, the meeting is adjourned to consider next steps	
The meeting is then reconvened to communicate the next steps/outcome verbally with confirmation in writing within stated timescales or otherwise agreed	

Signed: …… Date: …….....

APPENDIX 5
(Note: Solent NHS Trust reserves the right for managers to amend this letter as appropriate to fit individual circumstances)

Letter confirming grievance outcome at informal or formal stage 1.

Sent Recorded Delivery

[Date]

Private and Confidential

[Name]
[Address]

Dear [name]

Re: Grievance Outcome at [the informal stage, formal stage 1 or 2]

I am writing to confirm the outcome of your grievance meeting held on [date], following your grievance letter dated [date]. You were present at the meeting and [had/had not] chosen to bring a representative with you. [Insert Name] from HR Consultancy was also present to advise on any procedural matters. At this meeting you raised a grievance with regard to [insert summary details of the grievance raised].
(1)
I have now had an opportunity to investigate the points you raised and from the evidence received, I conclude that there is no basis to your grievance. In reaching my decision, I considered the points in your grievance letter; the evidence presented in our meeting and gathered statements from members of staff, where appropriate. I would like to summarise my findings as follows: [Provide a summary of the reason for the decision based on the points of the grievance].
OR (2)
I have now had an opportunity to investigate the points you raised and from the evidence received, I conclude that there is some basis to your grievance. In reaching my decision, I considered the points in your grievance letter; the evidence presented in our meeting and gathered statements from members of staff, where appropriate. I would like to summarise my findings and recommended actions as follows:
[Provide a summary of the reason for the decision based on the points of the grievance and detail your recommended actions].

You have the right to appeal against this decision through [the formal stage 1 or
2] of the Grievance policy. Should you wish to do so, please do so in writing, preferably by completing a grievance report form and return this to me within 1 week of this receiving this letter. Your appeal should be one or more of the following:

- New evidence that was not previously obtainable
- Failure to follow the procedure

It is not sufficient merely to disagree with the decision made

OR

(There is no further right of appeal following stage 2).

If you have any queries regarding the content of this letter, then please do not hesitate to contact me. Should you require further support, you may also wish to contact the Employee Assistance Programme - This is Workplace Options, which can be accessed as follows:

Telephone: 0800 243 458
E-mail: assistance@workplaceoptions.com
Website: www.workplaceoptions.com (Username: Solent Password: Employee).

Yours sincerely

[Name]

[Title]
cc: [Insert name], HR Advisor/Consultant

APPENDIX 6
EQUALITY IMPACT ASSESSMENT

Step 1 – Scoping; identify the policies aims	**Answer**
1. What are the main aims and objectives of the document?	To ensure there is a consistent approach in implementing the grievance procedure across the whole organisation.
2. Who will be affected by it?	All staff
3. What are the existing performance indicators/measures for this? What are the outcomes you want to achieve?	This policy replaces existing policies for handling grievances and differences of opinion.
4. What information do you already have on the equality impact of this document?	No group will be adversely affected as the procedure is available to all staff.
5. Are there demographic changes or trends locally to be considered?	No
6. What other information do you need?	None

Step 2 - Assessing the Impact; consider the data and research	**Yes**	**No**	**Answer** (Evidence)
1. Could the document unlawfully discriminate against any group?		X	No
2. Can any group benefit or be excluded?		X	The grievance procedure is available to all staff groups.
3. Can any group be denied fair & equal access to or treatment as a result of this document?		X	Responsibility for fair and equal treatment on the part of all parties concerned is clearly stated.
4. Can this actively promote good relations with and between different groups?	X		The procedure is open to all staff groups and has as its focus a clear process to ensure good relations are maintained.
5. Have you carried out any consultation internally/externally with relevant individual groups?		X	None required
6. Have you used a variety of different methods of consultation/involvement		X	None required

Mental Capacity Act implications			
7. Will this document require a decision to be made by or about a service user? (Refer to the Mental Capacity Act document for further information)		X	Does not impact on patients directly.
External considerations			
8. What external factors have been considered in the development of this policy?	X		ACAS Code of Practice and Guidance on Disciplinary and Grievance Procedures NHS England & NHS Improvement 'Learning lessons to improve our people practices' NHS Improvement 'A Just Culture Guide'
9. Are there any external implications in relation to this policy?		X	None other than potential changes in legislation and/or best practice guidance.
10. Which external groups may be affected positively or adversely as a consequence of this policy being implemented?		X	None

If there is no negative impact – end the Impact Assessment here.