

ACCEPTABLE STANDARDS OF BEHAVIOUR POLICY AND PROCEDURE

(Incorporating bullying, harassment and other behaviours which affect people's dignity at work)

Policy reference – LCCGHR09

SUMMARY	This policy outlines the stance on acceptable standards of behaviour at work and procedure. This incorporates bullying, harassment and other behaviours which affect people's dignity at work.
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APPLIES TO	Employees, contractors, employees of other organisations engaged to work on the premises such as Governing Body Members, volunteers, visitors and patients at the point of service delivery
APPROVAL BODY	Social Partnership Forum consulted with prior to final approval by the Remuneration and Nomination Committee
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1. PURPOSE

- 1.1 This document sets out NHS Leeds Clinical Commissioning Group's (GGC's) policy and procedure on acceptable standards of behaviour in the workplace. It is drafted to comply with statutory requirements, professional codes of conduct and other legal requirements.
- 1.2 Certain types of harassment are regarded as unfair discrimination and are covered by statute. The Equality Act (2010) covers age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Under the Criminal Justice and Public Order Act 1995 the use of threatening, abusive or insulting words, or disorderly behaviour intended to cause harassment, alarm or distress, is a criminal offence. Under Article 14 of the Human Rights Act 1998, discrimination in any form is prohibited. Employers are also responsible for the health, safety and welfare at work of all employees under the Health and Safety at Work Act 1974.
- 1.3 The CCG recognises that all employees have the right to be treated with consideration, dignity and respect. The purpose of this policy is to support a working environment and culture in which bullying, harassment and other similar behaviour is unacceptable. A zero tolerance approach to unacceptable behaviour is expected and any unacceptable behaviour will not be tolerated in any form. Employees are encouraged to discuss support options with managers and human resources representatives.
- 1.4 Each individual carries personal responsibility for their own behaviour in relation to this policy and are responsible for ensuring that their conduct is in line with the standards set out in this policy. The policy is underpinned by the following principles:
- Protect the dignity of all employees.
 - Respect and value differences.
 - Ensure all policies and procedures are consistent with the principles of justice, fairness and respect for all employees and the CCG.
 - Prevent acts of discrimination, exclusion, unfair treatment and other negative or demeaning behaviour.
 - Ensure that there are appropriate procedures, systems and campaigns in place to promote the dignity of employees at work.
 - Provide advice, information and support that protects the dignity of employees.
 - Raise awareness of this policy, making training and education available at all levels in the CCG to ensure individuals are aware of the behaviour expected of them and their responsibilities.

2. SCOPE

- 2.1 This policy will apply to all employees, contractors, employees of other organisations engaged to work on the premises such as Governing Body members, volunteers, visitors and patients at the point of service delivery (for the purpose of this policy the term "employee" will apply to all the groups stated). Any employee safeguarding issues will be dealt with in line with the Safeguarding Children and Adults at Risk Policy.

3. EQUALITY STATEMENT

- 3.1 In applying this policy, the CCG will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In addition, the CCG will ensure that employees and job applicants are not unreasonably discriminated against on the basis of other characteristics including socio-economic status, offending background, political affiliation and trade union membership. A single Equality Impact Assessment is used for all policies and procedures.

4. ACCOUNTABILITY

- 4.1 The Chief Executive is accountable for this policy.

5. IMPLEMENTATION AND MONITORING

- 5.1 The Remuneration and Nomination Committee is responsible for formal approval and monitoring compliance with this policy. Following ratification the policy will be shared with staff in the e-bulletin and will be available on the website.
- 5.2 The policy and procedure will be reviewed periodically by the Workforce and Diversity Management Group in conjunction with human resource representatives and trade union representatives where applicable. Where review is necessary due to legislative change, this will happen in a timely manner.

6 RESPONSIBILITIES

- 6.1 Good working relations are vital for the CCG to operate successfully and provide services. There is a joint responsibility for management, trade unions and employees to accept the responsibility of working together on issues in good faith and with the shared intention of facilitating good working relations.

6.2 Employees

- 6.2.1 It is the responsibility of employees to ensure that:
- They help ensure individuals do not suffer any form of unacceptable behaviour by conducting themselves in a manner that does not cause offence to another person.
 - They carry personal responsibility for their actions on or off site.
 - They act in a manner consistent with the values and expectations of the CCG, and adhere to the standards expressed through the performance development review process.
 - They are aware of their own behaviour and the affects this may have on others around them.
 - They understand the organisation has a zero tolerance approach to unacceptable behaviour.
 - They treat colleagues with respect and dignity and value diversity.
 - They use the procedure in this policy responsibly and in situations where they genuinely believe that unacceptable behaviour is taking place. Malicious use of this policy or false allegations may result in disciplinary action.

6.3 Line managers

6.3.1 It is the responsibility of line managers to ensure :

- All employees are aware of the content of this policy and what is acceptable and what is not acceptable behaviour at work.
- There is a supportive working environment.
- The observance of expected behaviours and standards by appropriate application of policies and procedures and that these expectations are communicated to employees through the performance development review process.
- They take prompt action to prevent and stop inappropriate behaviours by using this policy.
- If an employee makes a complaint (informally or formally) they execute their duty to consider it and take appropriate action and inform a Human Resource representative.
- If an employee makes a complaint they give consideration and seek advice where appropriate regarding issues of protection.
- They attend training session instigated by the organisation as well as taking ownership regarding their own Continuous Professional Development (CPD).
- There will be no victimisation of any employee who has made or assisted someone else to bring a complaint.

6.4 Governing Body members and executive management

6.4.1 It is the responsibility of the Governing Body members and Executive Management Team to ensure that:

- They demonstrate full commitment to the prevention and elimination of unacceptable behaviour at work.
- They act as role models in demonstrating appropriate and professional behaviour at work.
- Policies are developed and implemented which respect the dignity of employees at work.
- There will be no victimisation of any employee who has made or assisted someone else to bring a complaint.
- Employees are aware that incidents of unacceptable behaviour will not be tolerated and will be dealt with as a disciplinary offence.

6.5 Human Resources Team

6.5.1 The human resource representative will provide advice and support on all aspects of this policy to ensure application and support.

7 SCHEME OF DELEGATION

Informal Procedure	Line manager or equivalent level manager from elsewhere within the CCG
Formal Procedure	Line manager or equivalent level manager from elsewhere within the CCG or the line manager's direct manager if the line manager has been previously involved or implicated
Appeal Procedure	Director, or alternative dependent upon who has been involved with earlier stages, and trade union/staff side representative if available and senior human resources representative

8 RECORDS

- 8.1 Where the complaint is informal and resolved at this stage or where a formal investigation did not substantiate the allegations, no record will be kept on personal files.
- 8.2 Where a complaint is substantiated but does not proceed to disciplinary, a letter confirming the outcome will be retained on the personal file of the perpetrator and supporting documentation retained in a separate file for a period of 12 months.
- 8.3 Where a matter proceeds to disciplinary hearing then the storage of records should be in accordance with the disciplinary policy.
- 8.4 The CCG is committed to ensuring that all personal information is managed in accordance with current data protection legislation, professional codes of practice and records management and confidentiality guidance. More detailed information can be found in the CCG's Data Protection and Confidentiality and related policies and procedures.

9 APPROACH

- 9.1 The CCG is committed to securing a working environment in which everyone is treated with dignity and respect, in addition to eradicating any unacceptable behaviour at work. Bullying, harassment and other similar behaviour are potentially gross misconduct offences and the offender may be dismissed without notice under the appropriate disciplinary procedure. The organisation encourages staff to report concerns and provides equality and diversity training to prevent discrimination. The organisation will give consideration as to whether unacceptable behaviour is part of institutional abuse and will take appropriate action to address.
- 9.2 The CCG recognises in line with Agenda for Change that unacceptable behaviour "at work" includes any place where the occasion can be identified with either the requirements of the employer, or with social events linked to the same employment. This could therefore be at work or outside of work; this policy and procedure applies equally in both circumstances.
- 9.3 An allegation of behaviours such as bullying, harassment, victimisation and discrimination are very serious and should not be made lightly. Malicious, false or reckless allegations may themselves be disciplinary offences which could lead to disciplinary action being taken up to and including dismissal. The CCG recognises that a balance needs to be struck between the rights and interests of the complainant and those of the alleged perpetrator. Allegations raised regarding bullying and harassment will be taken seriously and treated confidentially. Support will be provided to both parties during any stage of this procedure such support may include accessing counselling services and a referral to occupational health. The CCG gives assurance that there will be no victimisation against an employee making a complaint under this policy, against employees who assist or support a colleague in making a complaint or to the alleged perpetrator.
- 9.4 Consideration should be given to whether the alleged victim is an "adult at risk" and therefore whether a safeguarding referral should be made.

10 DEFINITIONS

10.1 Discrimination

- 10.1.1 Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have (see perception discrimination below), or because they associate with someone who has a protected characteristic (see discrimination by association below).
- 10.1.2 Discrimination by association is direct discrimination against someone because they associate with another person who possesses a protected characteristic.
- 10.1.3 Perception discrimination is direct discrimination against an individual because others think they possess a particular protected characteristic. It applies even if the person does not actually possess that characteristic.
- 10.1.4 Indirect discrimination occurs when the CCG has a condition, rule, policy or even a practice that applies to everyone but particularly disadvantages individuals who share a protected characteristic.

10.2 Harassment

- 10.2.1 Harassment is unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, degrading, humiliating or offensive environment for that individual.

10.3 Victimisation

- 10.3.1 Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act or under the CCG's policies, or because they are suspected of doing so.

10.4 Bullying

- 10.4.1 There are various examples of bullying, these may compromise:
- an abuse of power
 - threatening, abusive or humiliating behaviour directed at an individual
 - more subtle isolating behaviour
 - offensive discrimination through vindictive, cruel, insulting, malicious or humiliating behaviour
 - attempting to undermine an individual or group of employees.

10.5 Violence

- 10.5.1 Any incident in which a person or group is verbally abused, threatened or assaulted.

Please see Appendix A for further examples.

11 SERIOUSNESS / POLICE INVESTIGATIONS

- 11.1 Unacceptable behaviours covered by this policy may be criminal offences for which the perpetrator could be prosecuted. The complainant may, under relevant criminal legislation, choose to make a formal complaint to the police. If this route is chosen, the complainant should inform the Chief Executive if it is in connection with another employee of the CCG or its provider organisation.
- 11.2 In such situations a decision will be taken by the Chief Executive, supported by an HR representative, in conjunction with the police to determine whether it is appropriate to continue or conclude the internal investigation before the conclusion of the Police investigation or that the Police investigation should take priority over the internal investigation.

12 THIRD PARTIES

- 12.1 The CCG has a duty to provide a safe and secure environment for employees. This includes protection against people who are not employees of the organisation such as clients, customers, providers, independent contractors, agency staff and members of the public.
- 12.2 Where concerns are related to an individual who is not an employee of the organisation i.e. member of the public, the procedure will depend on the nature of the allegation and the relationship. Many incidents of unacceptable behaviour can be dealt with effectively in an informal way please see procedure detailed in section 16. Whether action was taken or not the incident and the way it was managed should be reported to the line manager and documented. If the behaviour persists, or the employee was unable to approach the issue at the time, a further report should be made to the line manager, as it may be necessary to take further action. Repeated incidents of unacceptable behaviour from non-employees towards employees will be taken very seriously and may lead to legal action, exclusion from services or other appropriate sanctions. A complaint made by a member of the public against an employee may be dealt with by the line-manager under the disciplinary procedure depending upon the nature of the allegation.
- 12.3 Where allegations are made against employees of other organisations (where the unacceptable behaviour is connected to their workplace) the CCG director should be informed. Advice should always be taken from a human resources representative before taking action. If this is of a serious nature the director will consider action and if appropriate send a letter to a suitable senior manager in the perpetrator's employing organisation. The letter will outline the concerns, explain the CCG takes allegations very seriously and has a policy protecting all employees from such inappropriate behaviour. The letter will request the organisation of the perpetrator to follow their own procedures to protect the individual who raised the complaint. .
- 12.4 If complaints are made about the CCG's employee by external employees then the employee would be invited to a meeting as part of this policy and procedure.

13 PERSONAL RELATIONSHIPS AT WORK

- 13.1 From time to time situations may arise where a personal relationship exists between employees of the CCG. It is expected that where a personal relationship exists, employees will behave responsibly and professionally and not put themselves in a situation where their relationship/behaviour may impact adversely on their work, each other or the CCG. Any incidents of unacceptable behaviour concerning a personal relationship at work will be dealt with under this policy. Managers are asked to follow guidance in Appendix B when considering close working relationships with a personal association.

14 DOMESTIC ABUSE

- 14.1 The CCG acknowledges that domestic abuse is a serious issue within our society and affects many people's lives. The CCG has a responsibility for health, safety and welfare at work and aims to reduce inequality and promote dignity at work. Employees or line managers who are approached by other employees experiencing domestic abuse are expected to follow the good practice guidance set out in Appendix C to ensure they are supported. The CCG is awaiting the outcome of the consultation launched by the government in respect of the 2018 Domestic Violence

Bill which will provide a statutory definition of domestic abuse that includes economic abuse, alongside other non-physical abuse.

15 DRESS AND APPEARANCE

- 15.1 It is the responsibility of employees to ensure they present a professional and smart appearance when at work. Employees are considered to be ambassadors for the CCG and it is recognised that appearance acts as a visual measure of how the public, clients and partner organisations view the CCG. There is therefore the expectation employees will not only act professionally in their behaviour but also in their image. Dress must comply with health and safety policies. Employees working with patients should refer to the CCG's clinical policy on dress standards to comply with infection prevention and control.
- 15.2 Clothes must be professional, clean, tidy and a good state of repair. The CCG recognises the religious, cultural, disability and pregnancy related requirements of employees in relation to dress or the uniform they wear. These requirements will be handled with sensitivity, taking into account both infection control and risk management considerations where appropriate.
- 15.3 Line managers will promote appropriate standards of dress and appearance and remind employees of their responsibility to comply. If employees fail to dress appropriately for work, the line manager should raise concerns, bringing this to their attention in an informal meeting. As part of this the manager should offer support and explore whether there is any particular reason why they are unable to dress professionally, such as a disability preventing them from this. If there are no sound reasons to make an adjustment and the employee continues not to comply with professional standards, this may result in disciplinary action. Managers should seek advice from a human resource representative in this case.

16 PROCEDURE

- 16.1 Any employee who believes they are subject to unacceptable behaviour should not accept the situation and seek support from their line manager if appropriate or a human resources representative. Wherever possible the emphasis should be on resolving issues informally without resorting to the formal procedure. However, an employee may seek to resolve the situation by taking action at **any of the stages** in the process described below depending on the severity of the behaviour.
- 16.2 The complainant should record notes of any alleged incidents as soon as practicably possible after the incident has taken place. These notes should contain the following:
- Date, time and place of the incident(s),
 - Name of the person(s) carrying out the unacceptable behaviour
 - Full details of what actually happened and what was said
 - Names of any witnesses
 - Any other relevant information, i.e. how it made them feel or how it affected them
 - Whether they took any action at the time, i.e. if anything was said to the alleged perpetrator
- 16.3 It is possible that employees are unaware of or insensitive to the impact of their actions and behaviour on others whether this is one instance or cumulative

behaviour. Wherever practicably possible the person(s) responsible for the behaviour that is causing offence should be made aware of the fact that his/her behaviour is unwelcome and unwanted. Making the person(s) responsible for the unwanted behaviour aware of the impact of their behaviour may be undertaken in a number of ways as below.

- 16.4 A face to face approach is often the better initial approach, if the employee feels he/she is able to do this. If not they may wish to put this in writing to them or communicate via a third party such as a colleague or line manager. Whatever approach is used to raise the issue with the person concerned, the action taken and the outcome should be recorded by the individual concerned as evidence of his/her attempt to deal with the situation.

17 INFORMAL STAGE

- 17.1 If the offending behaviour continues, or if the individual feels unable to take action personally, then management support to deal with the behaviour on an informal basis may be required. The employee should initially approach their line manager to discuss. If the incident involves their line manager they should approach their manager's manager or a human resource representative.

- 17.2 Where the employee wishes to attempt to resolve the problem informally the line manager responsible for the person whose behaviour is causing offence should be approached and the situation discussed in full (if needed the line manager of the employee making the complaint should help facilitate this). It should be made clear to the manager that, at this stage, the matter is to be handled on an informal basis in order to resolve the situation.

- 17.3 The manager who is responsible for the person, whose behaviour is causing offence, will agree the action to be taken and an appropriate timescale. This will involve bringing both parties together in an informal meeting to seek a better understanding of the problem and to find a joint resolution. This may include or lead to:

Mediation – Where both parties agree to be supported to resolve their differences by a trained mediator.

Facilitation – Where both parties agree the issue and the solution is based on common ground.

Direction – Where there is no common ground the manager will direct the outcomes, with advice from a Human Resources representative.

Managers are encouraged to discuss the support options with a human resource representative.

- 17.4 The manager will keep a written record of the informal action. They will also write to the employee to record the issue, the outcome and the reasons for it. This letter will also detail who to contact if the employee wishes to raise the matter formally. The manager should then monitor the working relationship between the parties concerned to ensure there is no further repetition of the unacceptable behaviour. The manager will make the human resource representative aware of the case in order to assist with general monitoring of such incidents.

18 FORMAL STAGE

18.1 If informal attempts to resolve the situation have not been successful, or if the allegations are so serious that the informal procedure will not be appropriate, then the next steps could be a formal investigation. If an employee wishes to make a formal complaint it should be done so in writing to their immediate line manager unless that person is subject to the allegations. In this case it should be sent to their manager's manager or to a human resources representative. The letter must set out the facts and include the following information:

- Personal details i.e., name, base, line manager and contact numbers.
- The nature of the complaint – what was said or done (the facts).
- The name and position of the alleged perpetrator.
- Dates and times of incidents.
- What each incident is said to be (bullying/harassment/victimisation etc).
- The names of any witnesses.
- What steps have been taken to resolve the issue informally?
- What is wanted as an outcome?

18.2 An employee who is a trade union member is encouraged to seek advice from the union for the completion of the letter and to arrange for representation at the meeting(s).

18.3 Investigation

18.3.1 When a matter is referred to the formal stage, there will be an independent manager invited to investigate the case, supported by a human resources representative (the investigating team). Employees are required to co-operate in the investigation fully. No undue delay should be caused to the process while employees seek advice or representation. However, a letter will be sent by the independent manager detailing the allegation and arrangements for the investigation to the employee giving five working days' notice to any meeting and outlining their rights to representation.

18.3.2 The investigation must be prompt and reasonable in all the circumstances of the case. The investigating team will gather evidence and take statements from witnesses. Witnesses should be made aware that they might be required to attend any future proceedings i.e. disciplinary hearings to substantiate their evidence. The importance of confidentiality will be emphasised. A report will then be produced setting out the conclusions. Both the alleged perpetrator and complainant will be regularly updated on progress of the investigation by the investigating manager.

18.3.3 Management is responsible for keeping records of investigation interviews, hearings and appeals. The records will usually be notes of meetings rather than a verbatim record.

18.3.4 In certain circumstances, it may be necessary to separate the complainant and the alleged perpetrator or to suspend the alleged perpetrator. This is a matter of judgement by the manager dealing with the complaint. The manager should take advice from a human resource representative before making a decision. Suspension is not a disciplinary sanction and will be on full pay. Alternatives to suspension, such as a transfer to other duties may be considered. If an employee is suspended the suspension will be reviewed usually at fortnightly intervals in order to decide whether it is necessary to continue to suspend.

18.4 Outcome Meeting

18.4.1 On conclusion of the investigation report a human resources representative will send a letter outlining arrangements for the outcome meeting, to the complainant and alleged perpetrator, giving at least five working days' notice. The investigating team will decide whether there has been unacceptable behaviour. It is not the intention of the alleged perpetrator that is the key to deciding whether unacceptable behaviour has taken place. The defining principle is whether the behaviour was unacceptable by reasonable normal standards of behaviour and is disadvantageous or unwelcome to the person/people subjected to it. The perception of the complainant is an important factor which will be taken into account in making the decision, but is not the deciding factor. The investigating team will meet with the complainant and alleged perpetrator separately and explain the rationale for the decisions.

18.4.2 Whether or not the complaint is upheld, the investigating team has a range of options including:

- Take no action, as the allegation has not been substantiated or there is insufficient evidence.
- Take alternative management action, as the evidence and / or nature of the complaint does not justify formal disciplinary action. This could include:
 - A recommendation for facilitated discussion / counselling for both parties, where both parties agree to this
 - A recommendation for redeployment of one or more parties, either on a temporary or permanent basis
 - Setting up arrangements to monitor the situation
 - Required attendance on training courses (such as equality and diversity awareness training)
 - A period of special leave to enable working arrangements to be put in place.
- Proceed to a disciplinary hearing, as the investigation has found that there may be a case to answer.

18.4.3 The panel will confirm the decision in writing to the employee and their representative. The letter will set out the decision and reasons for it and notify the employee of the right of appeal. The alleged perpetrator cannot appeal the outcome.

18.5 Appeal

18.5.1 The complainant has the right of appeal against outcome decisions. In wishing to exercise this right, the employee should write to a senior human resources representative within ten working days of the date of the outcome letter. The letter of appeal must set out the grounds of appeal, saying why the original decision was wrong and specifying the outcome desired.

18.5.2 A human resources representative will be responsible for setting up the appeal hearing and will send a letter confirming the grounds for the appeal and arrangements for the hearing giving at least ten working days' notice.

18.5.3 The investigating team will prepare the management case for the hearing. The management case will typically include the outcome report, any agreed actions, the rationale for the decisions, copies of any relevant documents and other information.

18.5.4 The employee may also produce a statement of case including any relevant material to support their case. This information should be provided to the human resources representative five working days prior to the hearing so that an exchange of

information between the parties is made. The information will be presented to the panel at least two working days prior to the hearing.

18.5.5 A failure by either party to disclose written material in accordance with the above guidelines may result in a refusal to admit such information at the hearing. The panel hearing the case will decide whether to accept information following discussion with the individuals present as to the reason(s) for the late disclosure and the possible significance of the information.

18.5.6 The composition of the appeal panel will be a director as chair, trade union or staff side representative if available and an independent human resource representative.

18.5.7 The appeal hearing will follow the following procedure:

- The employee/employee's representative sets out the reason for the appeal.
- A member of the panel who investigated at the formal stage explains the reasons for the decision and comments on the appeal case.
- The appeal panel may ask questions of either party.
- The appeal panel considers the appeal in private.
- The panel informs the parties of the decision on the day (under exceptional circumstances and by agreement the outcome may be given at a later date).
- The panel will confirm the decision in writing to the employee and their representative.

18.5.8 The appeal is the end of the internal process. The appeal panel will decide if the appeal is upheld on the basis of:-

- Whether there has been a reasonable investigation.
- What they believed happened (more likely than not).
- Whether they believe that the employee is guilty of unacceptable behaviour alleged or not.
- Whether the recommendation, actions are appropriate.

If the appeal is upheld the panel will be responsible for instigating any further action which may include further investigation or proceeding to a disciplinary hearing.

Examples of unacceptable behaviour

Examples of bullying (not an exhaustive list)

Persistent unjustified criticism
Isolation or exclusion
Shouting
Intrusive or personal comments
Spreading malicious rumours
Making false allegations
Blocking promotion or opportunities
Invading personal space
Joining in supporting or condoning such behaviour
Face to face or electronic dialogue (cyber bullying) with colleagues which come under the definition of bullying
Use of social media in respect of any of the above

Examples of harassment (not an exhaustive list) verbal or written

Insults, ridicule, innuendo, teasing
Offensive, threatening or abusive language
Intrusive personal questions/comments
Some jokes/banter, gossip
Offensive e-mails
Imposing extremist views/attitudes

Physical

Unwanted touching or contact
Invading personal space
Pestering, following stalking

Use of offensive material

Issuing or displaying offensive posters, magazines, graffiti, screen displays, badges
Joining in, supporting or condoning such behaviour

Sexual

Lewd comments
Leering
Whistling
Sexually suggestive comments or gestures
Suggestions that sexual favours may further a colleague's career, or that refusal may hinder it
The display of pornographic or sexually suggestive pictures, objects or written material
Unwanted, non-accidental physical contact
Unwelcome sexual advances
Undermining an individual on the grounds of their sex
Ignoring or dismissing of a colleague's work specifically because of their gender

Racial

Racial name calling
Derogatory nicknames
Display or sending of offensive letters or publications
Racist graffiti
Threatening behaviour on the grounds of race
Being frozen out of a conversation
Assault or any other non-accidental physical contact

Open hostility to employees from a particular ethnic or racial group
Undermining, ignoring or dismissing the quality of a colleague's work specifically because of their race

Managing personal relationships at work

The aim of this guidance is to protect CCG employees in situations where a personal relationship exists, or develops by setting boundaries. Employees are expected to act professionally at all times and not let any personal relationship impact on their conduct at work.

The CCG's stance on personal relationships at work is that in the majority of situations where a line management relationship exists the CCG will not support employees working together where they have a close personal relationship as described below.

What constitutes a personal relationship?

A personal relationship includes any relationship where a close family relationship exists, for example, including mother, father, daughter, son, sister, brother (and including step and in-laws) partner, ex-partner (including spouse or cohabitee), civil partner.

Managing situations where a work/personal relationship conflict arises

Where a personal relationship exists or develops and this is seen to impact upon the CCG the employees concerned will be helped to resolve the matter to the benefit of the CCG and themselves. As a basis it would not be appropriate for a line management relationship to exist between two employees who have a personal relationship.

The Recruitment and Selection Policy gives further guidance around employing prospective employees who have a personal relationship with the expected line manager. Where a personal relationship develops whilst working for the CCG, and there is line management/supervisory relationship between the two employees involved, they should declare this to the CCG.

The CCG expects employees to take responsibility and not put themselves into a situation where their relationship may cause the CCG problems.

Termination of contract would only be considered in exceptional circumstances under the Disciplinary Policy, where the employees concerned have not declared the potential conflict of interest issue caused by their personal/work relationship and this has adversely affected the CCG, its employees or clients.

In all other cases every effort will be made to resolve the situation by consulting the employees involved, so that a mutually acceptable solution may be found.

Good Practice Guidance and Procedure for Employees Experiencing Domestic Abuse

Aims of the Guidance and procedure

- Support employees experiencing problems at work arising from domestic abuse.
- Ensure confidentiality and sympathetic handling of situations at work arising from domestic abuse.
- Remove fears of stigmatisation at work for employees experiencing domestic abuse.
- Raise awareness and understanding amongst all employees in the workplace of the effects of domestic abuse.

If an employee is experiencing domestic abuse

Employees have the right to work in a supportive and confidential environment that does not discriminate against, or stigmatise people who are experiencing domestic abuse (whether this is physical or emotional). Employees are not obliged to tell anyone at work about their domestic situation, but there are many support mechanisms available such as the line manager, human resources representative, trade union representatives, occupational health and staff counselling service. Employees are therefore advised to talk to someone at work if they feel their personal situation is affecting work – specific details are not necessary but a joint approach to problem solving to resolve any work issues is essential. If managers have any health and safety concerns they can seek guidance from the Health and Safety Manager.

Line managers will provide support by:

- Responding sympathetically and confidentially to employees who may be experiencing domestic abuse.
- Being supportive.
- Giving information about support services which the member of staff may wish to contact – Please refer to ‘Useful contacts’ below.
- Allowing the employee time off to visit solicitors and other agencies under provisions contained within the Flexible Working or Annual and Special Leave Policies (paid and unpaid leave).
- Reassuring the employee that their job is guaranteed should extended leave be required to flee violence.
- Offering relevant training to the abused employee, where appropriate (for example assertiveness training as domestic abuse can affect self-esteem).
- Gaining consent from the employee to share any information, except in cases where there is a legal requirement to report issues.

Arrangements for where others may be put at risk

Managers have a duty to maintain a secure environment for all employees and this may be made easier if colleagues are aware of potential risks. With the express wish and consent of the employee in question colleagues may need to be informed of the situation. It is however important that the manager agrees with the individual what information can be disclosed. In these circumstances, colleagues privy to this information must be reminded that the information is confidential and that there are risks to the member of staff if it is disclosed.

Ensuring that all team members are aware that under no circumstances should the workplace or personal details of individuals be divulged unless consent is given by the individual concerned. All information should be handled in line with Data Protection legislation.

Recording information

Managers will record a summary of any discussion together with any agreed outcomes. The manager should keep this confidentially on their own files. Any discussions taking place about domestic violence and any actions agreed should be documented to provide as full a picture as possible. These records need to be clear and accurate records and used to help support the individual. However, these records should not, under any circumstances, be used to the detriment of an employee who has experienced abuse. The purpose is to support an employee with the express purpose of keeping them safe from harm. Any use of these records that undermine the employee at work, or causes harm to the employee, is inappropriate

If a manager is unsure how to approach a domestic abuse or related situation then they should take further confidential advice from their human resources representative.

If an employee is convicted of domestic abuse and this clearly conflicts with their role within the CCG, appropriate action will be taken. Abusive behaviour is the responsibility of the perpetrator. Domestic abuse is a serious matter that can lead to a criminal conviction. Conduct outside of work (whether or not it leads to a criminal conviction) can lead to disciplinary action being taken because of the impact it may have on the employee's suitability to carry out their role and/or because it undermines public confidence in the CCG. Where appropriate, there will be an investigation of the facts as far as possible, and a decision made as to whether the conduct is sufficiently serious to warrant disciplinary action being taken. Factors that will be considered are:

- the nature of any criminal justice proceedings and/or convictions;
- the nature of the conduct and the nature of the employee's work;

Advice should be sought from the human resources representative.

Employees should:

- Listen carefully and provide space to talk. Assure them of your confidentiality unless there are child protection issues which must be reported in which case you should refer to the Safeguarding Team for further advice.
- Ask their colleague what they want to do, if anything, and respect their decision.
- Ask their colleague if they want to report it to the police and/or need to see a GP /occupational health nurse/doctor for medical attention - again this is their choice. If the person is injured they should be encouraged to see their GP or occupational health nurse/doctor to have any injuries assessed and documented with their consent.
- Give information (not advice) about local refuges/safe houses or help lines from key support agencies listed below. Remember inaccurate or bad advice is worse than no advice at all.
- Give information to the member of staff about counselling services.
- Be prepared to offer the same standard of support on all occasions no matter how many times the same colleague comes forward. Because of the nature of persistent domestic abuse, victims often find it very difficult to leave abusive relationships.
- Assist them in making contact with agencies that may be able to help (please refer to the "Key Support Agency Information" below)

Offering basic information about services is very helpful whether they are used immediately or not. Victims need a link to the larger community, and may be unaware that they need or deserve these services because they probably minimise the abuse. Pressuring victims to

leave the abuser is NOT helpful. Violence usually escalates after an attempt to leave. Leaving the situation is a step that should be carefully planned after support and must be taken at the victim's pace. Admitting that the abuse is happening is the first step to stopping it.

Key Support Agency Information

- **Leeds Domestic Violence Helpline (24 hours) - 0113 2460401**
 - Support, information and safe housing for women with and without children.
- **National Domestic Violence Helpline - 0808 2000247**
 - Run by Women's Aid and Refuge
- **National Men's Advice Line - 0808 8010327**
 - Practical advice, info and support to men, victims of abuse as well as for concerned friends and family
www.mensadviceline.org.uk
- **Children and Young People**
 - Childline - 0800 1111
 - NSPCC Helpline - 0800 8005000
- **Credit Union Leeds - 0113 214 5252 (9.00am – 5.00pm Mon to Fri)**
 - Website: www.leedscitycreditunion.co.uk
- **Employee Assistance Programme (HELP) - 0800 0285149 (24 hr)**
 - www.leeds.helpeap.com
- **Housing Leeds Housing Options 0113 2224412**
- **Jewish Women's Aid 0808 8010500**
- **Karma Nirvana Honour Network Helpline 0800 5999247**
 - Karma Nirvana is an award-winning British human rights charity supporting victims of honour-based abuse and forced marriage.
- **Police emergency - 999 (or 112 if abroad – available in 70+ countries with interpreters if needed)**
- **Police non-emergency – 101 ask for Safeguarding Unit**
- **Broken Rainbow UK - 0300 9995428**
 - national LGBT domestic violence charitable helpline for all members of LGBT communities, their friends, family and agencies supporting them
- **National Bullying Helpline - 0845 2255787**
- **Respect Phonenumber – 0808 8024040 (9.00am – 5.00pm Mon to Fri) or email info@respectphonenumber.org.uk**
 - confidential helpline offering advice, information and support to help stop individuals being violent and abusive to others

Bradford

- Staying Put -Enabling women and children experiencing domestic abuse to remain safely in their own home - 01274 667104, www.stayingput.uk.net, enquiries@stayingput.uk.net
- The Oasis Project (Overcoming Abuse through Social Independence with Support) - 01274 634850
- Bradford Rape Crisis & Sexual Abuse Survivors Service - 01274 308 270
- Anah Project - Accommodation for Asian Women without children who are suffering violence or oppression in Bradford - 0845 960 6011
- Domestic Violence Services Keighley - 01535 210999

Calderdale

- Calderdale Council : <https://www.calderdale.gov.uk/v2/residents/community-and-living/domestic-violence-and-abuse> Calderdale Women Centre - 01422 386500, www.womencentre.org.uk
- Doorways – for help with housing - 01422 392460

Kirklees

- Kirklees Domestic Violence Team - 01924 431491, domesticviolence@kirklees.gov.uk , <http://www.kirklees.gov.uk/domesticviolence>

Wakefield

- The Safe at Home Team - 0800 915 1561, safeathome@wakfield.gov.uk
- Alcohol Team - 01924 302120
- Safer Relationship Men's helpline - 07515 573842 (please leave a message)
- Surviving Trauma after Rape (STAR) – 01924 298954

Note: Key Support Agency information correct as at August 2018

Procedure Flow Chart

Employee attempts to deal with the issues themselves if appropriate



Informal Stage. If the employee is unable to deal with the issues or if the issues persist then the matter can be dealt with under the informal procedure. The line-manager or equivalent will provide support in achieving a resolution. The outcome of this stage is confirmed in writing.



Formal Stage. If informal attempts to resolve the situation have not been successful, or if the allegations are so serious that the informal procedure will not be appropriate, then the next steps could be a formal investigation as part of the formal stage.



There will be an independent manager invited to investigate the case, supported by a human resources representative



Outcome meeting held providing at least 5 working days' notice.



Appeal. The complainant has the right of appeal against outcome decisions. In wishing to exercise this right, the employee should write to a senior human resources representative within ten working days of the date of the outcome letter.

Equality Impact Assessment

Title of policy	Acceptable Standards of Behaviour Policy and Procedure	
Names and roles of people completing the assessment	Ian Corbishley, HR Manager	
Date assessment started/completed	Started: 31/05/2018	Completed: 31/05/2018

1. Outline	
Give a brief summary of the policy	This policy sets out the informal and formal procedure for managing unacceptable behaviour, including bullying harassment and other behaviours affecting peoples dignity at work
What outcomes do you want to achieve	To reduce unacceptable behaviour in the workplace and give staff a means to raise issues.

2. Analysis of impact			
This is the core of the assessment, using the information above detail the actual or likely impact on protected groups, with consideration of the general duty to; eliminate unlawful discrimination; advance equality of opportunity; foster good relations			
	Are there any likely impacts? Are any groups going to be affected differently? Please describe.	Are these negative or positive?	What action will be taken to address any negative impacts or enhance positive ones?
Age	Yes, there is potential for this particular group to be subject to discrimination.	Positive	The policy has provision to protect the group against unacceptable behaviour by having a clear procedure in place.
Carers	Yes, there is potential for this particular group to be subject to discrimination	Positive	The policy has provision to protect the group against unacceptable behaviour by having a clear procedure in place.
Disability	Yes, for employees who have a long-term illness or	Positive	The policy outlines the support in terms of

	impairment the standards around professional dress can be adjusted to take account for this. There is also potential for this particular group to be subject to discrimination		reasonable adjustments and has provision to protect the group against unacceptable behaviour by having a clear procedure in place.
Sex	Yes, there is potential for this particular group to be subject to discrimination.	Positive	The policy has provision to protect the group against unacceptable behaviour by having a clear procedure in place.
Race	Yes, there is potential for this particular group to be subject to discrimination.	Positive	The policy has provision to protect the group against unacceptable behaviour by having a clear procedure in place.
Religion or belief	Yes, for employees who follow a particular religion and they are required to dress a certain way, the standards around professional dress can be adjusted to take account for this. There is also potential for this particular group to be subject to discrimination	Positive	The policy outlines the support in terms of reasonable adjustments and has provision to protect the group against unacceptable behaviour by having a clear procedure in place.
Sexual orientation	Yes, there is potential for this particular group to be subject to discrimination.	Positive	The policy has provision to protect the group against unacceptable behaviour by having a clear procedure in place.
Gender reassignment	Yes, there is potential for this particular group to be subject to discrimination.	Positive	The policy has provision to protect the group against unacceptable behaviour by having a clear procedure in place.
Pregnancy and maternity	Yes, there is potential for this particular group to be subject to discrimination.	Positive	The policy has provision to protect the group against unacceptable behaviour by having a clear procedure in place.

Marriage and civil partnership	Yes, there is potential for this particular group to be subject to discrimination.	Positive	The policy has provision to protect the group against unacceptable behaviour by having a clear procedure in place.
Other relevant group	Yes, there is potential for this particular group to be subject to discrimination.	Positive	The policy has provision to protect the group against unacceptable behaviour by having a clear procedure in place.

If any negative/positive impacts were identified are they valid, legal and/or justifiable? Please detail.		The policy is applicable to all employees and adheres to the NHS Litigation Authority Standards, statutory requirements and best practice. Makes all reasonable provision to ensure equity of access to all employees. There are no statements, conditions or requirements that disadvantage any particular group of people with a protected characteristic. The policy has provision to protect all groups against unacceptable behaviour by having a clear procedure in place.	
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4. Monitoring, Review and Publication

How will you review/monitor the impact and effectiveness of your actions	Complaints raised under this policy may be monitored against protected characteristics to look for any trends and action taken as appropriate. Dress can be adjusted for religious or disability needs as appropriate.		
Lead Officer	John Scott, Head of People, OD and Office Services	Review date:	September 2022

5. Sign off

Lead Officer	John Scott, Head of People, OD and Office Services		
Director	Sabrina Armstrong, Executive Director of Corporate Services	Date approved:	17/10/2018