



West Norfolk  
Academies Trust

# **BULLYING AND HARASSMENT POLICY AND PROCEDURE**

**Reviewed by: Trustees**

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## **1. Terms of Reference**

**1.1** This policy applies to all employees, governors, trustees and volunteers of the West Norfolk Academies Trust.

**1.2** Definitions:

- “Executive Headteacher” also refers to any other title used to identify the Executive Headteacher, where appropriate, or other senior manager delegated to deal with the matter by the Executive Headteacher.
- “Headteacher/Senior Manager” refers, where appropriate, to any other title used to identify the Headteacher/Senior Manager.
- “Employee” refers to any employee, teaching and support, employed to work at the School/Trust
- “Companion” refers to a person chosen by the employee to accompany them at a formal meeting, who shall be a trade union representative or a workplace colleague. A companion is entitled to speak to the employee during any meeting, and confer privately, but may not answer questions on the employee’s behalf.
- “WNAT” or “the Trust” refers to the West Norfolk Academies Trust.

## **2. Introduction**

**2.1** The Trust seeks to ensure that all employees are treated, and treat others, with dignity and respect, free from harassment and bullying. Employees should always consider whether their words or conduct could be offensive. Even unintentional harassment or bullying is unacceptable.

**2.2** The Trust will take allegations of harassment or bullying seriously and address them promptly and confidentially, where possible. All employees, governors, trustees and volunteers must comply with this policy and take appropriate measures to ensure that such inappropriate conduct does not occur. Harassment, sexual harassment, bullying and victimisation and retaliation against an employee may be treated as misconduct under our Disciplinary Procedure. In some cases, it may amount to gross misconduct leading to summary dismissal. Aggravating factors such as abuse of power over a more junior colleague will be taken into account in deciding what disciplinary action to take.

**2.3** This policy covers harassment or bullying which occurs both in and out of the workplace, such as on school visits, at events, work-related social functions or on social networking sites. It covers bullying and harassment against employees, governors, trustees and volunteers and also by third parties such as suppliers or visitors to our school, which includes parents.

**2.4** Where the complaint relates primarily to a matter covered by another policy, for example, grievance, pay, probation or whistleblowing, then the matter will be dealt with in accordance with the relevant policy, if more appropriate. Matters will not be dealt with under both this policy and the grievance policy.

**2.5** The Trust will consider appropriate outcomes when a complaint has been investigated for example, warning a parent about their behaviour, supporting the employee with reporting any criminal acts to the police, a disciplinary hearing, training, formal apologies.

- 2.6** This policy does not form part of any employee's contract of employment and it may be amended at any time following consultation. Elements of this procedure, including any time limits, may be varied as appropriate in any case.
- 2.7** Employees will not be subjected to disciplinary action or to any other detriment simply because their complaint is not upheld and they will only face disciplinary action if it is found both that the allegation is false and made with malicious intent (that is, without an honest truth in its belief).
- 2.8** At any stage of the procedure, after discussion with the Headteacher, the line manager may deem it more appropriate for matters to be investigated under the disciplinary procedure.

### **3. What is Harassment?**

- 3.1** Harassment is any unwanted physical, verbal or non-verbal conduct which has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. A single incident can amount to harassment.
- 3.2** It also includes treating someone less favourably because they have submitted, or refused to submit, to such behaviour in the past.
- 3.3** Unlawful harassment may be related to age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race (including, colour, nationality, ethnic or national origin), religion or belief, sex or sexual orientation. Harassment is unacceptable even if it does not fall within any of these categories.
- 3.4** Sexual harassment is unlawful and is unwanted conduct which is of a sexual nature.
- 3.5** Harassment may include, for example:
  - 3.5.1** Unwanted physical conduct or "horseplay", including touching, pinching, pushing, grabbing, brushing past someone, invading their personal space, and more serious forms of physical or sexual assault;
  - 3.5.2** Unwelcome sexual advances or suggestive behaviour (which the harasser may perceive as harmless), and suggestions that sexual favours may further a career or that a refusal may hinder it;
  - 3.5.3** Continued suggestions for social activity after it has been made clear that such suggestions are unwelcome;
  - 3.5.4** Conduct of a sexual nature such as sending or displaying material that is pornographic or that some people may find offensive (including e-mails, text messages, video clips and images sent by mobile phone or posted on the internet).
  - 3.5.5** Offensive or intimidating comments or gestures, or insensitive jokes or pranks;
  - 3.5.6** Mocking, mimicking or belittling a person's disability;
  - 3.5.7** Racist, sexist, homophobic or ageist jokes, or derogatory or stereotypical remarks about a particular ethnic or religious group or gender;
  - 3.5.8** Outing or threatening to out someone as gay or lesbian;
  - 3.5.9** Ignoring or shunning someone, for example, by deliberately excluding them from a conversation or a workplace social activity.

**3.6** An employee may be harassed even if they were not the intended "target". For example, an employee may be harassed by racist jokes about a different ethnic group if they create an offensive environment, or the harasser may wrongly believe the employee to have a particular protected characteristic or the employee may be associated with someone who has a protected characteristic. When deciding whether or not conduct has the effect of harassment, the perception of the other person, the circumstances of the case, for example, whether the harasser is a person of seniority, and whether or not it is reasonable for the conduct to have that effect, must all be taken into account.

#### **4. What is Bullying?**

**4.1** Bullying is offensive, intimidating, malicious or insulting behaviour involving the misuse of power that can make a person feel vulnerable, upset, humiliated, undermined or threatened. Power does not always mean being in a position of authority, but can include both personal strength and the power to coerce through fear or intimidation.

**4.2** Bullying can take the form of physical, verbal and non-verbal conduct. Bullying may include, by way of example:

**4.2.1** Shouting at, being sarcastic towards, ridiculing or demeaning others

**4.2.2** Physical or psychological threats

**4.2.3** Overbearing and intimidating levels of supervision

**4.2.4** Inappropriate and/or derogatory remarks about someone's performance

**4.2.5** Abuse of authority or power by those in positions of seniority

**4.2.6** Deliberately excluding someone from meetings or communications without good reason.

**4.3** Legitimate, reasonable and constructive criticism of a worker's performance or behaviour, or reasonable instructions given to employees in the course of their employment, will not amount to bullying on their own.

#### **5. What the Law Says**

**5.1** The Equality Act 2010 prohibits harassment related to age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race (which includes colour, nationality, ethnic or national origin), religion or belief, sex or sexual orientation. Employers are meant to take reasonable steps to prevent it. Third party harassment was removed from the Act. However, it is still possible for an employer to be liable for direct and indirect discrimination involving third party harassment where they treat someone less favourably because of a protected characteristic e.g. failing to take preventative action because of an employee's gender. In addition, an employee could rely on the implied clause of trust and confidence in their employment contract when they are considering their employer's action to a response.

**5.2** The Protection from Harassment Act 1997 also makes it unlawful to pursue a course of conduct which the person knows, or ought to know, would be harassment, which includes causing someone alarm or distress.

**5.3** Under the Health and Safety at Work Act 1974 employees are entitled to a safe place and system of work.

- 5.4** Schools within the public sector must comply with the Public Sector Equality Duty (PSED). This means that when carrying out their functions, they must pay due regard to the need to:
- Eliminate discrimination, harassment and victimisation.
  - Advance equality of opportunity between people who have a protected characteristic and people who do not.
  - Foster good relations between people who share a protected characteristic and people who do not.
  - To comply with the PSED, employers must give due regard to how taking steps to prevent third party harassment may help to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations.
- 5.5** Individual members of staff may in some cases be legally liable for harassment of colleagues or third parties and may be ordered to pay compensation by a court or employment tribunal.
- 6. Informal Process**
- 6.1** If the employee is being bullied or harassed, they should attempt to manage the situation informally if this is possible. The objective of an informal approach is to resolve the difficulty with the minimum of conflict. Every member of the school community has personal rights and this includes being made aware that their attention or behaviour is perceived by another as bullying or harassing. It is possible that the “perpetrator” simply does not realise the effect of their behaviour on the recipient. The employee may prefer to discuss their complaint with the ‘perpetrator’ as early as possible, to reduce their worry and possibly the worry of the other person. They should explain clearly to the other person that their behaviour is not welcome, or makes them feel uncomfortable.
- 6.2** If the employee would find it too difficult or embarrassing to speak directly with the other person, then they can discuss the matter with a third party, for example, a work colleague, line manager/supervisor, or union representative. The third party could support the employee in a number of ways, for example by providing advice on how to approach the issue directly with the alleged harasser, or they may support the employee in raising the issue with the alleged harasser by accompanying them in any discussion. The third party may help the employee to set out their thoughts in writing, or may raise the matter informally with the harasser on the employee’s behalf. Support could extend to helping the employee to obtain advice on or assistance in dealing with issues relating to particular protected characteristics or helping the employee to obtain counselling.
- 6.3** If the behaviour continues after raising it with the perpetrator, then the employee should raise the matter with their line manager, or another appropriate senior colleague, orally or in writing.
- 6.4** The line manager/senior colleague will then arrange to meet with both parties, either individually or together (only where both parties are comfortable with this), and seek to address the concerns by considering options with those involved. These options may include mediation or moving to the formal stage of the procedure and those referred to in 2.4.
- 6.5** If informal steps have not been successful, or are not possible or appropriate due to the seriousness of the allegations, an employee should follow the formal procedure set out below.

**6.6** Witnesses to harassment or victimisation can also take steps to address it. This may include:

- the witness intervening where the witness feels able to do so
- the witness asking the employee subjected to the harassment if they would like the witness to report it or support them in reporting it
- the witness reporting the incident where the witness feels that there may be a continuing risk if they do not report it, and
- requiring witnesses to cooperate in an investigation.

## **7. Formal Procedure**

**7.1** To implement the formal procedure, the employee should provide a written complaint. This written statement should set out full details of the conduct in question, including:

- the name of the harasser or bully
- the nature of the harassment or bullying
- the date/s and times/ at which it occurred
- the names of any witnesses
- any action that has been taken so far to attempt to stop it from occurring.

The employee can use the Notification of Grievance Form (Appendix A of the grievance procedure) to state the grounds of their complaint and the remedy that is being sought, if helpful.

**7.2** As a general principle, the decision whether to progress a complaint is the decision of the employee. However, the Trust has a duty to protect all employees and may pursue the matter independently if, in all circumstances, they consider it appropriate to do so.

**7.3** Where the bullying and harassment procedure is invoked as a result of a complaint about bullying or harassment, a manager (usually the employee's direct line manager, unless the complaint is against them or where they have involvement in the complaint) must be designated to investigate the complaint in a timely, sensitive, impartial and confidential manner.

**7.4** The manager, (the Investigation Officer for these purposes), will arrange a meeting with the employee, usually within a week of receiving their complaint, so they can give their account of events. The employee has the right to be accompanied by a companion, who must respect the confidentiality of the investigation. There may be further meetings with the employee as appropriate, throughout the investigation. The employee should be informed of likely timescales for an outcome at the meeting.

**7.5** Where the complaint is about another employee, the Executive Headteacher may consider suspending the alleged harasser or bully on full pay or making other temporary changes to working arrangements pending the outcome of the investigation, if circumstances require. A suspension risk assessment should be completed in all cases. The Investigating Officer will also meet with the alleged harasser or bully, who may also be accompanied by a companion, to hear their account of events. They have a right to be told the full details of the allegations against them, so that they can respond.

- 7.6** Where the employee's complaint is about someone other than an employee, such as a contractor or visitor, the Executive Headteacher will consider what action may be appropriate to protect the employee and anyone involved pending the outcome of the investigation, bearing in mind the reasonable needs of the school and the rights of that person. Where appropriate the Executive Headteacher will attempt to discuss the matter with the third party.
- 7.7** The Executive Headteacher will also seriously consider any request the employee makes for changes to their own working arrangements during the investigation.
- 7.8** It is likely to be necessary for the Investigating Officer to interview witnesses to any of the incidents mentioned in the complaint. If so, the importance of confidentiality will be emphasised to them.
- 7.9** Any employee who deliberately provides false information or otherwise acts in bad faith as part of an investigation may be subject to action under the Trust's disciplinary procedure.
- 7.10** The main purpose of the investigation is to establish whether the act/s under investigation amounted to harassment and /or bullying. The Investigation Report should include:
- the terms of reference of the report
  - the complainant's account of the incident/s and the effects
  - a response from the person identified by the complainant
  - evidence from employees in the same work area or any other relevant areas where incidents of harassment or bullying may have occurred.
  - a conclusion as to whether or not there is a case to answer in respect of the allegations made and whether the matter should be referred to a disciplinary hearing. The report should identify whether it appears that the complainant has suffered any detriment e.g. deterioration of work performance or health, lack of career development, denial of opportunities etc. The investigating officer may also choose to make recommendations as to how the matter may be resolved.
- 7.11** At the end of the investigation, the Investigating Officer will submit a report to the Executive Headteacher to consider the complaint. Within 10 working days, the Executive Headteacher will write to the employee to invite them to a formal meeting to discuss the complaint. The Executive Headteacher may be accompanied by another employee, or an HR Adviser.
- 7.12** An employee may bring a companion to the meeting. The employee must advise the senior manager who their chosen companion is, in good time before the meeting.
- 7.13** At the meeting, the companion may make representations and ask questions, but should not answer questions on the employee's behalf.
- 7.14** If an employee's chosen companion is unavailable at the time a meeting is scheduled and will not be available for more than five working days afterwards, the employee will normally be required to find an alternative companion.
- 7.15** The investigating officer will attend to present the findings of their investigation and the employee will be provided with a copy of the report at least five working days before the meeting.
- 7.16** At the meeting, the employee will be given a reasonable opportunity to raise points about any information collected in the investigation.



- 7.17** Following the meeting, the Executive Headteacher will consider the investigation report and all information presented in the meeting and decide whether:
- They consider that harassment or bullying has occurred, in which case the matter may be dealt with as a case of possible misconduct or gross misconduct under the Trust’s disciplinary procedure
  - They consider that harassment or bullying has occurred but the evidence shows that it was inadvertent or unintentional, in which case the “perpetrator” shall be offered support and training to allow them the opportunity to modify their behaviour.
  - less formal action is appropriate but some form of mediation or counselling is required for one or both parties
  - any short-term or long-term relocation, change in duties or reporting structure are required. Any changes should not be at the detriment to any parties concerned.
- 7.18** The employee will receive a letter confirming the Executive Headteachers decision in writing within 10 working days of the meeting. A copy of the letter and the investigation report will also be given to the alleged harasser.
- 7.19** Following a formal bullying or harassment complaint, either party may be concerned about working with the other again. Due regard to such views should be taken into account when offering counselling or mediation. A transfer of one or both parties to another section or department may be appropriate in some cases and where feasible.
- 7.20** If the employee is not satisfied with the outcome then the employee may appeal in accordance with the paragraph below.

## **8. Appealing a Formal Decision**

- 8.1** If the complaint has not been resolved to the employee’s satisfaction they may appeal in writing, to the Clerk to the Trustees, setting out the grounds of their appeal, within 10 working days of receiving the written confirmation of the original decision. The employee must detail how they consider the procedure has not been correctly applied, and/or how the outcome was not reasonable or proportionate.
- 8.2** The appeal will normally be heard as soon as possible after receipt of the appeal letter, by an Appeal Committee of 3 or more Trustees, convened by the Clerk to the Trustees. They will hear the reasons for the appeal and consider whether further investigation is required.
- 8.3** The Appeal Committee may have an HR adviser attend the meeting with the employee. The HR adviser, who should not have had any previous involvement in dealing with the complaint, shall not have a vote in the decision of the Appeal Committee.
- 8.4** The Appeal Committee will confirm its final decision in writing, as soon as reasonably possible after the appeal meeting. This is the end of the procedure and there is no further right of appeal.

## **9. Reporting a Concern**

- 9.1** All employees, governors, trustees and volunteers must comply with this policy and take appropriate measures to ensure that such inappropriate conduct does not occur. If a person witnesses bullying or harassment, they should raise the concern with their line manager or another appropriate senior colleague orally or in writing.
- 9.2** The School will support the witness in raising genuine concerns, informally or formally.

## **10. Protection and support for those involved**

- 10.1** Employees who make complaints or who participate in good faith in any investigation conducted under this policy must not suffer any form of retaliation or victimisation as a result.
- 10.2** If an employee believes they have suffered any such treatment they should inform their line manager or another senior manager. If the matter is not remedied the employee should raise it formally using this procedure.
- 10.3** Anyone found to have retaliated against or victimised someone for making a complaint or assisting in good faith with an investigation under this procedure will be subject to disciplinary action under the Trust's Disciplinary Procedure for all Employees.

## **11. Confidentiality and Data Protection**

- 11.1** Confidentiality is an important part of the procedures provided under this policy. Everyone involved in the operation of the policy, whether making a complaint or involved in any investigation, is responsible for observing the high level of confidentiality that is required. Details of the investigation and the names of the person making the complaint and the person accused must only be disclosed on a "need to know" basis.
- 11.2** Information about a complaint by or about an employee may be placed on the employee's personnel file, along with a record of the outcome and of any notes or other documents compiled during the process. These will be processed in accordance with the Trust's Data Retention Policy for Staff.
- 11.3** Breach of confidentiality may give rise to disciplinary action under our Disciplinary Procedure.

## **12. Who is Responsible for the Policy?**

- 12.1** The Trustees have overall responsibility for the effective operation of this policy but have delegated day-to-day responsibility for overseeing its implementation to the Executive Headteacher.
- 12.2** All managers have a specific responsibility to operate within the boundaries of this policy, ensure that all employees understand the standards of behaviour expected of them and to take action when behaviour falls below its requirements.
- 12.3** Employees should disclose any instances of harassment or bullying of which they become aware to their line manager.
- 12.4** Questions about this policy and requests for training or information on dealing with bullying or harassment should be directed to the relevant line manager, who should consult with the relevant Headteacher and/or the HR Department.

### **13. Monitoring and Review of the Policy**

- 13.1** This policy is reviewed regularly. The date for review is published on the title page of this policy.
- 13.2** Following a formal investigation under this policy, the Executive Headteacher and Investigation Officer involved should consider whether this policy has been effective in addressing the issues and report any problems or suggestions for improvement to the HR Department.
- 13.3** The Executive Headteacher has responsibility for ensuring that any person who may be involved with investigations or administrative tasks carried out under this policy receive regular and appropriate training to assist them with these duties.

### **14. Sources of Help and Support**

- 14.1** There are a number of sources of help and support available to employees and workers affected by bullying and harassments, which supplement this policy. Employees struggling with concerns related to bullying and harassment should contact their line manager in the first instance to receive support. If the employee's concerns relate to their Line Manager then they should discuss their concerns with the relevant Headteacher/Senior Manager. Line Managers must discuss issues raised with the relevant Headteacher and/or the HR Department to ensure that relevant support is offered to the employee.
- 14.2** Where employees are members of a recognised Trade Union, it is further recommended that they seek assistance and support from their Trade Union.