



Policy:

HR 048 - Unacceptable Behaviour (including the management of allegations of bullying and harassment)

Executive Director Lead	Director of Human Resources
Policy Owner	HR Business Partner
Policy Author	HR Business Partner and Staff Side

Document Type	Policy
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Ratified By	People Committee
Date of Issue	21/07/2020
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Summary of policy

This policy sets out the steps to take and the support available for any member of staff experiencing unacceptable Behaviour. Including Bullying and Harassment.

The changes made to this version of the policy are summarised in the Version Control and Amendment Log.

Target audience	All staff at SHSC
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Keywords	Unacceptable behaviour, harassment, bullying, zero tolerance, mediation, conduct
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Storage

This is Version 6 and is stored and available through the SHSC Intranet/Internet.

This version supersedes the previous Version 5 [March 2020].

Any copies of the previous policy held separately should be destroyed and replaced with this version.

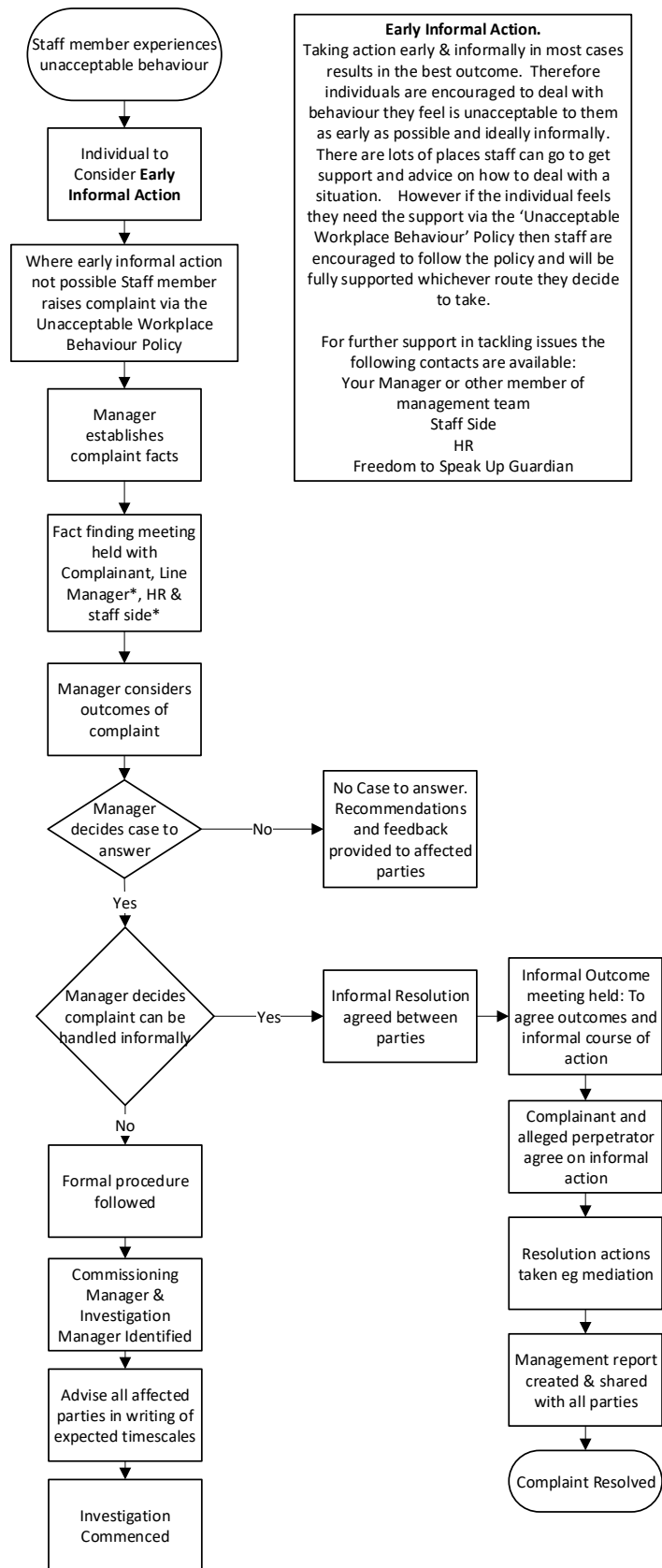
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Version Control and Amendment Log

Version No.	Type of Change	Date	Description of change(s)
2	Policy Review	August 2016	Review to policy
	Ratification and issue	October 2016	
3	Extension to review date	2019	
4	Extension to review date		
5	Extension to review date		
6	Policy Review and Rewrite including change of name	October 2019 – June 2020	<ul style="list-style-type: none"> • Rewrite of policy following engagement with staff and managers who have experienced the policy (B&H) written in partnership with Staff Side. • Title change to better reflect the scope of behaviours where support and action should be taken • Introduction of structured Mediation and support networks • Focus on Early resolution • Clarity on links to other problem resolution policies e.g. Grievance and Disciplinary

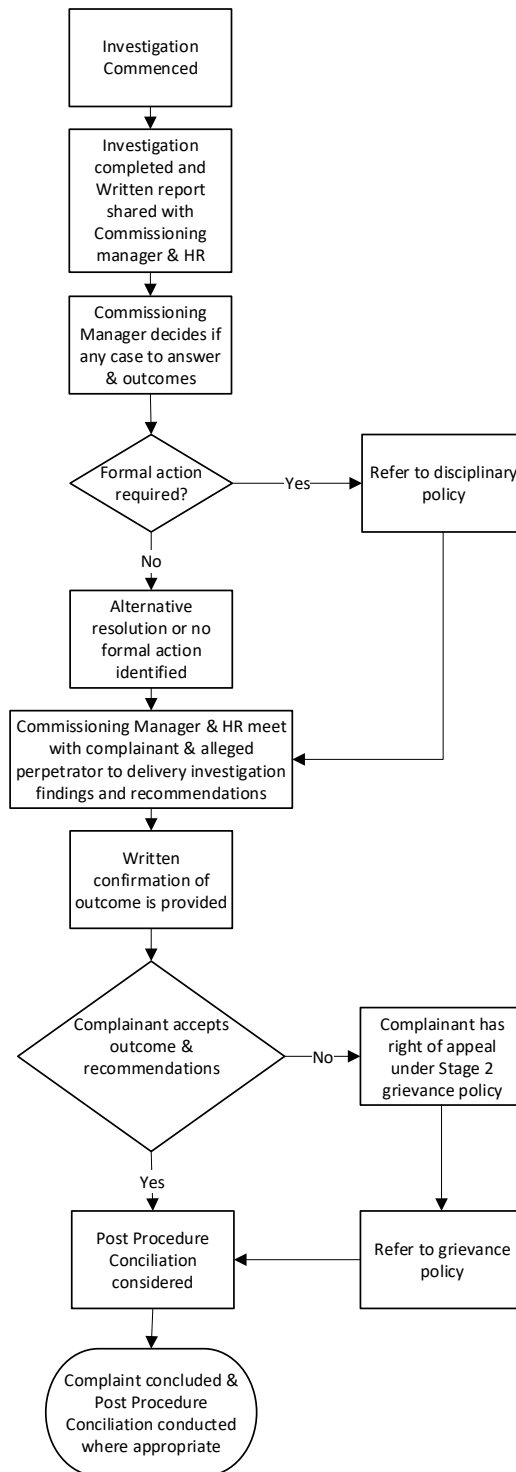
Flowchart



Early Informal Action.
 Taking action early & informally in most cases results in the best outcome. Therefore individuals are encouraged to deal with behaviour they feel is unacceptable to them as early as possible and ideally informally. There are lots of places staff can go to get support and advice on how to deal with a situation. However if the individual feels they need the support via the 'Unacceptable Workplace Behaviour' Policy then staff are encouraged to follow the policy and will be fully supported whichever route they decide to take.

For further support in tackling issues the following contacts are available:
 Your Manager or other member of management team
 Staff Side
 HR
 Freedom to Speak Up Guardian

Flowchart cont..



1. Introduction

1.1 **Purpose** – This policy sets out the framework and process to deal with issues regarding unacceptable behaviour at work, including all forms of bullying and harassment.

1.2 **Rationale** – Evidence shows that levels of performance, job satisfaction, employee health and wellbeing, attendance and sickness absence are all influenced by the culture of the organisation and how positive people feel about working in their particular working environment.

1.3 The Trust has adopted a zero tolerance for any kind of bullying or harassment, and this policy forms part of a range of support for staff in this respect. In line with this, this policy is about creating and sustaining a working environment in the Trust that is marked by mutual respect, tolerance and understanding and a working culture based on dignity and respect across our services and departments. This means recognising that unacceptable behaviours of all kinds in the workplace are serious issues that must always be addressed whenever they occur.

1.4 The Trust's values have been developed to support and promote a culture based on respect, which is free from discrimination and harassment. These values outline a range of expected behaviours which support a positive workplace: Respect, Compassion, Partnership, Accountability, Fairness and Ambition.

1.5 As a responsible employer, the Trust has a legal and ethical responsibility to ensure that our employees are not subjected to inappropriate and disrespectful or discriminatory behaviours that may affect their performance, their health and wellbeing, or their attendance at work.

1.6 Sheffield Health and Social Care, in common with a number of other Trusts, believes in a Just and Learning Culture. This is an environment where we put equal emphasis on accountability and learning. This means that we will not only explore what has happened, and what this has meant to individuals affected, but also that we will seek to identify the support required by all affected both directly and indirectly, and what action is required moving forward.

A Just and Learning culture is one which instinctively asks in the case of an adverse event: "what was responsible?", not "who is responsible?". It is not blame-seeking. That said, a Just and Learning Culture is not the same as an uncritically tolerant culture where anything goes.

The aim of this policy is to support a just and learning culture and a positive workplace culture where all staff feel happy and safe at work and with colleagues.

2. Aims and Objectives

2.1 The aims and objectives of this policy are as follows:

- To outline the support available to staff in dealing with any kind of unacceptable behaviour and enable early resolution where problems arise.
- To define the behaviours which may constitute bullying, harassment and victimisation

- To ensure that all managers and staff are aware of their responsibilities in creating and sustaining a positive work environment which is free from bullying and harassment and unacceptable behaviours
- To outline the process for dealing with complaints of bullying and harassment

3. Scope

3.1 Unacceptable behaviour at work covers any behaviours which result in people feeling that they are not being treated with dignity and respect including bullying and harassment on Trust premises and in any work-related setting outside the workplace, e.g. business trips and Trust social events.

3.2 This policy applies to all staff employed by Sheffield Health and Social Care NHS Foundation Trust as well as to those who act as volunteers, those who hold an honorary contract, Bank, agency and contracted staff.

3.3 Each member of staff carries personal responsibility for their own behaviours in relation to this policy.

4. Definitions

4.1 The relevant terms and their definitions (within the context of this policy document) are outlined below:

Protected Characteristics	as defined by the Equality Act 2010 e.g. age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, sex, sexual orientation, race (including ethnic group, nationality, caste or skin colour) and religion or belief.
Membership, or non-membership	of a staff association/trade union;
Stigma	e.g. ex-offenders, mental health status, real or suspected infection with HIV/AIDS, Hepatitis C.
Raising a complaint or concerns under the policy	e.g. willingness to challenge harassment, leading to victimisation.

5. Duties

5.1 **Trust Board** – The Chief Executive has overall responsibility for ensuring compliance with all statutory regulations and guidance related to dignity and respect at work including bullying and harassment. This responsibility can be devolved to Directors, Heads of Departments and managers. The Trust Board has a duty to ensure a management regime is in place to effectively manage legislation requirements.

5.2 **Lead Director** has strategic responsibility for ensuring that systems are in place, which will ensure compliance with the Managing Unacceptable Behaviours policy. They will ensure that all Directors, managers, Human Resource Advisors and staff are aware of the Unacceptable Behaviours policy, and of their responsibilities in relation to it.

5.3 **Management** - It is the duty of managers to establish and maintain an environment free from harassment and bullying by:

- ensuring their own working practices uphold the Trust values and that all staff know and understand the Trust values in practice.
- ensuring that all employees in their area of work are made aware that this policy exists, and that they have a right not to be harassed, bullied or subjected to any form of unacceptable behaviour at work. All employees will be made aware that this kind of behaviour is unacceptable and where appropriate will be treated as a disciplinary matter.
- taking prompt action to stop harassment, bullying and other unacceptable behaviours. By pointing out that the behaviour is unacceptable, managers may be able effectively to put a stop to the problem without the need for further formal action.
- setting a positive example by treating others with respect and setting standards of acceptable behaviour; also promote a working environment where harassment is unacceptable and not tolerated
- ensuring that offensive or potentially offensive material is not displayed in the workplace.
- ensuring that all complaints of harassment and bullying are treated seriously and sympathetically and with confidence by management.
- ensuring that staff members understand that victimisation of any employee making or helping someone to make a complaint is unacceptable and where appropriate will be treated as a disciplinary matter.
- attending all identified training relating to workplace behaviours and values.

5.4 **All staff** – All employees have a responsibility to:

- refrain from participating in unacceptable behaviours in the workplace including behaviours that constitute bullying or harassment.
- ensure they are supportive to colleagues who experience unacceptable behaviour or who state that they have been bullied or harassed, and to take full account of their feelings and perceptions of the situation;
- encourage those colleagues to seek help from an appropriate source;
- refrain from participating in, encouraging or condoning gossip related to cases of alleged or actual bullying or harassment;
- take appropriate steps to prevent or stop gossip in their area of work;
- attend training sessions which may be arranged to increase their awareness of the issues involved in unacceptable workplace behaviours, bullying, and harassment.

5.4.6 All employees of Sheffield Health and Social Care Foundation Trust are encouraged to report incidents of harassment, bullying or unacceptable behaviours in the knowledge that complaints will be dealt with in a sensitive manner.

5.5 Trade Union Representatives – Trade Union Representatives are encouraged to assist their members who allege they have been bullied, including supporting them in making complaints and offering informal, confidential advice.

5.5.1 The Trust is committed to working in Partnership with Staff Side to eradicate all forms of unacceptable behaviour.

5.5.2 The Trust recognises that members of a trade union are entitled to representation at every stage of this procedure and would encourage staff to seek this assistance at the earliest possible opportunity.

5.5.3 Stress at work in general contributes to poor workplace behaviours, including bullying, and the Trust is committed to working in partnership with our staff side and trade union colleagues on ways of tackling work-related stress. The Trust will support the trade unions' activities in raising awareness and tackling the issue of harassment and bullying amongst its members.

5.5.3 The Trust is committed to the prevention of bullying, harassment or victimisation of trade union representatives or members because of their Trade Union role.

5.6 Occupational Health– The aim of the Occupational Health service is improving and sustaining the health and wellbeing of staff. It is an advisory service and can be accessed by individuals making contact directly or by management referral.

5.7 The Workplace Wellbeing service provides staff counselling, which is a confidential service that gives staff the chance to talk through things that are on their mind with a counsellor, who will be non-judgemental and impartial.

5.8 Human Resources – Human Resources may be contacted informally to discuss issues of concern related to unacceptable behaviours from colleagues at work. Members of the Human Resources team may also be involved in fact-finding investigations and other stages related to this policy.

5.9 Staff Support Network (including Mediation Network)

Human Resources will co-ordinate and assign impartial mediators across the Trust where a need for mediation is identified.

Human Resources will also co-ordinate a staff support network. This is a peer network of colleagues trained to listen and signpost for additional support. All staff can apply to be part of the Staff Support network, and training will be provided.

6. Procedure

6.1 Raising a concern or a complaint

In the first instance a complaint under the Unacceptable Workplace Behaviours policy should be raised with the relevant line manager, or with Human Resources if the line manager is the source of the complaint. This may be done with the support of your trade union, and may be done verbally or in writing.

What do I include?

In raising a complaint you should provide enough information about the unacceptable behaviour, including:

1. The name(s) of the person being complained about;
2. The nature of the complaint e.g. treatment resulting in loss of dignity or respect, harassment, bullying, etc.;
3. The dates, times and places where the incident(s) took place;
4. The name(s) of anyone who witnessed any of the incident(s);
5. Details of any action taken by you or others to stop the behaviour that is being complained about.

What happens next?

A fact-finding exercise will take place (see below).

6.2 Establishing the Facts

Following receipt of a complaint the relevant manager will start a fact-finding exercise. The purpose of this is to determine the relevant facts of the complaint in order to assess whether or not there is a case to make under the terms of this policy.

In any case following the establishment of the facts, a meeting will be held between the complainant and their line manager, supported by staff side and Human Resources, to discuss the steps to be taken to resolve the issue.

This meeting must be scheduled to take place within 10 days of the manager receiving the complaint.

If the complaint is about the line manager, the next line manager - or a suitable alternative line manager as agreed with staff side - will be appointed to hold the meeting with the complainant instead.

What are the outcomes?

There are three possible outcomes at this stage:

- No case to make, i.e. a reasonable case cannot be made under the terms of the policy. However, it may still be that workplace issues have been identified which do require a management response, and possible mediation.
- A case to make which could be addressed informally. Use of informal procedures will always be the preferred option before resorting to formal procedures which could result in investigation and potential disciplinary action.

- A case to make which is best addressed formally. Formal procedures are best used for cases which are sufficiently serious to need an investigation.

If a complaint is found to be malicious in nature then the person who made that complaint may be subject to formal disciplinary action.

The next steps can follow an informal or a formal procedure.

6.3 Informal Procedure

Informal procedures are always the preferred first option in addressing issues related to unacceptable behaviours at work. The reasons for this are:

- a person may be unaware of the effect their behaviour has on others;
- many incidents concerning unacceptable behaviours at work will be more effectively dealt with in an informal way;
- 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 stop;
- an informal process will always be less destructive and damaging to relationships, and less stressful for all those involved.

Trade unions support this approach and it is considered to be best practice by ACAS.

Where you want the matter to be dealt with informally, you will be asked to meet with your line manager, or another appropriate independent person, e.g. an HR Representative, with the option of support from your trade union in order to discuss the outcome of the initial meeting and to agree an informal course of action.

This meeting to discuss an informal course of action should be scheduled to take place within 10 days of the initial meeting.

Informal action will only be taken with the full agreement of the complainant and the alleged perpetrator. This may include a process of conflict resolution/mediation with trained and neutral mediators.

Going through an informal process as a complainant doesn't mean you can't pursue the formal process if you believe the informal process has not resulted in satisfactory resolution.

A management record must be made if the issue has been resolved informally. This should include the process and outcome of the procedure and will be shared with both parties to the complaint.

6.4 Mediation

Mediation is a confidential and voluntary process, which brings together people who are experiencing problems with a work-related relationship. The problem will usually relate to behaviour, attitude or communication. Mediation takes place in the presence of an impartial third party (a mediator). During mediation, you will be encouraged to describe your experience and air your feelings. It empowers the people involved in the dispute to decide on the terms of any resolution. The mediator does not offer advice on how to solve the problem. People participating in mediation do so without prejudice, which means that this process doesn't stop further processes taking place if the mediation doesn't work.

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Managers may request mediation at any stage where they have identified that this could be beneficial in resolving difficulties between two parties, and where both parties are willing to try mediation. For more advice on mediation you should contact Human Resources.

6.4.1 Why have mediation?

The mediators are new to the dispute/disagreement/upset and are not involved in the work area or team where the problem has come up. They will make sure that the meetings are conducted in a fair and productive way. The mediator can try to help you reach a resolution which is acceptable to everyone involved.

6.4.2 Will agreements be reached?

The aim of the mediation process is for the people involved in a problem to come to a resolution. Individuals coming to mediation must be willing to try the resolutions they propose, and to reach agreement about future behaviour.

6.4.3 What happens after mediation?

If in the staff members' view the mediation has been unsuccessful, they may resort to asking for a formal procedure to start. If this happens, the mediators would no longer be involved.

6.5 Formal Procedure – Formal procedures can start following the initial meeting between the manager (or appropriate independent person) and the complainant, with their representative, if the nature and particulars of the complaint are sufficiently serious to need formal investigation. This may include the potential use of the Trust's disciplinary process. Formal procedures may also be used when:

- Informal attempts to resolve the problem have not been successful, or;
- The complainant refuses to use informal procedures and wants the matter to be dealt with formally, i.e. they want to make a formal written complaint; or
- The line manager considers the behaviour being complained about to be of a sufficiently serious nature that it needs to be formally investigated.

The use of the formal procedure will include a fact-finding investigation. The manager receiving the complaint should pass it to the Senior Operational Manager for their area (or other appropriate Senior Manager) who will act as a Commissioning Manager for an investigation. In consultation with a Human Resources Business Partner, the Commissioning Manager will appoint an impartial investigating officer to carry out an investigation into the complaint. The investigating officer will be supported by a representative of Human Resources who has no previous involvement in this case.

It will be the responsibility of the Commissioning Manager along with the relevant Human Resources Advisor to keep all parties informed of progress and to acknowledge the instigation of formal procedures in a reasonable time.

The Human Resources Adviser will advise the investigating officer on how to proceed with the case and will ensure that procedures are adhered to, that the case is handled sensitively and without undue delay, and that the outcome of the case is monitored. The Human

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Resources Adviser will play a key role in advising both the complainant and the person being complained about on the operation of the procedures.

Throughout any formal procedure it is very important for reasons of transparency that efforts are made to keep up good communication with all relevant parties involved in the complaint. This also required to help in the management of any stress or anxiety that may be caused to anyone involved in this process.

Any employee who is invited to attend a meeting with the investigating officer may be accompanied by a trade union representative or Trust colleague and may inform the investigating officer of any witnesses that they believe could contribute information to the investigation.

6.5.1 The Investigation – This will be conducted in accordance with the provisions in the Trust’s Investigation procedures. The parties involved in the complaint and their representatives will be advised in writing of the expected timescale for completion before the investigation begins. Any significant changes to the timescale will be communicated in writing by the investigating officer to the parties involved in the complaint, with the reasons for these changes.

The investigating officer will:

- give the complainant the opportunity to give more details about their complaint;
- ask about the circumstances and background surrounding the complaint;
- give the person(s) being complained about an opportunity to hear the complaint, and specific allegations, and to offer an explanation by responding to questions and/or by submitting a written statement;
- take a fair and impartial view of the information that they receive;
- listen to any witnesses and take statements from them;

On completion of the investigation, all the evidence will be submitted to the relevant manager and/or Human Resources representative in the form of a written investigation report.

6.5.2 Action after the investigation – After receiving the investigation report, the Commissioning Manager will decide whether there is any case to answer. Their conclusions may be that:

- there is no case to answer or
- some level of inappropriate behaviour has occurred but it is insufficient to initiate a formal disciplinary procedure and an alternative resolution must be found; or
- the behaviour is of a serious enough nature to require a disciplinary hearing to be held under the Trust’s Disciplinary Policy;

The Commissioning Manager and Human Resources representative will meet separately with the complainant(s) and with the person(s) being complained about and their representatives within a reasonable period of time after receiving the investigation report. The purpose of the meeting will be to communicate the outcome of the investigation, and to tell them whether or not the case will go forward to a formal disciplinary hearing. This outcome will then be followed up in writing.

6.5.3 No Formal Action –As it is necessary to have due regard for the confidentiality of both parties it will not be possible to provide detailed information about the investigation to either the complainant or the person(s) complained about e.g. inclusion of evidence from third parties such as statements.

6.5.4 If the person who made the complaint does not agree with the outcome, then an appeal can be made under stage 2 of the Trust’s Grievance procedure (please refer to the Grievance policy, which is available on the Trust’s intranet in the ‘Policies’ widget.)

6.5.5 Post-procedure conciliation – Whether the complaint is resolved through mediation or through the formal process, the line manager must ensure that any action decided upon is properly and fully followed through. This includes managing and supporting interventions for any subsequent fallout or ongoing resentments resulting from the complaint and/or investigation and outcome. Potential damage to relationships and feelings can be deeply felt and may take time to be resolved.

The overriding aim of post-procedure conciliation is to ensure a safe working environment in which dignity and respect are preserved. Therefore, any planned actions resulting from the procedure should include arrangements about how the complainant and the person(s) they complained about are going to work together.

It may be necessary to consider relocation, redeployment, team building and other transitional arrangements. Therefore, following the completion of the procedure the line manager and the Human Resources representative need to meet with relevant members of staff and discuss issues in relation to any of the following as soon as practically possible:

- Return to work/relocation
- Support structures
- Team building/conciliation
- External support
- Training issues
- Whether there is a need for future review

6.5.6 Formal Action – If, following an investigation, a complaint is held to be valid and there is a case to answer, a disciplinary hearing will be held in line with the Trust’s Disciplinary Policy, which in serious cases may include the potential outcome of dismissal. Both parties will be notified of the outcome in writing with due regard for their confidentiality.

6.6 Preventing victimisation

On completion of a case under this policy, whatever the outcome, the management team is responsible for maintaining dignity and respect at work, including ensuring that victimisation does not take place. Victimisation occurs where a person is treated less favourably than another person because they have referred to or have asserted their rights under the relevant statutory provision, e.g. the Equality Act 2010 or raised a complaint under Trust procedures. This would cover those bringing cases under the legislation/procedures or acting as witnesses in any investigations or complaint, or being involved in trade union activities.

7. Support Contact Details

7.1 Equality and Inclusion Lead

- Informal Support re bullying and harassment
- Contacts and information re staff support networks

7.2 Human Resources Department

- Clarification of policy process
- Staff support network management and training
- Mediation service
- Management advice

7.3 Workplace wellbeing

Contact number: 0114 2261810

7.4 Occupational Health

- Health advisory service
- Contact number: 01790911200
www.pamgroup.co.uk

7.5 Trade Union Support

Contact Number ext 16154

8. Development, Consultation and Approval

The following staff / groups were consulted with in the development of this policy document:

- i. Staff Side (Co-Authors)
- ii. Freedom to Speak up
- iii. Managers attending process review workshop Feb 20 including the chair of the BAME staff network group.
- iv. Staff across the Trust attending 20 drop-in sessions at sites across the Trust run in partnership with Staff side and Wellbeing groups. Open invitations to all staff were issued between September 2019 and February 2020.
- v. Workplace Wellbeing

9. Audit, Monitoring and Review

Monitoring Compliance Template						
Minimum Requirement	Process for Monitoring	Responsible Individual/group/committee	Frequency of Monitoring	Review of Results process (e.g. who does this?)	Responsible Individual/group/committee for action plan development	Responsible Individual/group/committee for action plan monitoring and implementation
Individual case review	Completion of casework review	Commissioning manager and HR	Ad hoc	HR Business Partners	HR	WODC (People Committee)
Monthly reporting	Casework tracker audit	HR Business Partners	Monthly	HR	HR	WODC (People Committee)

The policy review date is 30/06/2023.

10. Implementation plan

Action / Task	Responsible Person	Deadline	Progress update
Overall accountability for HR Policies	Executive Director of Human Resources / Acting Director of Human Resources	N/A	N/A
Upload new policy onto intranet and remove old version	HR Business Partner	01/07/2020	
Make HR team aware of new policy	Team manager	01/07/2020	
Implementation meeting with staff side representative	HR Business Partner and Staff side chair	TBC	
<i>Briefing Managers</i>	<i>HR Business Partner and Staff side</i>	<i>31/12/20</i>	Support programme to be rolled out virtually and through e learning linking Unacceptable behaviours policy to Trust Values

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11. **Dissemination, Storage and Archiving (Version Control)**

Version	Date on website (intranet and internet)	Date of entry in Connect (all staff communication)	Any other promotion/ dissemination (include dates)
4	Sept 2012	Sept 2012	N/A
5	Sept 2016	Sept 2016	N/A
6	Aug 2019	July 2020	Managers Briefing as appropriate June/July 2020

This is Version 6 and is stored and available through the SHSC Intranet/Internet.

This version supersedes the previous Version 5 2016.

Any copies of the previous policy held separately should be destroyed and replaced with this version.

All versions of HR policies are stored on the HR Shared Drive by the policy author and the PA to the Director of Human Resources.

Word copies of final versions of policies can be obtained from Policy Governance via the PA to the Director of Human Resources.

12. Training and Other Resource Implications

A training programme for managers and teams has been developed and will roll out between July 2020 and December 2020 to include:

- Briefing for staff and Managers on the policies
- Drop in sessions for all staff on the principles of the policy
- Values based training
- Inclusion of values in Trust induction
- Conflict resolution skills
- Training for mediators
- Training for staff joining the staff support network

13. Links to Other Policies, Standards, References, Legislation (Associated Documents) And National Guidance

- Trust Grievance Procedure
- Trust Disciplinary Policy

14. Contact Details

Job Title	Name	Phone	Email
Executive Director of HR	Dean Wilson	22 63960	Dean.wilson@shsc.nhs.uk
Acting Director of HR	Caroline Parry	22 63626	Caroline.parry@shsc.nhs.uk
HR Lead	Sarah Bawden	2716292	Sarah.bawden@shsc.nhs.uk
HR Advisors	HR Helpline	22 63301	HR.Helpline@shsc.nhs.uk
Staff Side	Susan Highton (Staff Side chair)	27 16154	Susan.highton@shsc.nhs.uk

Equality Impact Assessment Process and Record for Written Policies

Stage 1 – Relevance - Is the policy potentially relevant to equality i.e. will this policy potentially impact on staff, patients or the public? This should be considered as part of the Case of Need for new policies.

NO – No further action is required – please sign and date the following statement.
 I confirm that this policy does not impact on staff, patients or the public.

I confirm that this policy does not impact on staff, patients or the public.

Name/Date: Sarah Bawden – June 2020

YES, Go to Stage 2

Stage 2 Policy Screening and Drafting Policy - Public authorities are legally required to have ‘due regard’ to eliminating discrimination, advancing equal opportunity and fostering good relations in relation to people who share certain ‘protected characteristics’ and those that do not. The following table should be used to consider this and inform changes to the policy (indicate yes/no/ don’t know and note reasons). Please see the SHSC Guidance and Flow Chart.

Stage 3 – Policy Revision - Make amendments to the policy or identify any remedial action required and record any action planned in the policy implementation plan section

SCREENING RECORD	Does any aspect of this policy or potentially discriminate against this group?	Can equality of opportunity for this group be improved through this policy or changes to this policy?	Can this policy be amended so that it works to enhance relations between people in this group and people not in this group?
Age	No	Yes	NO
Disability	No	Yes	No
Gender Reassignment	No	Yes	No
Pregnancy and Maternity	No	Yes	No
Race	No	Yes	No

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Religion or Belief	No	Yes	No
Sex	No	Yes	No
Sexual Orientation	No	Yes	No

Impact Assessment Completed by:
Name /Date Sarah Bawden – June 2020

Marriage or Civil Partnership	No	
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Please delete as appropriate: -
Policy Amended / Action Identified (see Implementation Plan) / no changes made