



Public – To be published on the Trust external website

Bullying and Harassment Reporting and Resolution Procedure

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Document type: Procedure

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1 Introduction

This procedure aims to provide a supportive framework that encourages and allows staff who feel subject to Bullying and or harassment, to raise their concerns in an informal setting, with the initial aim of resolving these informally, however also allows a more formal process to commence in the event that attempts at informal resolution are not successful.

This procedure is critical to the delivery of [Our Journey To Change \(OJTC\)](#) and our ambition to co-create safe and personalised care that improves the lives of people with mental health needs, a learning disability or autism. It helps us deliver our strategic goals, in particular our second goal, which is to Co-Create a great experience for our colleagues.

We will do this by:

- Promote an environment where it is acknowledged that all staff/colleagues have the right to expect to be treated with dignity and respect.
- Create a workplace environment that is free from hostility.
- Ensure appropriate support mechanisms are available to employee's who feel they are subject to bullying, harassment or unfair treatment of any kind.
- Educate our workforce by promoting positive behaviours through increased awareness of the unacceptability of any form of behavior that breaches Trust Values, Policies and Procedures.
- help identify any contributing factors of an individual's behaviour that may be as a result of a health condition, stress related reaction, previous trauma or personal experience/circumstances.

The Trust expects all of its employees to conduct themselves in a way that is in line with its values, policies and procedures and whilst the Trust promotes the fair treatment of staff and supports a culture of fairness, openness, learning and resolution in cases of grievance and alleged bullying and/or harassment. In the event where there is substantiated evidence of bullying and/or harassment behaviours that would warrant formal disciplinary action, individuals will be held accountable for their actions and appropriate action taken.

2 Purpose

It is recognised that there will be occasions where staff and colleagues may experience behaviour that they believe is not in line with the Trust values. The recipient of such behaviours may view them to be bullying and/or harassing in their nature.

The aim of this procedure is to provide a supportive framework that encourages staff to raise their concerns and where such concerns are able to be explored in a non-confrontational manner with the aim of resolving any differences, ideally in an amicable way. In the event that informal resolution is either not possible or is unsuccessful this procedure outlines the formal process of raising a concerns of alleged bullying and/or harassment.

There may be occasions whereby significant concerns are viewed to potentially be a breach of conduct, and instigation of the Trust's Managing Concerns of Potential Conduct procedure would

therefore be appropriate. Where this is felt to be the case, both the individual raising the concerns and the respondent to the concern will be advised appropriately of which procedure the concerns are to be addressed.

3 Who this procedure applies to

This procedure applies to all staff with the exception of Doctors. For Doctors please refer to the Trust's [Dealing with Concerns affecting Medical Staff Policy](#).

4 Related documents

This procedure refers to:

[Managing Concerns of Potential Conduct Procedure](#)
[Guidance on managing Concerns of Potential Conduct](#)
[Dealing with Concerns affecting Medical Staff Policy](#)
[Grievance Procedure](#)

Trust Values

5 What is harassment and bullying?

Bullying is not specifically defined in law but ACAS gives the following definition: **‘Bullying may be characterized as offensive, intimidating, malicious or insulting behavior, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient’.**

The Equality Act 2010 defines **harassment** as **‘unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity of creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual’.**

Bullying and Harassment may be against one or more people and may involve single or repeated incidents ranging from extreme forms of intimidating behavior, such as physical violence to more subtle forms such as ignoring someone. It can often occur without witnesses.

The examples below are viewed as falling within the boundaries of unacceptable behaviour:-

- Spreading malicious rumours, or insulting someone by word or behaviour.
- Sharing critical information with others who do not need to know.
- Ridiculing or demeaning someone, including picking on them or setting them up to fail.
- Exclusion or victimisation
- Unfair treatment
- Overbearing supervision or other misuse of power or position.

- Unwelcome sexual advances – touching, standing too close, display of offensive materials, asking for sexual favours, making decisions on the basis of sexual advances being accepted or rejected.
- Making threats or comments about job security without foundation
- Deliberately undermining a competent worker by overloading and constant criticism
- Preventing individuals progressing by intentionally blocking promotion or training opportunities.

It is important to note that bullying and harassment is not necessarily face to face, it may occur through written communications, visual images (for example pictures of a sexual nature or embarrassing photographs of colleagues), email, phone.

5.1 Fair Management

It is important to recognise there is a distinction between bullying and the exercise of managerial responsibility. It is recommended that performance or/and conduct issues should be discussed and recorded as soon as they are identified together with the supporting remedial action and training. Managers may need to take action to address performance or/and conduct issues by the legitimate exercise of managerial responsibility and other appropriate policies.

Managers and supervisors have a duty to manage and provide staff with accurate and honest feedback (which should be constructive). When dealing with performance or/and conduct issues managers should look at all the potential reasons for the issues, support and guidance can be found in the Trust’s Managing Concerns of Potential Conduct and Managing Concerns of Potential Poor Performance Procedures.

Where a manager treats staff inconsistently without justification by treating individuals less favourably or taking action against someone because of protected characteristics (such as age, race, sex, disability, religion or belief, sexual orientation, transgender status or nationality) this could be considered as bullying or harassment. Some examples of Fair Management and Bullying or Harassment are as follows

Fair Management	Bullying or Harassment
Consistent and fair	Aggressive, inconsistent and unfair
Determined to achieve the best results but reasonable and flexible	Unreasonable and inflexible
Clear about their own ideas but willing to consult others before drawing up proposals	Believes they are always right, has fixed opinions, not prepared to value other people’s opinions
Insists upon high standards of service and behaviours	Blames others if things go wrong
Will discuss in private any issues before forming views or taking action	Loses temper, degrades people in front of others, doesn’t listen to explanations
Asks for people’s views, listens and assimilates feedback	Tells people what is happening, does not listen

6 Who can I speak to if I have a concern about potential bullying and/or harassment?



6.1 What will happen if I have a concern about potential Bullying and/or harassment?

It is accepted that difficult relationship situations may arise where an employee feels they are being bullied and/or harassed. The Trust hopes that **most cases of alleged bullying and/or harassment will be resolved informally in order to preserve and maintain effective working relationships.**

If you contact one of the individuals in Section 5 above you will be:-

- Encouraged to talk about what has happened and how it has made you feel, including an understanding of what, if any steps have been taken already to address/resolve the situation.
- Explore what options are available to you to assist in resolving the concerns/issues, this may include:-

- Raising your concerns directly with the individual (subject to the concern) either face to face or in writing (if writing this will be with the view of arranging a face to face meeting).
- If you do not feel comfortable raising your concerns directly with the individual, a further option would be to request a facilitated informal conversation (this is not mediation)
- Mediation
- Formal Complaint

Time should be spent exploring how the situation might be resolved from your perspective and how the relationship might be restored. If you consent, notes can be taken of the discussion.

7 Informal Resolution Options

7.1 Raising your concerns directly with the individual (subject of the concerns)

Sometimes people are not aware that their behaviour is unwelcome and an informal discussion can lead to greater understanding and an agreement that the behaviour will cease.

As difficult as this initial step may be, staff are encouraged to consider this approach at the earliest opportunity, even after a single occurrence of unwanted or unwelcome behaviour by another member of staff.

If you feel able to raise your issues with the individual direct this should be done in a confidential setting and on a one to one basis. You may choose to initiate this meeting verbally or via email, followed by a meeting request. During the meeting you should:-

- Treat each other with respect, ensure you both have the opportunity to speak, do not talk over each other, actively listen to each other
- Ensure that you are clear on your concerns and how they make you feel, providing examples
- Have prepared, how you feel your concerns could be resolved, this may be as simple as asking for the perceived behaviours to cease
- Give the individual who you have concerns about the opportunity to respond to what you have said and try to understand how their behaviour may have impacted on how you are feeling
- Be focussed on trying to resolve the concerns
- Aim to come to an agreement on how the concerns can be resolved, this may include specific agreed actions in relation to behavioural changes

7.2 Requesting a Facilitated Resolution Meeting

If you do not feel able to raise the matter with the person concerned directly, you may wish to contact any of the people identified at Section 5 to request a facilitated resolution meeting. You may wish to consider asking one of the Trust's Speaking Up Ambassadors to facilitate the meeting – a list of Speaking Up Ambassadors can be found – currently [Dignity at work champions | TEWV Intranet](#)

The agreed facilitator will :-

Contact the individual (subject of the concerns) and advise that a facilitated conversation has been requested –, the agreed facilitator will need to provide the individual (subject to the concerns), enough details to understand the reason for the request, this will include your name and an overview of the concerns you have.

Make arrangements for the meeting to take place, this will be in a confidential setting, both parties need to agree to the meeting in order for it to take place.

Attend and facilitate the meeting. Introduction and ground rules will be provided which will include:-

- treating each other with respect,
- Acknowledging that this is a two way process and both individual should be given equal opportunity to discuss the situation.
- actively listening to each other, and attempt to understand the impact on any perceived behaviour,
- a commitment by both parties to proactively work together to identify and agree how the situation may be resolved.
- the focus being on identifying a solution to resolve the problem and restore the relationship.
- Gain an understanding of what has happened from the complainant asking for clear, specific examples such as dates, what was said/done, how it made them feel. Explore what it is they have found to be unacceptable.

A focus on how the actions have made the complainant feel should be established.

The individual (subject to the complaint) should be given the opportunity to respond. This may help them to understand the effects of his/her behaviour with the agreement to change it, as they may not know that their behaviour is unwelcome or upsetting.

Alternative appropriate behaviours will be agreed.

From this informal discussion it will be possible for you to assess if you feel the subject of the complaint has understood the effect their behaviour has had and whether they are prepared to change this.

The facilitator should take responsibility for arranging an informal review meeting to assess how things are progressing and to ensure the concerns remain resolved, this should be done **no longer than a month** after the original facilitated meeting has taken place.



Whilst an individual (subject to the concern) may dispute or disagree with the concerns being raised, what is important is for there to be recognition that there is an individual staff member who is feeling bullied and/or harassed and every effort should be made to understand and resolve the situation.

Mediation remains an option of informal resolution even if attempts at a facilitated conversation have been attempted.

7.3 Resolution through Mediation



if raising your concerns directly with the individual (subject to the concern) or a facilitated conversation has been unsuccessful or declined, mediation should be offered before resorting to formally raising your concern.

Mediation is a confidential and voluntary process which brings together employees who are experiencing problems in a work related relationship. Mediation is offered as a service by employee volunteers who are accredited, trained mediators. Requests for Mediation are administered by the Organisational Development team, they can be contacted via the following email tewv.organisationaldevelopment@nhs.net.

Mediation is a structured process using an impartial mediator to facilitate communication between two or more parties to help them understand one another and to begin to think creatively about a mutually acceptable resolution to their differences. Mediation has the advantage of being a voluntary process, where staff feel their dispute may be remedied by discussion, thereby avoiding the potentially stressful and time-consuming aspects of formal processes.

7.4 Support for staff

It is acknowledged that raising concerns and being the subject of a concern, can be an extremely stressful situation and the Trust will ensure that appropriate support mechanisms are made available to all parties.

Additional support is available from the Trust Employee Support Services, Employee Psychological Services, Speaking Up Ambassadors (currently Dignity at Work Champions) or your Staffside Representatives.

Both staff members will be afforded the opportunity to be accompanied by a companion or Trade Union Representative during any formal resolution meeting.

7.5 Raising a Bullying and/or Harassment concern formally

It is hoped that most cases will be resolved informally, however, if attempts at informal resolution, are unsuccessful or declined, you may submit a formal complaint.

1. Raise your complaint formally in writing, the pro forma in Appendix 2 can be used to register your complaint formally
2. Address the complaint the People and Culture Operational HR Team TEAWVNT.HROperations@nhs.net

The complaint must state:

- The name(s) of the alleged bully/harasser(s)
- The nature of the complaint
- Dates and times when bullying/harassment occurred (where known)
- Names of witnesses to any incidents of harassment
- Any action already taken by the complainant to resolve/stop the alleged bullying/harassment.

The People and Culture Operational Department
On Receipt of a formal complaint will



- Acknowledge Receipt of the complaint and forward a copy to the General Manager/Associate Director of Service
- Liaise with the General Manager/Associate Director of Service to identify an appropriate meeting Chair;
- Arrange a formal B&H Resolution meeting. Inviting all parties and providing a copy of the format of the meeting – Section 7; (ideally within 21 days of receipt of the formal concern)
- Advise all parties that they are afforded the opportunity to be accompanied by a companion/staffside
- Ensure that any written information provided with the complaint or any written response provided is shared with all parties (any notes taken as part of attempts to resolve the situation informally do not need to be shared)

The General Manager/Associate Director of Service
On Receipt of a formal complaint from the People and Culture Operational
Team will



- Make contact with the individual raising the complaint, to discuss the process, offer appropriate support. Where informal resolution has not been explored, discuss any options around potential resolution
- Make contact with the individual who the complaint is against and provide them with a copy of the complaint. (in a timely and sensitive manner) affording them the opportunity to prepare a response.
- Advise both individuals that a formal B&H Resolution meeting will be arranged by the P&C HR Operational Team. Advise that they will be afforded the opportunity to be accompanied by a companion/staffside representative
- Ensure that both the individual raising the concern and the individual (subject to the concern) receive appropriate support throughout the process



The Format and potential outcomes of a Formal B&H Resolution Meeting, can be found at Section 8



Where there are multiple complainants or counter allegations are made, it may be appropriate for the same panel to hear all/both cases it may be appropriate for the same panel to hear both grievances. Advice can be sought from a People & Culture representative.

8 Formal Resolution Meeting – Format and Potential Outcomes

- The meeting will be chaired by an Appropriate Manager, supported by a People and Culture HR Operational Manager
- The individual raising the concerns will be asked to provide the panel with details of their concerns, providing examples and potential witnesses. This will also include details of what attempts have been made to resolve the issues informally

At this stage the individual raising the concern and their chosen companion/staffside representative, plus the panel will be the only individuals in attendance

- After the presentation of case from the individual raising the concern, the individual (subject to the concern) will be invited into the room to provide a response to the concerns raised. The panel will confirm that the individual subject to the concern has received full details and has been provided the opportunity to provide a response.

It is acknowledged as a way of resolving the concern it may be of benefit if both/all parties are in the room together. Where this is felt to be the case, all parties will be asked prior to the hearing if they are willing for this to happen. If either party do not feel comfortable with this they can request (prior to the meeting) for the opposite party to not be present in the room at the same time. In the event of this, the panel will discuss and agree with all parties how best to facilitate the meeting to ensure that all parties are afforded full opportunity to present/hear/question the information being presented.

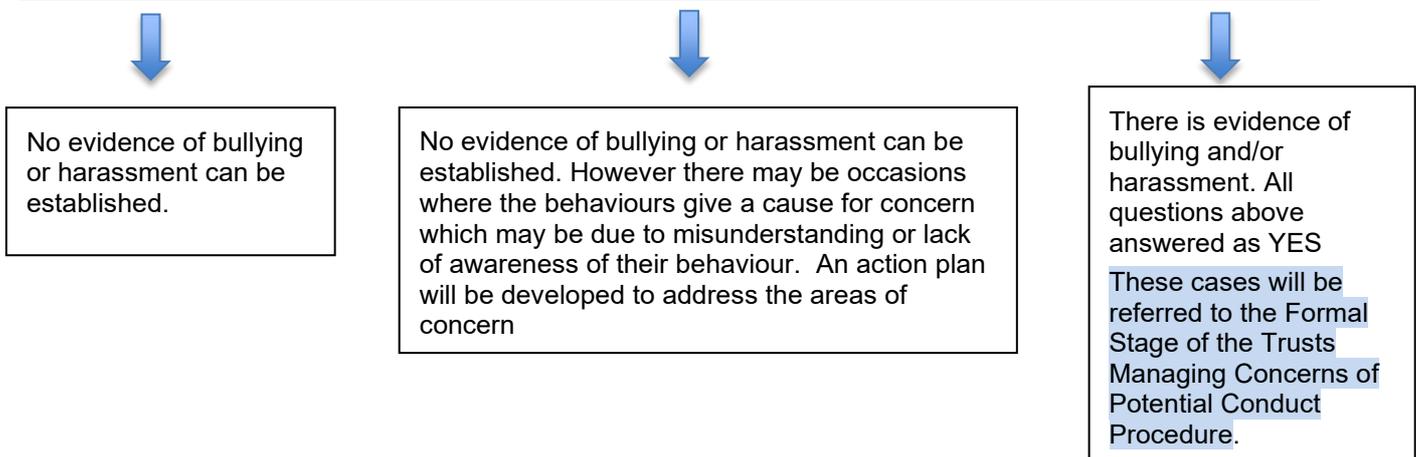
- If there is more than one individual (subject to the concern) they will be invited individually into the meeting to provide the panel with their responses (separately)

8.1 Potential Outcomes of the Formal Resolution Meeting

After all parties have been afforded the opportunity to present/respond to all information, the panel may decide: The panel will use the following questions to determine if sufficient evidence has been presented to progress the case to the Formal Managing Concerns of Potential Conduct procedure

Questions for Consideration	Yes/No	Mitigation
Is there any guidance, policies or procedures, professional/Trust standards available? Bullying and Harassment Resolution Procedure – Trust Values		
Is the guidance, policies or procedures, professional/Trust standards workable?		
Were the guidance, policies or procedures, professional/Trust standards knowingly departed from? - Is there an awareness/evidence that people’s actions potentially constitute Bullying and Harassment ? Examples of B&H listed within S5 of this procedure.		
Is the behaviour very different to what colleagues/peers would do in similar circumstances?		

Potential Outcomes



If additional information is required in order for the panel to make a decision then the meeting will be adjourned and a fact finding investigation will be commissioned. **(This is not a disciplinary investigation, rather a fact find in order for the panel to make their decision)**

The panel will identify who will undertake the fact find and timescales for completion (no longer than 2 weeks), a reason for any delays will be provided to the individual

The meeting will be reconvened and the findings of the fact find will be provided to the panel and both individuals prior to the reconvened meeting

Ideally the decision/outcome of the Formal Resolution meeting will be provide to all parties face to face, followed up in writing. Where this is not possible the and the outcome is provided in writing within 7 days, then all parties will be given the opportunity for a face to face discussion with the panel upon receipt of the letter (this can be done via teams and will be done within a reasonable timeframe)



The complainant has the right of appeal which should be made in writing to the Associate Director of Operations and Workforce Supply within 7 working days of the written notification of the outcome. **Using the Appendix 1 to submit their appeal**

9 Definitions

Term	Definition
Dignity	Defined as the “ability to feel important and valuable in relation to others, communicate this to others and be treated as such by others”. Dignity is concerned with how people feel, think and behave in relation to the worth or value of themselves and others.
Respect	Respect is a positive regard shown to a person as a human being, as an individual, by others and demonstrated as courtesy, good communication, taking time and equal access.
Conflict	Conflict can be described as a clash between opposing groups (or individuals) and emerges when disagreements, differences or inequities threaten something important.
Staffside / Union Rep	TEWV staffside has representatives from the unions: Unison, RCN, Unite, GMB, BMA, BDA, MiP, and CSP. They support staff union members individually and all staff in the Trust at a strategic level as part of the Joint and Local Consultative Committees.
Mediation	Mediation is a confidential and voluntary process which brings together employees who are experiencing problems in a work related relationship. Mediation is offered as a service by employee volunteers who are accredited, trained mediators.

Speaking up Ambassadors – currently Dignity at Work Champions	Speaking up Ambassadors are employee volunteers who have been trained to support staff experiencing conflict at work which may be linked to bullying and/or harassment. Dignity at Work Champions are available to provide confidential advice or to help facilitate a resolution conversation.
Chair of formal Bullying & Harassment Resolution meeting	A manager at the appropriate level – to consider the information and make a decision on any potential resolution or if alternative action is required in line with another Trust Procedure (i.e. Managing Concerns of Potential Conduct)

10 How this procedure will be implemented

<ul style="list-style-type: none"> This procedure will be published on the Trust’s intranet and external website.
<ul style="list-style-type: none"> Line managers will disseminate this procedure to all Trust employees through a line management briefing.
<ul style="list-style-type: none"> Support and guidance will be available to all staff who may feel they have experienced unacceptable behavior which is not deemed to be in line with the Trust Values, Policies and procedures
<ul style="list-style-type: none"> Training will be available to line managers and staff on how to manage and resolve difficult work relationship situations that may arise.

10.1 Training needs analysis

Staff/Professional Group	Type of Training	Duration	Frequency of Training
All staff	One part of wider People and Culture Awareness sessions	One hour	As required dependent on changes to People and Culture policies and procedures

11 How the implementation of this procedure will be monitored

Number	Auditable Standard/Key Performance Indicators	Frequency/Method/Person Responsible	Where results and any Associate Action Plan will be reported to, implemented and monitored; (this will usually be via the relevant Governance Group).
1	Monthly Case Management meeting within People and Culture – Monitoring of number of formal B&H cases	Monthly Principal People Partner and People Partners	No's of cases, themes identified presented at Service by People Partner and Care Group Board Level
2	Audit against People and Cultures Policies and procedures. Compliance of the management of B&H cases against the Procedure	Periodically / external audit of case files against policy and procedure / external audit organisation	Report to Executive Director of People and Culture with action plan to be implemented by Principle People Partners

12 References

[Workplace bullying and harassment - GOV.UK \(www.gov.uk\)](https://www.gov.uk/workplace-bullying-and-harassment)
[Discrimination, bullying and harassment | Acas](https://www.acas.org.uk/discrimination-bullying-and-harassment)

13 Document control (external)

To be recorded on the policy register by Policy Coordinator

Date of approval	02 May 2023
Next review date	02 May 2026
This document replaces	Bullying and harassment resolution procedure HR-0052-v1.1
This document was approved by	HR Policy Working Group
This document was approved	02 May 2023
This document was ratified by	Joint Consultative Committee
This document was ratified	02 May 2023
An equality analysis was completed on this policy on	January 2023
Document type	Public
FOI Clause (Private documents only)	N/A

Change record

Version	Date	Amendment details	Status
v2	Nov 2022	<p>Transferred into new format, including reference to OJTC and Values</p> <p>New paragraph added to Section 1 “Introduction” and 2 “Purpose”</p> <p>Section 3 – “Who this procedure applies to” - added For Doctors please refer to the Trust’s Dealing with Concerns affecting Medical Staff Policy</p> <p>Section 4.1 “Fair Management” - added – difference between Fair Management and Bullying and Harassment</p> <p>Section 5 – “Who can I speak to if I have a concern about potential bullying and/or harassment?” added – visual on different routes individuals can raise their concerns – this reflects the same diagram in the Freedom to Speak Up (FTSU) procedure</p> <p>Removed diagram at 4.5 and replaced with Section 6 “Informal Resolution Options” – additional narrative and explanation on informal resolution options</p> <p>Section 6.5 “Raising a Bullying and/or Harassment concern formally” - staff to now raise concerns direct with People and Culture, rather than with the Service, feedback received this would streamline the process</p> <p>Section 7 “Formal Resolution Meeting – Format and Potential Outcomes” added, including clarity around who will be present in the room – added as a result of feedback from staff and staffside</p> <p>Section 7.1 “Potential Outcomes of the Formal Resolution Meeting” – agreed at People and Culture (HR) Policy Working Group to include that the panel will use the same process that is used by a Preliminary Assessment/analysis Group Meeting (PAG), to aid with the decision as to whether the</p>	Approved

		case warrants formal investigation in line with Managing Concerns of Potential Conduct Procedure (guidance)	

Appendix 1 – Proforma for Notification or Appeal

TEES, ESK AND WEAR VALLEYS NHS FOUNDATION TRUST
Notification of Formal Bullying and/or Harassment Complaint* / Appeal against the
outcome of a Formal Bullying and/or Harassment Complaint * (* delete as appropriate)

NAME of individual(s) raising bullying and/or harassment complaint or appeal:

.....

JOB TITLE:

DEPARTMENT AND BASE:

HOME ADDRESS FOR CORRESPONDENCE:
.....
.....

NAME OF COMPANION:

NATURE OF COMPLAINT OR REASONS FOR APPEAL: (please continue on a separate sheet if required)

OUTCOME OF PREVIOUS ATTEMPTS TO RESOLVE THE COMPLAINT:

Meeting Date: **Who was present:** **Outcomes of Hearing:**

SIGNED: _____ **DATE:** _____

*Please provide a copy of this form to the People and Culture Department
teawvnt.hroperations@nhs.net*

Appendix 2 - Equality Analysis Screening Form

Please note: The Equality Analysis Policy and Equality Analysis Guidance can be found on the policy pages of the intranet

Section 1	Scope
Name of service area/directorate/department	People and Culture
Title	Bullying and Harassment Reporting and Resolution Procedure
Type	Procedure
Geographical area covered	Trustwide
Aims and objectives	The procedure outlines how staff can address conflict situations such as bullying and harassment which may arise during their time at work. With the aim of encouraging where possible informal resolution. Providing information for staff on how to raise concerns, what to expect when concerns are raised and how they can be supported in finding either an informal or formal resolution Ensuring that staff who are raising the concern and staff who are subject to the concern, and also any potential staff who may be required to participate in the process as a potential witness, are aware of what support mechanisms are in place for example Employee Support Services, Employee Psychological Services, Staffside representation, Speaking up Ambassadors
Start date of Equality Analysis Screening	05 Jan 2023
End date of Equality Analysis Screening	09 Jan 2023

Section 2	Impacts
Who does the Policy, Service, Function, Strategy, Code of practice, Guidance, Project or Business plan benefit?	staff
Will the Policy, Service, Function, Strategy, Code of practice, Guidance, Project or	<ul style="list-style-type: none"> • Race (including Gypsy and Traveller) NO

<p>Business plan impact negatively on any of the protected characteristic groups?</p>	<ul style="list-style-type: none"> • Disability (includes physical, learning, mental health, sensory and medical disabilities) NO • Sex (Men, women and gender neutral etc.) NO • Gender reassignment (Transgender and gender identity) NO • Sexual Orientation (Lesbian, Gay, Bisexual, Heterosexual, Pansexual and Asexual etc.) NO • Age (includes, young people, older people – people of all ages) NO • Religion or Belief (includes faith groups, atheism and philosophical beliefs) NO • Pregnancy and Maternity (includes pregnancy, women who are breastfeeding and women on maternity leave) NO • Marriage and Civil Partnership (includes opposite and same sex couples who are married or civil partners) NO • Armed Forces (includes serving armed forces personnel, reservists, veterans and their families) NO
<p>Describe any negative impacts</p>	<p>It is acknowledged that this procedure may have a negative impact on staffs health and wellbeing, support available is outlined in S7.4 of the procedure, a number of support mechanisms area available to help reduce or remove any negative impact</p>
<p>Describe any positive impacts</p>	<p>The procedure outlines how staff may take forward any work related relationship concerns they may have with a view to resolving issues constructively at the earliest possible stage. The focus is very much on discussing the problem being experienced with a view to improving a difficult situation</p> <p>The procedure now includes, more detail on what to expect at the formal meeting, who will be in attendance etc and what to do if you do not feel comfortable, this has been included following staff feedback</p> <p>The procedure now includes a framework (similar to a PAG) for a consistent approach to decided if there is a case to be referred to the formal stage of the Managing Concerns of Potential Conduct procedure</p>

Section 3	Research and involvement
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What sources of information have you considered? (e.g. legislation, codes of practice, best practice, nice guidelines, CQC reports or feedback etc.)	Yes – ACAS Code of Practice. Workplace Bullying and Harassment Gov.uk
Have you engaged or consulted with service users, carers, staff and other stakeholders including people from the protected groups?	Yes
If you answered Yes above, describe the engagement and involvement that has taken place	<p>Staff Side Representatives – Focus groups, The Big Conversation – Feedback from staff and staffside representatives who have experience of the procedure.</p> <p>Draft procedure sent to the EDHR Team for comment</p> <p>To be sent out for full six week trust wide consultation.</p>
If you answered No above, describe future plans that you may have to engage and involve people from different groups	

Section 4	Training needs
As part of this equality analysis have any training needs/service needs been identified?	Yes
Describe any training needs for Trust staff	Awareness raising sessions will need to take place to publicise the new procedure
Describe any training needs for patients	No
Describe any training needs for contractors or other outside agencies	No

Appendix 3 – Approval checklist

To be completed by lead and attached to any document which guides practice when submitted to the appropriate committee/group for consideration and approval.

	Title of document being reviewed:	Yes / No / Not applicable	Comments
1.	Title		
	Is the title clear and unambiguous?	Y	
	Is it clear whether the document is a guideline, policy, protocol or standard?	Y	
2.	Rationale		
	Are reasons for development of the document stated?	Y	
3.	Development Process		
	Are people involved in the development identified?	Y	
	Has relevant expertise has been sought/used?	Y	
	Is there evidence of consultation with stakeholders and users?	Y	HR have actively engaged with staff who have experience of the procedure.
	Have any related documents or documents that are impacted by this change been identified and updated?	y	Dealing with Concerns affecting Medical Staff Policy see section 3 Who this procedure applies to - cross referenced.
4.	Content		
	Is the objective of the document clear?	Y	
	Is the target population clear and unambiguous?	Y	
	Are the intended outcomes described?	Y	
	Are the statements clear and unambiguous?	Y	
5.	Evidence Base		
	Is the type of evidence to support the document identified explicitly?	y	
	Are key references cited?	y	
	Are supporting documents referenced?	y	
6.	Training		

	Title of document being reviewed:	Yes / No / Not applicable	Comments
	Have training needs been considered?	Y	
	Are training needs included in the document?	Y	
7.	Implementation and monitoring		
	Does the document identify how it will be implemented and monitored?	Y	
8.	Equality analysis		
	Has an equality analysis been completed for the document?	Y	
	Have Equality and Diversity reviewed and approved the equality analysis?	y	Final sign off 01 Aug 2023
9.	Approval		
	Does the document identify which committee/group will approve it?	y	PWG, JCC
10.	Publication		
	Has the policy been reviewed for harm?	y	No harm
	Does the document identify whether it is private or public?	y	Public
	If private, does the document identify which clause of the Freedom of Information Act 2000 applies?	n/a	