

Bullying & Harassment Policy

Introduction

All staff should be able to work in an environment free from harassment and bullying and be treated with dignity and respect regardless of gender, sexual orientation, transgender status, marital or family status, colour, race, nationality, ethnic or national origins, creed, culture, religion or belief, age, or disability.

This policy and procedure provides guidance on what to do if you are concerned about bullying or harassment and what to expect if you raise concerns. It applies to all staff, Councillors, volunteers, and contractors.

Policy

The Council does not tolerate bullying or harassment in the workplace. This is the case for work-related events that take place within or outside of normal working hours, on Council property or elsewhere, whether the conduct is a one-off act or repeated course of conduct, and whether done purposefully or not.

The Council does not tolerate retaliation against, or victimisation of, any person involved in bringing a complaint of harassment or bullying. Retaliation or victimisation will also constitute a disciplinary offence, which may in appropriate circumstances lead to dismissal. You should also be aware that if a court or tribunal finds that you have bullied or harassed someone, in some circumstances the treatment may amount to a crime punishable by a fine or imprisonment.

The Council will take appropriate action if any of our staff, Councillors, or volunteers are bullied or harassed by staff, Councillors, volunteers, members of the public, or suppliers.

All Councillors will be expected to operate to the standards set in the 'Bullying and Harassment Policy', a failure to do so would be considered a breach of the 'Code of Conduct'.

What type of treatment amounts to bullying or harassment?

Bullying is offensive, intimidating, threatening, malicious or insulting behaviour, and/or an abuse or misuse of power that undermines, humiliates, denigrates, or injures the person on the receiving end.

Harassment is unwanted conduct related to relevant 'protected characteristics', (which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual) and are sex, gender reassignment, race (including colour, nationality, and ethnic or national origins), disability,

sexual orientation, religion or belief, being married or in a civil partnership, being pregnant or on maternity leave, and age. Harassment amounts to unlawful discrimination if it relates to a 'protected characteristic'.

Examples of bullying and harassment may be:

- Deliberate or unintentional
- Between two individuals or a group
- Verbal abuse or offensive comments, jokes or pranks related to age, disability, gender reassignment, marriage, civil partnership, pregnancy, maternity, race, religion, belief, sex, or sexual orientation
- Lewd or suggestive comments
- Obvious or insidious
- Persistent or an isolated incident
- Deliberate exclusion from conversations or work activities
- Withholding information, a person needs to do their job
- Practical jokes, initiation ceremonies or inappropriate birthday rituals
- Physical abuse such as hitting, pushing, or jostling
- Rifling through, hiding, or damaging personal property
- Subjecting a person to humiliation or ridicule, belittling their efforts, often in front of others
- Face to face, in writing, by email, telephone or social media
- Overbearing supervision and abusing a position of power
- Deliberately undermining a competent worker by overloading and constant criticism
- Preventing individuals from progressing by intentionally blocking promotion or training opportunities

THIS IS NOT AN EXHAUSTIVE LIST

It is important to recognise that conduct which one person may find acceptable; another may find totally unacceptable. All employees must, therefore, treat their colleagues with respect and appropriate sensitivity.

Bullying does not include appropriate criticism of an employee's behaviour or proper performance management.

Incidents of harassment may also constitute a criminal offence and may therefore need to be reported to the Police.

Responsibilities

Employee Responsibilities

- To behave in accordance with the Code of Conduct¹ and treat colleagues with dignity and respect.
- Discourage bullying and harassment by making it clear that such behaviour is unacceptable and supporting colleagues who suffer such treatment.
- Challenge inappropriate behaviour early and report as appropriate.

¹ All employees will be expected to operate to the standards set in the 'Bullying and Harassment Policy', a failure to do so would be considered a breach of the 'Code of Conduct'.

Councillor Responsibilities

Councillors must take all reasonable steps to ensure the working environment is free from bullying and harassment by:

- Acting as a positive role model
- Being aware of work situations where there is a potential for bullying and harassment and to guard against it
- Ensuring all employees are aware of the standards of behaviour and conduct expected of them.
- Treating all complaints seriously, with sensitivity to the feelings and perceptions of all those involved.
- Dealing with any issues raised fairly and confidentially
- Taking steps to ensure that employees who bring complaints, or support others to do so, are not treated less favourably
- Taking immediate action if bullying and/or harassment is suspected or identified
- Being familiar with policy and provide advice on procedure
- Any adverse comments made via the media and social media or outside of the Council in any form regarding staff or fellow Councillors will be dealt with robustly.
- To behave in accordance with the Code of Conduct² and treat colleagues with dignity and respect.

It is not only the Councillor's perception of what behaviour is acceptable which defines harassment. The recipient's view of the behaviour is important and if the recipient feels that they have been harassed the complaint must be taken seriously and actioned.

Reporting concerns

What you should do if you witness an incident you believe to harassment or bullying

If you witness such behaviour you should report the incident in confidence to the Clerk or a Nominated Councillor. The Nominated Councillor will have experience in dealing with such matters and/or undergone any necessary training to enable them to act fairly and professionally. If the 'Nominated Councillor' is the perpetrator then the matter will be passed to the Chair of the Council. Such reports will be taken seriously and will be treated in strict confidence as far as it is possible to do so.

What you should do if you feel you are being Bullied or Harassed by a member of the public or supplier (as opposed to a colleague)

If you are being bullied or harassed by someone with whom you come into contact at work, please raise this with the Clerk or a Nominated Councillor in the first instance. They will then decide how best to deal with the situation, in consultation with you.

What you should do if you feel you are being Bullied or Harassed by a Councillor

If you are being bullied or harassed by a Councillor, please raise this with the Clerk or the Chair of the Council in the first instance. They will then decide how best to deal with the

² **All Councillors will be expected to operate to the standards set in the 'Bullying and Harassment Policy', a failure to do so would be considered a breach of the 'Code of Conduct'.**

situation, in consultation with you. There are two possible avenues for you, informal or formal. The Informal Resolution is described below. Formal concerns regarding potential breaches of Code of Conduct³ breaches will be investigated by the Monitoring Officer. If the Nominated Councillor, the Chair or the Monitoring Officer are compromised in any way, the complaint should then be dealt with by a Monitoring Officer from another District/Borough Council.

Informal resolution

If you are being bullied or harassed you may be able to resolve the situation yourself by explaining clearly to the perpetrator(s) that their behaviour is unacceptable, contrary to our policy and must stop. Alternatively, you may wish to ask the Clerk, a colleague, or another Councillor to put this on your behalf or to be with you when confronting the perpetrator(s).

If the above approach does not work or if you do not want to try to resolve the situation in this way, or if you are being bullied by your own manager, you should raise the issue with the Chair of the Council. The Chair (or another appropriate individual) will discuss with you the option of trying to resolve the situation informally by:

- Telling the alleged perpetrator(s), without prejudging the matter, that there has been a complaint that their behaviour is having an adverse effect on a member of staff.
- That such behaviour is contrary to our policy.
- That for employees, the continuation of such behaviour could amount to a serious disciplinary offence.

It may be possible to have the conversation with the alleged perpetrator without revealing your name, if this is what you want. They will also stress that the conversation is confidential.

However, by its nature bullying and harassment may make the employee feel embarrassed, worried about damaging their reputation or the working environment and fearful of not being taken seriously and subsequent reprisals. In these situations, the Chair of the Council, a colleague, or a Trade Union Representative can make an initial approach.

If your complaint is resolved informally, the alleged perpetrator(s) will not usually be subject to disciplinary sanctions. However, in exceptional circumstances (such as a serious allegation of harassment or in cases where a problem has happened before) the Council may decide to investigate further and take more formal action notwithstanding that you raised the matter informally. We will consult with you before taking this step.

Where appropriate, mediation may be offered. Mediation is a voluntary, private, and confidential process to resolve disagreements. The aim of mediation is, with the agreement of all parties, to bring people together in an informal, neutral setting to enhance communication and understanding to bring about effective resolution at the earliest stage possible.

³ **All Councillors/Employees will be expected to operate to the standards set in the 'Bullying and Harassment Policy', a failure to do so would be considered a breach of the 'Code of Conduct'.**

Raising a formal complaint...

If informal resolution is unsuccessful or inappropriate, you can make a formal complaint about the harassment or bullying to the Clerk or the Chair of the Council. A formal complaint may ultimately lead to disciplinary action against the perpetrator(s) where they are employed.

The Clerk or the Chair of the Council will appoint someone to investigate your complaint. You will need to co-operate with the investigation and provide the following details (if not already provided):

- The name of the alleged perpetrator(s),
- The nature of the harassment or bullying,
- The dates and times the harassment or bullying occurred
- The names of any witnesses and
- Any action taken by you to resolve the matter informally

... against a Councillor

The Clerk or the Chair of the Council will appoint someone to investigate your complaint. Formal concerns regarding potential breaches of Code of Conduct⁴ will be investigated by the Monitoring Officer of Broadland District Council who will have the power to act.

... against a colleague or contractor

The alleged perpetrator(s) would need to be told your name and the details of your complaint for the issue to be investigated properly. However, we will carry out the investigation as confidentially and sensitively as possible. Where you and the alleged perpetrator(s) work in proximity to each other, we will consider whether it is appropriate to separate you whilst the matter is being investigated.

... against a member of the public or supplier

We will investigate the complaint as far as possible by contacting the member of public or the supplier's employer and asking for a response to the allegations.

During the investigation

Investigations will be carried out promptly, sensitively and, as far as possible, confidentially. If, after an investigation, we decide that an employee or Councillor has harassed or bullied another employee or Councillor, then the employee or Councillor may be subject to disciplinary action, up to and including dismissal.

The Council will consider how to protect your health and wellbeing whilst the investigation is taking place and discuss this with you. Depending on the nature of the allegations, the Investigator may want to meet with you to better understand your complaint. Whilst there is no Statutory right to be accompanied at investigation meetings, the Council recognises

⁴ **All Councillors and Employees will be expected to operate to the standards set in the 'Bullying and Harassment Policy', a failure to do so would be considered a breach of the 'Code of Conduct'.**

that allowing this represents good practice and will allow a work colleague, Councillor or union representative to attend with you at the meeting.

Hearing

After the investigation, a panel will meet with you in a Grievance Hearing (following the Grievance Procedure) to consider the complaint and the findings of the investigation. At the meeting you may be accompanied by a fellow worker, Councillor, or a trade union official.

After the meeting, the panel will write to you to inform you of the decision and to notify you of your right to appeal if you are dissatisfied with the outcome. You should put your appeal in writing explaining the reasons why you are dissatisfied with the decision. Your appeal will be heard under the appeal process that is described in the Grievance Procedure.

Victimisation

Employees and others who make allegations of bullying or harassment in good faith will not be treated less favourably as a result.

False allegations

If the Council believes a false and/or malicious allegation has been made it will be investigated under the Disciplinary Procedure. Such an allegation, if upheld could constitute gross misconduct.

Disclosure and confidentiality

We will treat personal data collected during this process in accordance with the data protection policy. Information about how data is used and the basis for processing data is provided in the employee privacy notice.

Use of the Disciplinary Procedure

Harassment and bullying constitute serious misconduct. If, at any stage from the point at which a complaint is raised, we believe there is a case to answer and a disciplinary offence might have been committed, we will instigate our disciplinary procedure. Any employee or Councillor found to have harassed or bullied a colleague or Councillor will be liable to disciplinary action up to and including summary dismissal.

This procedure represents part of the Contract of Employment of an Employee, and its standards of behaviour are those expected of Councillors as per the Code of Conduct.

Policy effective from:

Date for next review:

Notes

1. Protected characteristics

A 'protected characteristic' is defined in the Equality Act 2010 as age, disability, sex, gender reassignment, pregnancy and maternity, race, sexual orientation, religion or belief, and marriage and civil partnership. It is unlawful to discriminate against an individual because of any of the protected characteristics.

Discrimination includes treating people differently because of a protected characteristic. Harassment is unwanted conduct related to a 'protected characteristic'. Employees can complain of harassment even if the behaviour in question is not directed at them. This is because the complainant does not actually need to possess the relevant protected characteristic. An employee can complain of unlawful harassment if they are related to someone with a protected characteristic, or because a colleague believes they have a protected characteristic.

2. Legal risks

An employee does not need to be employed to make a discrimination claim at a tribunal.

- Job applicants who believe they have not been appointed because of a 'protected characteristic' can make a claim.
- New or established employees who are dismissed because of a health condition can make a discrimination claim at a tribunal.
- An employee in their probationary period may claim discrimination if their employment has been ended for no credible reason.
- An employee subjected to harassment can make a discrimination claim at a tribunal.
- An employee asked to retire can make a discrimination claim at a tribunal.

Successful unfair dismissal claims are limited to a compensation cap, whereas those for unlawful discrimination have no cap.

A positive employment culture, and swift action if conduct falls beneath acceptable standards will help mitigate the risks. An unhealthy culture will make it difficult to defend claims.

The time to defend and the cost of defending tribunal claims can be significant, irrespective of the outcome.

3. Culture and behaviour

Modern day workforces are eclectic, and a positive culture throughout the council enables staff with different backgrounds and beliefs to share ideas and shape how the council achieves what Councillors decide for the community.

Different people find different things acceptable. It may not be obvious that some behaviour would be unwelcome or could offend a person. Those in positions of 'power' over an employee may not always understand how words or actions are received. An employee may not always find it easy to communicate how they really feel. 'Banter' that on the face of it is reciprocated may nonetheless be unwelcomed and damaging. Others who overhear comments, or learn of them third hand, will form judgements about the culture.

Whilst both staff and Councillors jointly determine what the working culture is like, Councillors are key in demonstrating what is and isn't acceptable behaviour. This is apparent from how Councillors behave with each other in council meetings and also in how standards

of behaviour are applied through the use of informal discussion and formal policies.

Examples of unacceptable behaviour at work include (but are not limited to):

- physical conduct ranging from touching to sexual advances and serious assault;
- the offer of rewards for going along with sexual advances, e.g. promotion, access to training;
- suggestions that refusing sexual advances will adversely affect aspects relating to employment (such as pay, promotion, training, work opportunities, or any other condition of employment or development);
- comments about a person's appearance;
- jokes or comments of a sexual or racial nature or about an individual's age, disability, sexual orientation or religion;
- questions about a person's sex life;
- unwanted nicknames, especially related to a person's age, race or disability;
- the use of obscene gestures;
- excluding an individual for a non-work reason
- treating an employee differently because they have, or are perceived to have, a 'protected characteristic' or are associated with someone who does;
- the open display of pictures or objects with sexual or racial overtones, even if not directed at any particular person;
- spreading malicious rumours or insulting someone;
- picking on someone or setting them up to fail;
- making threats or comments about someone's job security without good reason;
- ridiculing someone;
- isolation or non-cooperation at work; and
- excluding someone from social activities.

4. During the investigation

Employers have duty of care to provide a safe place of work. If a complaint is made, discuss how to manage working relationships whilst the allegation is being investigated and until the outcome is disclosed. This is as much for the protection of the alleged perpetrator as for the aggrieved.

Consider whether a neutral person should be offered as a 'listening ear' for both parties in the investigation. Offer other support that may be appropriate to the situation such as signposting to support groups, time off for counselling etc. If you have suspended a staff member, your duty of care continues and it's important to consider their wellbeing and mental health.

Ensure that you regularly communicate with both parties.

5. Victimisation

All employees have the right to raise genuine concerns without the fear of reprisals. If the aggrieved (or a witness) is treated differently / less favourably because they have raised a complaint, then this is victimisation. This would include isolating someone because they have made a complaint, cancelled a planned training event, or giving them a heavier or more difficult workload. Victimisation can lead to a claim to an employment tribunal.

6. False allegations

If an employee makes an allegation that they know to be untrue, or gives evidence that they know to be untrue, the council should consider the matter under the disciplinary procedure. Such an allegation would be potentially Gross Misconduct.

7. Complaints against Councillors

Following the Ledbury case, the law is clear that any formal complaint regarding a breach of the Code of Conduct⁵ must be referred to the Monitoring Officer for investigation. During the investigation, it is critical to ensure that where an employee of the council has made the complaint, that the council agrees with the employee reasonable measures to protect their health and safety. Such measures may include a temporary change in duties, change of work location, not attending meetings with the person to whom the complaint has been made etc.

⁵ **All Councillors/Employees will be expected to operate to the standards set in the 'Bullying and Harassment Policy', a failure to do so would be considered a breach of the 'Code of Conduct'.**

Reedham Parish Council

Bullying & Harassment Flow Chart

Bullying and Harassment a Practical Guide

Bullying and harassment is a serious issue that can have a disastrous impact on an individual's mental health and wellbeing and their ability to carry out their work or duties.

If you have been subject to or have observed bullying the following flowcharts will help you to deal with it in a practical way.

Section 1

Clerk to Councillor(s)

Clerk is an Employee of Council

Identify cause.

Councillors make a complaint to full council or delegated Sub-Committee with appropriate powers/terms of reference to investigate.

(e.g., disagreement with work of Clerk, personal disagreements.)

Create a Folder (Audit Trail)

The Council / Sub Cttee's record of the complaint needs to include the following:

- The Councillor(s)' complaint.
- Minutes of the Council/Sub-Committee which received the complaint and the decisions taken to address it.
Ensure minutes include details of councillors appointed to undertake any informal or formal investigations.
- Letter of invitation to the Employee to attend an Informal Investigatory meeting.
- Transcript of the informal meeting, signed by all present
- Minutes of the subsequent Council/sub-committee meeting at which a decision is taken as to what should happen next
- Letter of invitation to a Formal Disciplinary Hearing, should that be deemed necessary by the Council / Sub Cttee.
- Transcript of the Disciplinary Hearing.
- The Formal outcome letter.
- Details of any subsequent Appeals conducted by the Full Council

The above details must be sorted securely as they may be needed by the Council as evidence in any subsequent legal action by the Employee.

Keep copies of **ALL** communications, including: -

Emails, Social Media posts (Take Screenshots for folder.)

Phone calls (Date, time, duration & contemporaneous notes.)

You **MUST** advise complainant you are keeping record (GDPR)

Follow HR procedures in Standing Orders.

The Council needs to make sure that its Formal Disciplinary procedure is up to date and fit for purpose. i.e., it identifies which bodies have authority to carry out what action and the appropriate terms of reference are in place.

Identify which policy to enact, e.g., bullying & harassment, vexatious behaviour, dignity at work, code of conduct. This will guide you in next step to take.

1. No further action necessary.
2. Issue verbal warning.
3. Issue written warning.
4. Dismissal.

Both parties should be informed of the outcome in writing.

Ensure policies are fit for purpose and followed to the letter.

Additional Support

County Association (Norfolk ALC) and its HR Adviser, District Council, including HR and the Monitoring Officer (MO), ALCC/SLCC, NALC. Police.

You may share your audit trail as necessary

Desired Outcome

To achieve a good working relationship

Section 2

Councillor(s) to Clerk

Clerk is an Employee of Council

Identify cause.

Contained within the employee's complaint about the councillor(s)' conduct.

(e.g., disagreement with decisions taken by the council, personal disagreements.)

Create a Folder (Audit Trail)

The Council / Sub Cttee's record of the employee's complaint needs to include the following:

- The employee(s') complaint.
- Minutes of the Council/Sub-Committee which received the complaint and the decisions taken to address it.
Ensure minutes include details of councillors appointed to undertake any informal or formal investigations.
- Letter of invitation to the Councillor to attend an Informal Investigatory meeting.
- Transcript of the informal meeting, signed by all present
- Minutes of the subsequent Council/sub-committee meeting at which a decision is taken as to what should happen next
- Referral details to the Monitoring Officer if the Investigatory Panel find that some or all of the complaint is concerned with the Code of Conduct.
- Letter of invitation to a Formal Grievance Hearing, if some or all of the complaint is concerned with internal matter which the Council can address.
- Transcript of the Grievance Hearing.
- The Formal outcome letter.
- Details of any subsequent Appeals conducted by the Full Council

The above details must be sorted securely as they may be needed by the Council as evidence in any subsequent legal action by the Councillor.

Keep copies of **ALL** communications, including: -
Emails, Social Media posts (Take Screenshots for folder.)
Phone calls (Date, time, duration & contemporaneous notes.)

You **MUST** advise complainant you are keeping record (GDPR)

Follow HR procedures in Standing Orders.

The Council needs to make sure that its Formal Grievance procedure is up to date following the *Ledbury* decision at the Supreme Court, and fit for purpose. i.e., it identifies which bodies have authority to carry out what action and the appropriate terms of reference are in place.

Identify which policy to enact, e.g., bullying & harassment, vexatious behaviour, dignity at work, code of conduct. This will guide you in next step to take.

1. No further action necessary.
2. Issue verbal warning.
3. Issue written warning.

Both parties should be informed of the outcome in writing.

Additional Support

County Association (Norfolk ALC) and its HR Adviser, District Council, including HR and the Monitoring Officer (MO), ALCC/SLCC, NALC. Police.

Additional Information

An Elected Councillor cannot be removed during their term unless they commit Fraud.

They can be removed from a meeting if they are abusive, or meeting can be stopped.

Section 3

Member of the public to clerk and/or councillor(s)

Identify cause.

Contained within the complaint about the member of the public's conduct.

(e.g., disagreement with decisions taken by the council, personal disagreements, behaviour at meetings, social media activity.)

Create a Folder (Audit Trail)

The Council / Sub Cttee's record of the complaint needs to include the following:

- The substance of the complaint(s).
- Minutes of the Council/Sub-Committee which received the complaint and the decisions taken to address it.
Ensure minutes include details of councillors appointed to undertake any informal or formal investigations.
- Minutes of the subsequent Council/sub-committee meeting at which a decision is taken as to what should happen next
- The Formal outcome letter.

The above details must be sorted securely as they may be needed by the Council as evidence in any subsequent legal action.

Keep copies of **ALL** communications, including: -

Emails, Social Media posts (Take Screenshots for folder.)

Phone calls (Date, time, duration & contemporaneous notes.)

You **MUST** advise complainant you are keeping record (GDPR)

Follow procedures in Standing Orders.

The Council needs to make sure that its procedures are up to date following the *Ledbury* decision at the Supreme Court, and fit for purpose. i.e., it identifies which bodies have authority to carry out what action and the appropriate terms of reference are in place.

Identify which policy the alleged behaviour is in breach of and the manner in which it has or in which it is anticipated it will, impact on the ability of the council to perform its duties and functions; e.g., bullying & harassment, vexatious behaviour, dignity at work, code of conduct. This will guide you in next step to take.

Both parties should be informed of the outcome in writing.

Additional Support

County Association (Norfolk ALC) and its Advisers, District Council, ALCC/SLCC, NALC. Police.