

Equality Impact Assessment

Before completing this EIA please ensure you have read the EIA guidance notes and other resources, available on the [intranet](#)



Version	1.0	Date Completed	04/06/2026
Description of what is being impact assessed			
Revised Probation Policy (May 2026) introducing a structured, time-bound, evidence-based probation process including: <ul style="list-style-type: none">• Tighter staged review framework (Months 1, 3, 4 - 4.5, 5)• Mandatory early intervention and formal improvement processes• Requirement to make dismissal decisions by Month 5• Increased emphasis on documentation, consistency, and manager accountability• Restriction of probation extensions to exceptional circumstances			
Evidence			
What data/information have you used to assess how this policy/service might impact on protected groups?			
<p><i>Further information is available at Equality data and will be added to</i></p> <ul style="list-style-type: none">• Internal workforce equality data (recruitment, probation outcomes, turnover)• Existing probation policy outcomes and case reviews• ACAS guidance on fair dismissal and probation• Employment Rights Act changes (reduction in qualifying service)• HR best practice on performance management and early intervention• Feedback from HR advisors and managers on current process challenges			

Who have you consulted with to assess possible impact on protected groups and what have they told you? If you have not consulted other people, please explain why?

- HR Leadership Team
- Senior Leadership / ELT (9 June 2026)
- Policy owner (Corporate Lead – People & IG)

- General support for clearer structure and earlier intervention
- Recognition that tighter timelines may create risk for some groups (e.g. disability, pregnancy)
- Need for strong guidance for managers on reasonable adjustments and inclusive practice

Analysis of impact on protected groups

The Public Sector Equality Duty requires us to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. The Council also has a legal duty to have due regard to armed forces personnel when carrying out healthcare, housing and education functions. Consider how this policy/service will achieve these aims. In the table below, using the evidence outlined above and your own understanding, detail what considerations and potential impacts against each of the three aims of the Public Sector Equality Duty. Based on this information, assess the likely outcome, before you have implemented any mitigation.

Protected group	Summary of impact	Negative outcome	Neutral outcome	Positive outcome
Age	<ul style="list-style-type: none"> Potential risk for younger or less experienced employees who may need longer to develop. Positive impact through clearer expectations and structured support and recruiting against clear skills, knowledge and experience described as essential to undertake the role from day 1. 	□	⊗	□
Disability	<ul style="list-style-type: none"> Potential negative impact due to compressed timelines (e.g. Month 5 decision point). Risk where disability-related absence affects ability to evidence performance early and/or impact of disability in the absence of reasonable adjustments. Policy includes some mitigation (extensions where absence prevents fair assessment) but relies on manager judgement. 	⊗	□	□
Gender reassignment	<ul style="list-style-type: none"> No direct adverse impact identified. Positive impact through emphasis on fairness, evidence, and structured process. 	□	⊗	⊗

Protected group	Summary of impact	Negative outcome	Neutral outcome	Positive outcome
Marriage and civil partnership	<ul style="list-style-type: none"> No specific impacts identified. Positive impact through emphasis on fairness, evidence, and structured process. 	☐	☒	☒
Pregnancy and maternity	<ul style="list-style-type: none"> Potential negative impact due to absence affecting ability to demonstrate performance within fixed timelines. Risk that Month 5 decision deadline may disadvantage employees on maternity leave or pregnancy-related absence. 	☒	☐	☐
Race and ethnicity	<ul style="list-style-type: none"> Structured, evidence-based process reduces subjectivity and potential bias. However, risk remains if manager capability is inconsistent. 	☐	☐	☒
Religion or belief	<ul style="list-style-type: none"> Potential indirect impact if review scheduling or expectations do not accommodate religious observance. Overall neutral with appropriate flexibility. 	☐	☒	☐
Sex	<ul style="list-style-type: none"> No direct differential impact identified. Potential indirect impact linked to maternity (covered above)/menopause in the absence of reasonable adjustments. 	☐	☒	☐
Sexual orientation	<ul style="list-style-type: none"> No specific impacts identified. Positive effect through consistent, fair process. 	☐	☒	☒

Protected group	Summary of impact	Negative outcome	Neutral outcome	Positive outcome
Armed Forces (including serving personnel, families and veterans)	<ul style="list-style-type: none"> Potential indirect impact where reservist duties or mobility affect availability or performance evidence within timelines. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other, e.g. carers, care leavers, low income, rurality/isolation, etc.	<ul style="list-style-type: none"> Carers or those with external pressures may be disproportionately affected by: <ul style="list-style-type: none"> Accelerated timelines Requirement for consistent performance evidence Positive impact from clearer expectations and structured support. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Negative outcomes action plan				
Where you have ascertained that there will potentially be negative outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.				
Action taken/to be taken	Date	Person responsible	How will it be monitored?	Action complete
Produce manager guidance on reasonable adjustments during probation	31/07/2026	HR Operations Manager	Audit of probation outcomes by protected group	<input type="checkbox"/>
Flag mandatory HR advice for cases moving to a formal review involving disability/pregnancy (inclusion in documentation)	31/07/2026	HR Operations Manager	Incorporated into supporting documentation	<input type="checkbox"/>

Negative outcomes action plan

Where you have ascertained that there will potentially be negative outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

Action taken/to be taken	Date	Person responsible	How will it be monitored?	Action complete
Provide manager training on inclusive probation management	31/08/2026	HR Operations Manager	Included in manager on-boarding and mandatory training	<input type="checkbox"/>
Monitor probation outcomes by protected characteristic (quarterly reporting)	31/03/2027	HR Operations Manager / HR Support & People Development Manager	Annual people data	<input type="checkbox"/>
Strengthen guidance on use of extensions in mitigating circumstances	30/06/2026	HR Operations Manager	Incorporated into supporting documentation	<input type="checkbox"/>
Include explicit reference to equality considerations in manager prompts/templates	30/06/2026	HR Operations Manager	Incorporated into supporting documentation	<input type="checkbox"/>

If negative impacts remain, please provide an explanation below.

Negative outcomes action plan

Where you have ascertained that there will potentially be negative outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

Action taken/to be taken	Date	Person responsible	How will it be monitored?	Action complete

Completed by:	Caroline Hall, HR Operations Manager
Date:	4 June 2026
Approved by:	<i>Should be reviewed by the relevant Assistant Director/Director and signed off</i>
Date:	
To be reviewed by:	Caroline Hall, HR Operations Manager
Review date:	No later than 30 June 2028

Ensure that a final copy of this impact assessment is sent to HR as per the equality impact assessment guidance.