

Title	Challenging Bullying and Harassment Policy
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Challenging Bullying and Harassment Policy

A Purpose

1. The Institute of Cancer Research (ICR) believes that an open and supportive working and learning environment that values everyone and is free of intimidation, bullying and harassment is essential for our work to defeat cancer. This policy aims to give individuals the confidence that any concerns they have regarding bullying or harassment will be considered seriously, fairly and sensitively and that appropriate action will be taken. It sets out the courses of action that can be taken when concerns as to bullying or harassment

arise. It follows the [ACAS Code of Practice on Disciplinary and Grievance Procedures](#) and its accompanying guidance.

B Accessibility

2. If any aspect of this policy or procedure causes you difficulty on account of any disability that you may have, or if you need assistance because English is not your first language, you should raise this with your [HR team](#) or [Registry contact](#), who will make appropriate arrangements.

C Scope

3. This policy applies to all staff, students, consultants, visitors, clients, honorary appointees, agency workers and contractors at ICR. Where a complaint of bullying or harassment concerns an individual who is not employed by or registered at the ICR, this policy will apply with any necessary modifications (i.e. in the case of an agency worker, the agency will be called upon to investigate and take appropriate action).

Any individual seeking advice on this policy and procedure should contact either [HR](#) (if staff) or [Registry](#) (if a student). Section H provides details on other sources of support available.

In the event of a concern or complaint involving both staff and students, HR and Registry will decide collectively (and, if appropriate, collaborate) on the management of this procedure.

4. Separate policies exist for raising concerns that do not relate to bullying and harassment. If a complaint is made under the Challenging Bullying and Harassment Policy and it is felt more appropriate that the Grievance Policy should be used to address the concern, the HR team will advise the complainant and the subject of the complaint accordingly.

Complaints against the outcome of an employee relations process, such as Sickness Absence, Capability and Disciplinary procedures, should be made via the appeals process of the relevant policy (see section P).

Complaints against the outcome of an appraisal review should be made via the Appraisal Ratings Appeal process.

Concerns may be raised under the Challenging Bullying and Harassment Policy regarding the *conduct* (but not the decisions) of formal hearings, appeals, appraising managers and countersigning managers.

5. This policy applies to complaints raised by individuals during their time at the ICR. If an individual raises a complaint after leaving the ICR, an investigation will be conducted so far as is practicable and an appropriate written response provided to the complainant.

6. This policy is not contractual, does not form part of individuals' contracts of employment or students' Terms and Conditions of Enrolment and may, after consultation with Staff Side (the ICR's recognised trade union) and academic committees, be amended from time to time.

D Principles

7. The Institute of Cancer Research (ICR) believes that an open and supportive working and learning environment that values everyone and is free of intimidation, bullying and harassment is essential for our work to defeat cancer.

8. Everyone should be alert to the possibility of bullying or harassment occurring to them or to others; the responsibility for intervening to prevent or address unacceptable behaviour when it does occur lies with us all.

9. The ICR does not tolerate bullying or harassment of any kind and will always take any such allegations extremely seriously.

10. Everyone at the ICR (staff, students, consultants, visitors, clients, honorary appointees, agency workers and contractors) is entitled to be treated with courtesy, fairness and respect and are expected to treat others in the same way. Accordingly, bullying or harassment in any form will not be tolerated.

11. The ICR will treat any concerns raised very seriously and deal with them fairly, sensitively and – so far as is practicable – confidentially in accordance with this policy.

12. It is recognised that bullying and harassment may occur both on and off ICR premises, such as at work-related events, including conferences, parties, training courses etc. The ICR will deal with concerns raised regarding bullying or harassment in the same way irrespective of where they occur.

13. It is recognised that individuals who believe that they (or others) are being bullied or harassed may be reluctant to make their concerns known or take action for a variety of reasons (i.e. they may be embarrassed, worried that they will not be believed or accused of overreacting, or are concerned that they may subsequently be victimised or isolated as a result of raising a concern). Anyone who is party to a concern about bullying or harassment (including the subject(s) of any concern) are encouraged to take action (see Appendices 2, 3 and 4 for guidance on what to do if you experience, witness or are informed about bullying or harassment) and seek information, advice and guidance from a range of internal and external sources of support (see section H and Appendix 3 for a full list).

14. Bullying and harassment can result from actions, decisions or conduct unknowingly causing offence or distress to others. Concerns raised long after the alleged event(s) can also be challenging to investigate and resolve effectively. Individuals with concerns are encouraged to proactively attempt to resolve them as soon as possible to prevent further and/or more serious concerns developing.

15. The ICR encourages the prompt and informal resolution of concerns about bullying and harassment where possible to prevent the need to raise a formal complaint. Most people who experience bullying or harassment just want it to stop. Accordingly, informal approaches and/or mediation can often be effective in achieving a satisfactory resolution. Parties are also more likely to achieve the outcome(s) they seek through informal resolution. However, where the concern is more serious, or where informal attempts to resolve the concern have been unsuccessful, a formal complaint may be more appropriate and/or necessary.

16. The ICR recognises that it has a duty of care to **all** parties. Allegations will not be presumed proven until properly investigated, with the subject(s) of a complaint being given a full opportunity to put forward their own case. Save in exceptional circumstances, the subject(s) of a complaint have the right to be informed of it without undue delay. Guidance for those who have been accused of bullying or harassment can be found in Appendices 5 and 6.

17. The ICR will protect individuals from victimisation (see paragraph 31).

18. All parties are expected to treat each other with sensitivity and respect throughout the process.

19. All parties are expected to acknowledge the seriousness of any concern raised and act as promptly as possible, with integrity and in good faith. Based on investigation findings, a formal complaint may result in the recommendation of disciplinary action.

Guidance for witnesses asked to participate in an investigation can be found in Appendix 7.

Any party found to have made statements or allegations in a complaint, or in their response to a complaint, that are malicious, frivolous, vexatious or disproved, may be subject to disciplinary action.

20. Managers operating any part of this policy should consult with and, as appropriate, involve HR and/or Registry. Equally, anyone who is party to a concern may seek advice from HR and/or Registry and an appropriate contact (who is not involved in advising the manager receiving or investigating a complaint) will advise – and may seek to promote mediation – as appropriate.

21. The ICR will consider any concerns raised anonymously on a case-by-case basis, balancing the feasibility of a meaningful investigation based on the allegations and evidence submitted, with the interests of natural justice.

22. All parties will be treated fairly and equally, regardless of their status, their sex, being married or in a civil partnership, gender reassignment, sexual orientation, pregnancy or maternity, race (including colour, nationality and ethnic or national origins), religion or belief, age, or disability.

23. Where either party involved in a complaint feels unable to maintain their usual work, learning or client relationship, the ICR will address this in a sensitive way, avoiding distress and disruption wherever possible. In

exceptional cases, it may be necessary to consider a separation of the parties.

24. Where the complaint involves allegations of particularly serious misconduct and a separation of the parties is not possible, a limited period of suspension on full pay for the subject(s) of the complaint may need to be imposed whilst the complaint is investigated. Any suspension will be for as short a period as is reasonably practicable and will be kept under regular review. The suspension will be confirmed in writing without delay and it will be made clear to the individual that the suspension itself is a neutral act that is not a form of disciplinary action nor a substantiation of the allegations. During any period of suspension, arrangements will be made to enable the suspended individual(s) to have appropriate access to the ICR's premises, documents and/or individuals as is necessary to enable them to respond to the complaint.

25. The ICR recognises the importance of raising awareness and providing training to minimise instances of bullying and harassment and to help individuals deal with them when they occur. The ICR will ensure that all staff and students have access to relevant training – and those tasked with investigating harassment and bullying will receive training appropriate to that role. Active Bystander training, including refresher training, is mandatory for all staff and students. For new staff and research students, completing this training – as part of A Supportive Workplace – is a condition of passing probation or transfer to PhD.

26. Staff and students are also expected to familiarise themselves with the ICR's Equality Opportunity Policy.

E Definitions

27. The ICR defines **bullying** as conduct – often, but not necessarily, involving the abuse or misuse of power – with the intention or the effect of undermining, humiliating, demeaning, oppressing or intimidating the recipient. In many cases it takes the form of aggressive, offensive, intimidating, malicious or insulting behaviour. There may be no direct intention to bully. This definition is based on the ACAS definition of bullying.

Examples of bullying include: public reprimands, ridicule, sarcasm or humiliation; making demeaning or hurtful comments; verbal or physical intimidation; setting wholly unreasonable targets; the imposition of unjustifiable workloads; shouting; repeated and/or unreasonable criticism; the unjustified withholding of information; giving false information; making threats about job security or dismissal; and ostracism.

28. **Harassment** is legally defined by the Equality Act 2010 as unwanted conduct relevant to a related protected characteristic which has the purpose, or effect, of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.

The Equality Act 2010 defines the following as protected characteristics:

Age	Race	Marriage and
Disability	Religion or	civil
Sex	belief	partnership
	Sexual	Pregnancy and
	orientation	maternity
		Gender
		reassignment

Harassment may be persistent or a single incident and is likely to constitute unlawful

discrimination. Some forms of harassment can be a criminal offence.

Harassment can also be based on association (i.e. because you associate with someone with a particular protected characteristic) and perception (i.e. because you are incorrectly assumed to have a particular protected characteristic).

Examples of harassment include: conduct (ranging from lewd, suggestive or over-familiar behaviour to serious assault); offensive or hurtful remarks; gossip; innuendo; insensitive jokes or pranks; obscene gestures or language; spreading malicious rumours; insults; the display or electronic transmission of offensive material, pictures or graffiti; and isolation or exclusion from social activities.

29. **Sexual misconduct** relates to all unwanted conduct of a sexual nature as defined above, including but not limited to: unwanted sexual advances; promises made in exchange for sexual favours; assault; rape; speculation about an individual's sexuality or sexual behaviour; and the distributing of private and personal explicit images or videos of an individual without their consent.

30. **Antisemitism** - the ICR has adopted the International Holocaust Remembrance Alliance working definition of antisemitism:

"Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities".

31. **Victimisation** is unfavourable treatment (i.e. detriment) of an individual because they have, in good faith, raised a concern about bullying or harassment or assisted another

individual who has done so, or are perceived (likely) to have done so.

32. Staff and students are expected to familiarise themselves with the ICR's standards of acceptable and unacceptable behaviour as set out in Appendix 1.

33. In this policy, **concern(s)** refers to the raising of any alleged bullying or harassment, either informally or formally. **Complaint(s)** refers to the raising of alleged bullying or harassment on a formal basis.

Complainant(s) refers to the individual(s) who has/have formally raised alleged bullying and harassment. Those alleged to have bullied or harassed others are referred to as the **subject(s)**.

F Reporting and monitoring of concerns

34. HR and Registry will monitor the incidence of reported concerns of bullying and harassment through liaison with Staff Side, the Deputy Dean, HSEQ, and Wellbeing Advisers and will seek information through the Staff Attitude Survey. Relevant information will be included in an annual report to the Equality Steering Group, Academic Board and Corporate Leadership Board (for action and approval) and to the Staff Consultative Committee (for information).

G Confidentiality

35. All parties are expected to maintain confidentiality in order to achieve a satisfactory outcome. Once a formal complaint has been raised, no party should discuss any aspect of the complaint with anyone else without first seeking advice from either HR, Registry or Staff Side. Any party found to have breached confidentiality (knowingly or otherwise) without good reason may be subject to disciplinary action. Similarly, the ICR will determine the appropriate content of any

written response detailing the outcome of a complaint to the complainant.

36. Where the subject of a complaint is the named (co-)holder of a grant, the ICR may be required – upon receipt of a complaint and in order to meet its obligations to the relevant funding body – to notify the funder about both the allegations and the outcome of any subsequent process.

H Sources of advice and support

37. In addition to HR and Registry, many sources of advice and support are available at the ICR. These include:

A network of Wellbeing Advisers – members of staff and students who have been trained to help support colleagues;

The union Unite (known at the ICR as Staff Side), which has accredited representatives able to support their members;

Your line manager or supervisor, who can provide advice and guidance on dealing with bullying and harassment. Where this is inappropriate (i.e. because the line manager is involved), advice may be sought from another manager;

A free, independent and completely confidential Employee Assistance Programme, providing information, advice and support to staff and students;

38. The ICR provides an independent, completely confidential whistleblowing hotline, via which you can report serious concerns. You can contact Ethicspoint's independent hotline service which provides an alternative, safe and secure way for staff and students to report any serious concerns in confidence. The hotline number is 0800 89 00 11. You will be asked for an Access Number, which is 833

678 1255. You can also make a report online – [for more details please see Nexus.](#)

I Right to be accompanied

39. The statutory right to be accompanied applies to the following:

To a complainant, at both the formal complaint hearing and any subsequent appeal hearing;

To any subject(s), if invited, at the formal complaint hearing and any subsequent appeal hearing.

40. The companion may be either an ICR colleague or certified trade union representative (accompanying an employee) or Student Committee representative (accompanying a student). External representatives such as solicitors and family members will not be permitted to attend, save in very exceptional circumstances.

41. An individual who wishes to be accompanied in accordance with the above is responsible for both arranging the selection of their companion and providing them with the necessary documentation and information to allow them to attend and represent them. If requested by the complainant or the subject of the complaint, HR will provide copies of documentation to their companion.

42. Individuals should carefully consider their choice of companion and must provide the name of their companion to the manager conducting the meeting at least two working days before the hearing. The ICR reserves the right to reject the selection of a companion whose attendance may prejudice the process (i.e. through being a potential witness or additional subject of the complaint). In this case, your HR contact will explain to you the reasons why your chosen companion cannot be involved in this capacity and you will be

given the opportunity to select a different companion.

43. A companion accompanying either the complainant or a subject is entitled to address the meeting, put their case forward, confer with them, respond on their behalf to any points made and sum up. They are **not** entitled to answer questions directed to the individual they are accompanying.

44. The statutory right to be accompanied **does not** apply to the following:

Any meetings arranged to resolve concerns informally;

Any meetings conducted as part of an investigation into a formal complaint.

However, in exceptional circumstances, companions **may** be permitted in such meetings if the ICR considers their presence to be a reasonable adjustment that will benefit and not prejudice the process (as per paragraph 42). In such circumstances, the presence of a companion is solely to support the complainant and/or subject(s) to fully participate in the meeting. Accordingly, such companions are **not** entitled to participate as per paragraph 43.

This does not prevent complainants and subjects from seeking advice and support – outside of meetings – at any time as per paragraph 13 and section H.

J Informal action – personal resolution

45. Sometimes, the alleged bully or harasser may be unaware of the effect of their actions or behaviour or careless about the effect that it has. In such cases, a direct informal approach to them, either in writing or in person, by the individual affected, or by

another person on their behalf, may be effective.

46. When making such an approach, individuals should consider the following:

Where possible, have notes prepared as to what happened, when, where and whether it was witnessed by anyone else;

Be clear to the alleged bully/harasser as to what has caused concern, describing the behaviour and the effect that it has had (i.e. 'you made an inappropriate reference to my age which made me feel undermined'). As far as possible, avoid being emotional or judgmental;

Include a clear request that the behaviour should not be repeated;

If appropriate, make suggestions as to how the situation might be handled in future if the circumstances are repeated;

Where making a personal approach, consider being accompanied by a colleague; and

Keep a record of the approach and the response to it, taking into account that they may initially be surprised or shocked.

K Informal action – mediation

47. In some cases, mediation may assist to resolve the issue. The ICR encourages this where appropriate. Mediation may be proposed either by the person raising the concern or by the person against whom the concerns are raised. However, it can only be taken forward if **both** parties are content to participate and have confidence in the mediator. Mediation should be undertaken by an independent person uninvolved in the issues raised, normally from another Division/Department, or via an external individual. Further details are available from HR or Registry, who would arrange any mediation.

L Procedure – raising and management of formal complaints (Appendices 8 and 9)

Raising and handling of formal complaints (Appendix 8)

48. Where informal action either does not resolve the matter – or, in the individual's opinion is inappropriate – the individual should complete the Formal Complaint Form in Appendix 9, and submit with supporting documents, as appropriate. The Formal Complaint Form will form the basis of any investigation and formal hearing and must clearly detail:

The nature of the complaint, specifying the incident(s), any witnesses and the impact or effect of the incident(s);

Any attempts made to resolve the concern informally; and

The specific outcome(s) being sought.

49. The complainant should send the Formal Complaint Form to their own line manager or supervisor (or, if the complaint concerns them, to their own line manager), with a copy sent to either HR (in the case of employees) or Registry (in the case of students). The complaint should be acknowledged on receipt.

50. Complaints regarding the Chief Executive should be made to the Chair of the ICR, with a copy sent to the Chief People Officer.

51. The line manager receiving the Formal Complaint Form, in consultation with HR or Registry, will consider and decide if it is appropriate for them to hear (manage) the complaint themselves. If it is not deemed appropriate, HR or Registry will arrange the appointment of an alternative manager.

52. The manager hearing the complaint will review the Formal Complaint Form and seek further clarification from the complainant on any aspect of the complaint before deciding how to proceed.

Investigation prior to formal complaint hearing (optional)

53. The manager will consider whether any investigation **prior to** a formal complaint hearing is necessary. Examples of pre-hearing investigation activities include obtaining responses to the Formal Complaint Form from any individual(s) named as subject(s) of the complaint, evidence from any witnesses deemed relevant to the matter and any other relevant evidence (e.g. documentary evidence).

53. If a pre-hearing investigation is considered necessary, the manager will decide, in consultation with HR or Registry, whether they will manage the investigation themselves or another individual should be appointed to conduct the investigation. The complainant and any individual(s) named as a subject(s) will be informed that an investigation is being undertaken, the name of the investigator and an anticipated timescale for its completion.

54. For complex complaints, it may be appropriate for the investigation to be undertaken by an individual with no personal or professional connection to the parties, such as from another Division/Department or even outside the ICR. However, an individual outside of the ICR can only be appointed to conduct an investigation, not to manage the complaint or determine the final outcome.

55. The investigator will undertake the investigation as promptly as practicable, to include:

Interviewing the complainant to clarify the allegations and, so far as is possible, establish the facts;

Interviewing any witnesses to establish their version of events;

Obtaining any other relevant evidence (e.g. documentary);

Interviewing the subject(s) to establish their response/version of events; and

Preparing a written report detailing the evidence obtained and findings.

56. The investigator should aim to complete the investigation within twenty working days of receipt of the complaint. Where a longer timescale is required (i.e. due to availability and number of parties for interview etc.), regular updates should be provided to the complainant, subject(s) and HR/Registry.

57. All parties required to be interviewed are expected to make every effort to participate in an investigation and to make themselves available for an interview within five working days of receipt of such a request.

58. All parties attending an interview will be given three working days after receipt of any draft notes to approve them as an accurate statement or make amendments as appropriate. The draft notes will otherwise be regarded as an accurate statement from the complainant/subject/witness. Copies of all statements will be included in the final report sent to both the complainant and subject(s).

59. The above timescales may be extended with agreement from the investigator only in exceptional circumstances (i.e. due to absence from work).

60. The written report should be sent to HR or Registry in the first instance (and, if a separate investigator was appointed, to the

manager hearing the complaint). The report will then be sent to the complainant and to the subject(s).

Formal complaint hearing

61. Within ten working days, or as soon as practicable after receipt of the Formal Complaint Form (or, if appropriate, receipt or completion of the investigation report), the manager, in consultation with HR or Registry, will arrange a formal complaint hearing. The complainant and subject(s) will be given at least five working days' notice of the hearing and notified of their right to be accompanied in accordance with section I above.

62. At the hearing, the complaint hearing manager will normally be accompanied by an HR or Registry representative who can advise all parties on procedure and take notes. At the outset, the complaint hearing manager will:

introduce all parties present;
outline the status and purpose of the hearing;
clarify everyone's roles; explain the procedure for the hearing;
check that all parties have received the appropriate documentation; and
confirm any additional witnesses to be called by either party to the complaint.

63. With the agreement of all parties, the complaint hearing manager will decide whether it is appropriate for both the complainant and subject(s) to be present together or separately (i.e. sequentially). The complaint hearing manager will also decide how any witnesses will be called to present evidence.

64. The complainant, or their representative, will be invited to explain their complaint (if there has been no pre-hearing investigation) and present their evidence, including calling

any witnesses. They will be invited to respond to the findings of any pre-hearing investigation and suggest how the complaint should be resolved. The subject(s) of the complaint will be invited to respond to the complaint and suggest how the matter may be resolved.

65. The complaint hearing manager may ask questions of all parties and/or their witnesses for clarification. If a separate investigator was appointed, they may also be required to answer any questions arising about the investigation, either during or outside of the hearing.

Outcome

66. Following presentations from all parties, the complaint hearing manager will adjourn the hearing to consider their decision. This may be given verbally to all parties after the adjournment or postponed for further consideration or to conduct any necessary further investigation. In either case, a written response confirming the outcome of the complaint, with a full explanation, will be sent to the complainant and subject(s) without delay, and where practicable within five working days of the hearing.

67. Complaints may be fully upheld, partially upheld or not upheld. Depending on the outcome, actions may be recommended (for any/all parties involved in the complaint), including:

Mediation – this may entail the appointment of an independent mediator (who may be external to the ICR) to discuss the issues raised and seek to facilitate a resolution.

Mediation is entirely voluntary and will only be used where all parties involved agree; Wider organisational initiatives, such as changes to working practices or environment;

Training or learning and development for individuals and teams;

Disciplinary action under the relevant disciplinary policy (i.e. for staff or students):

For any subjects of the complaint, if the complaint involves allegations which are substantiated and sufficiently serious. The complainant has no right to influence or be informed of the outcome of any subsequent disciplinary proceedings but may be requested to participate as a witness;

For any parties involved in the complaint, if any allegations or statements made, either in the complaint or in response to, are found to have been malicious, frivolous, vexatious or disproven.

68. In making their recommendations, the complaint hearing manager may take into consideration the specific outcomes to resolve the complaint sought by the complainant (and, if appropriate, from the subject(s)) but is not obliged to agree to them if they do not feel it appropriate, regardless of the outcome of the complaint.

69. The complaint hearing manager will also communicate the outcome to the line managers of both the complainant and subject(s) in case there are any actions for them to implement. HR and/or Registry will monitor and review any action to be implemented.

M Complaints raised during formal disciplinary proceedings

70. If an individual makes a formal complaint during formal disciplinary proceedings, advice should be sought from HR or Registry as to the appropriate course of action.

71. If the issues are directly related, it may be appropriate to deal with both at the same

time, normally by addressing the issues raised in the complaint as an integral part of any disciplinary hearing. If, however, it is considered that the complaint issue(s) should "stand alone", consideration will be given to whether to suspend the disciplinary procedure for a short period to enable the complaint to be considered.

N Appeals

72. The complainant may appeal the outcome if they are dissatisfied with the decision not to uphold or only to uphold in part their complaint. However, they cannot appeal against any actions recommended by the complaint hearing manager. The outcome of the complaint will stand unless or until any appeal is upheld. Appeals can only be made on the following grounds:

The procedure was unfair and/or the correct procedure was not followed;

The decision was unfair (and/or actions recommended were too severe) because the evidence did not support the decision;

There is new evidence that was not available at the formal complaint hearing that may have led to a different decision.

73. The appeal should be sent in writing either to the Chief People Officer (or alternative individual stipulated in the complaint outcome letter) if the complainant is a staff member, or studentcasework@icr.ac.uk if the complainant is a student, within ten working days of the individual receiving the written decision and must explicitly state the grounds for appeal.

74. Appeals submitted without any grounds explicitly stated may be rejected without hearing.

75. Subject to satisfying the above criteria, an appeal will be heard by a more senior manager

where possible or by a manager of at least the same level as the complaint hearing manager. The appeal manager will have had no prior involvement with the case and the appeal hearing will be a review of the decision and **not** a full rehearing of the complaint. The decision may be given verbally at the appeal hearing and will be confirmed in writing, where practicable, within ten working days of the appeal hearing.

76. The decision following the appeal shall be final and there will be no further internal right of appeal.

77. If the CEO has been involved, appeals may be heard by a non-executive Director.

O Record-keeping

78. Written records will be kept throughout the whole of the process. Records should include:

All relevant documentation and correspondence, including notes of relevant meetings;

Any investigation report;

The decision following any formal complaint hearing;

Whether an appeal was made against any decision taken and its subsequent outcome;

Any subsequent developments.

79. Meetings held as part of this process will not normally be recorded electronically. This is to encourage openness and full participation by all parties during meetings. However, in certain limited circumstances - where, for example, the individual is disabled and it is appropriate as a reasonable adjustment - the ICR may permit the meeting to be recorded electronically. Any party wishing to overtly record proceedings must seek the consent of all participants before the recording begins.

Covert recordings made by any party may be considered as gross misconduct.

P Other relevant policies

[Academic Appeals Procedure](#)

[Capability Policy](#)

[Disciplinary Policy](#)

[Equality Opportunity Policy](#)

[Grievance Policy](#)

[Misconduct in Research Policy](#)

[Pay Policy](#) (Appraisal Ratings Appeals Process)

[Probation Policy](#)

[Redundancy/Restructuring policies](#)

[Review Procedure for Non-Academic Appeals](#)

[Sickness Absence Policy](#)

[Student Complaints Procedure](#)

[Student Disciplinary Procedure](#)

Appendices

[Appendix 1 – Standards of acceptable and unacceptable behaviour](#)

[Appendix 2 – What to do if you experience or witness bullying or harassment](#)

[Appendix 3 – What to do if you experience sexual misconduct](#)

[Appendix 4 – How to handle sexual misconduct disclosures](#)

[Appendix 5 – What to do if you are accused of bullying or harassment](#)

[Appendix 6 – What to do if you are accused of sexual misconduct](#)

[Appendix 7 – Guidance for witnesses during an investigation](#)

[Appendix 8 – Flowchart of formal bullying and harassment complaint process](#)

Appendix 9 – Formal Complaint Form

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