

# Grievance Policy



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Recognised unions have been consulted on this document via the Unity Schools Partnership Joint Consultation and Negotiation Committee. It was accepted by Unity Schools Partnership on:		
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## DOCUMENT CONTROL

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### Authorisation (Responsible Owner)

Name	Role	Approval Date
Tim Coulson	Chief Executive	October 2021

### Approval (Accountable Owner)

Name	Role	Approval Date
Angela Bull	Director of HR	October 2021

### Reviewers (Consulted)

Name and/or Role	Approval Date
Directors of Education Headteachers JCNC	

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## **1. INTRODUCTION**

Unity Schools Partnership ('the Trust') is committed to creating and sustaining a working environment that is fair to all and free from unlawful discrimination, harassment, victimisation and bullying. Everyone is responsible for their own behaviour and should treat colleagues with dignity, respect and courtesy and ensure that they are valued for their skills and abilities. The grievance policy is designed to ensure that concerns, problems and complaints, including if an employee feels that they are being bullied, harassed or victimised, arising in the course of employment can be raised and resolved quickly and in a fair and reasonable manner. The grievance procedure exists to provide a mechanism for employees to raise concerns that are not covered by other procedures.

This policy applies to all employees and workers within the Trust.

## **2. AIMS**

2.1 This policy is designed to facilitate the resolution of grievances by adhering to the following principles:

- discouraging the harbouring of grievances
- assisting the resolution of grievances in an atmosphere of trust and confidentiality
- enabling grievances to be settled as near as possible to their point of origin
- ensuring that grievances are dealt with fully, promptly and fairly
- informing both parties to a formal grievance that they have a right to be accompanied by a trade union representative or work colleague at all stages.

Employees will not be victimised for raising a grievance or for supporting a colleague to raise a concern. Situations involving discrimination, bullying, harassment or victimisation should be dealt with under the equality and bullying and harassment policies.

## **3. CONFIDENTIALITY**

All grievance proceedings, including details of any investigation and statements relating to it, are confidential to the parties concerned, with the exception of official bodies (e.g. externally the Police, Health and Safety Executive, or internally the Trust's Executive Leadership team) which have a right, under some circumstances, to require disclosure of information.

Breaches of confidentiality will be taken seriously, especially if they hinder the application of the policy or the resolution of an issue. Failure to maintain confidentiality may result in action being taken under the Disciplinary Policy. Disclosure of information may also be a breach of the Data Protection Act (2018) and may lead to action being taken under the provisions of this legislation in addition to action being taken under the Disciplinary Policy.

Recording of meetings/interviews is not acceptable and may result in action being taken under the Disciplinary Policy.

The Director of HR will be notified of the outcome of any formal process, once it has concluded.

## **4. EXCLUSIONS**

This policy does not apply to complaints of professional malpractice, wrongdoing or criminal activity: such complaints should be raised immediately via the Whistleblowing Policy. Similarly, this policy will not be used to raise complaints where any other policy (such as the disciplinary policy) applies. Pay and Grading Appeals will be considered under the specific arrangements in place for that purpose. The Grievance policy will not be used to deal with complaints made after employment has ended, for any reason. However, if a grievance has been raised and not concluded before an employee leaves, they will be invited to continue with the grievance process.

This policy does not apply to complaints against staff raised by parents/carers or other individuals who are not employees or workers within the Trust. Any such complaints will be dealt with under the Trust's complaints policy.

## **5. GOOD PROFESSIONAL RELATIONSHIPS/PRACTICES**

The focus of any grievance should be based on the principle of resolution and many potential grievance issues can be resolved informally. An informal conversation between staff is often all that is required to resolve an issue.

All employees are responsible for taking all reasonable steps to develop and maintain good working relationships with colleagues and to deal with workplace issues in a professional, practical and constructive manner.

Where any issues arise, employees must try to resolve any difficulties at the earliest opportunity without having to use a formal process. This should be done in such a way as to have the minimum impact on the school, the Trust, other work colleagues and to preserve working relationships.

Resolving issues in a sensible and sensitive way will require all parties to recognise their part in the issue/difficulty and how their behaviour may be contributing to the circumstances.

Failure to foster good professional working relationships could, in certain circumstances, lead consideration of temporary redeployment opportunities in the Trust to allow for mediation to take place and / or considered under the Trust's Disciplinary Policy if it were a misconduct issue.

## **5. ROLES AND RESPONSIBILITIES**

Any complaint raised under this policy should be made in good faith. Any complaint found to have been made for malicious, false or similar reasons may give cause for disciplinary action. All employees are expected to co-operate in the implementation of this policy and the accompanying Harassment and Bullying Policy (where applicable), both of which are intended to secure fair and reasonable treatment and equality of opportunity for all employees.

This policy and procedures will be monitored to ensure consistency of application and adherence to equalities legislation, to ensure that it operates in accordance with the duties to promote equality, to eliminate discrimination and to promote good relations between employees with protected characteristics as required under the Equality Act 2010.

The Equality Act 2010 harmonises and replaces previous equality legislation and extends protection for all protected characteristics to ensure consistency. Under this legislation, protected characteristics are:

- age;
- disability;
- race;

- sex;
- religion or belief;
- gender reassignment;
- sexual orientation;
- pregnancy and maternity; and
- marriage or civil partnership.

Whether raised at the informal or formal stages of this process (see below) it is important that the employee approaches the appropriate person with their grievance.

Appendix A details who a grievance should be raised with, at both informal and formal stages, as well as who would hear any appeal.

Grievances against Governors are outside the scope of this policy as Governors are not employees. Grievances against the CEO should be referred to the Chair of Trust Board.

Where the grievance is about a member or members of the school's governing body, this should be referred to the Chair of Governors. If the matter cannot be resolved informally, the grievance will be referred to the CEO or Chair of Trust Board for consideration and resolution.

Where the grievance is about the school's Chair of Governors, the matter should be referred to the CEO or Chair of Trust Board for consideration and resolution.

## **6. INFORMAL STAGE**

Many grievances can be resolved informally and quickly, and there is an expectation that employees will make every effort to do this, without unreasonable delay, before formal steps are considered.

Where the grievance is about a working relationship, employees are encouraged to discuss their concerns with the other employee as soon as an issue occurs with a view to amicably settling the matter without recourse to the formal procedure. If an employee feels anxious about this process, they might seek support from their union or a work colleague. Employees must be willing and open to looking at ways of resolving the issues without resorting to formal processes.

In addition, the employee should also report their concerns to the relevant person (see Appendix A). This does not prevent the matter being dealt with by the two employees but the relevant person may be able to support and facilitate discussions with a view to resolving the grievance.

Employees must be able to resolve issues professionally and respectfully by agreeing that when discussions take place they will ensure:

- Effective listening – so that each person fully understands the issues at hand and each other's view;
- Effectively understand – so that each person is able to respond, knowing what the issues are;
- A calm environment – no raised voices or inappropriate body language;
- A common ground – identifying and agreeing common understanding;
- The taking of responsibility – each person should admit when they are wrong, if appropriate and take steps to make professional relationships work;

- Agreed action – offering apologies if appropriate, agreeing the way forward and agreeing to meet again, if appropriate.

Every attempt must be made to resolve the issues informally. If the matter cannot be resolved by way of professional dialogue the formal process should be used.

## **6. MEDIATION**

In some cases, mediation can help resolve problems, especially those involving working relationships, and can be a positive and supportive way of resolving a grievance. Mediation may be explored at either the informal stage or as an outcome from the formal stage of the grievance procedure.

Where a Headteacher / Line Manager has been unable to resolve the issue through discussion with the employee(s), mediation may be considered. Participation in mediation must be by mutual agreement and in consultation with the relevant HR Business Partner, who will be able to discuss this and provide further information.

Mediation can be used in a variety of circumstances for example:

- misunderstandings/conflict between colleagues or peers;
- misunderstandings/conflict between employees and managers/supervisors;
- perceptions of harassment, discrimination or bullying; and
- communication difficulties.

Where mediation is successful and an outcome is achieved, it will be binding upon both parties and will close the grievance procedure regarding the issue.

## **7. FORMAL GRIEVANCE PROCESS**

If a grievance has not been satisfactorily resolved informally, the employee raising it should set the grievance down in writing, using the form at Appendix B, without unreasonable delay, and state what steps have already been taken to resolve the grievance, and what they are seeking as a resolution. When completing the Grievance Form, the employee should provide concise and factual information about the nature of their grievance and avoid language which may be considered insulting or abusive. The grievance should be given, together with any supporting documentation, to the relevant person as set out in Appendix A. When providing supporting documentation, it is expected that this will be reasonable and proportionate.

A copy of the formal grievance documentation will be given to all relevant parties.

### **7.1 INVESTIGATION**

Depending on the circumstances, the person receiving the grievance can either undertake an investigation themselves or commission an investigation, where an appropriate person ('the investigating officer') can carry this out on their behalf and report back to them. Investigations will normally be carried out by a senior member of staff.

Where the person receiving the grievance carries out the investigation themselves, they may decide to undertake some enquiries as are necessary to gather relevant information to reasonably consider the grievance. This may involve discussion with witnesses and normally the person/s identified in

the grievance. Any such conversations will not be in the context of a formal meeting but rather to gather information.

Where the person receiving the grievance commissions an investigation, they will confirm with the investigating officer the extent to which they should gather information. The investigator will not have had any previous involvement in the circumstances of the complaint, no close relationship with any of the parties involved nor a vested interest. The amount of any investigation required will depend on the nature of the grievance and will vary from case to case.

In cases relating to the Headteacher, the Director of Education should seek advice from the Trust's Director of HR regarding commissioning an investigation, and would be responsible for commissioning any investigation. This may include using an external investigator.

If the employee concerned is a trade union official (as statutorily defined) the matter will be discussed with their branch secretary or a full time official before an investigation is undertaken.

Any relevant information gathered during this enquiry stage will be considered at any formal grievance meeting.

Where appropriate and where both parties agree, a joint discussion with all parties may take place at this stage with a view to resolving the grievance and would be considered the formal grievance meeting.

The employee raising the grievance must co-operate fully and promptly in any investigation. This may include disclosing the names of any relevant witnesses, disclosing any relevant documents and attending interviews, as part of the investigation.

An employee who is the subject of investigation will be informed of the grievance and given a copy of this policy. They will also be given the opportunity to respond to the grievance and be advised of the likely timescale of any investigation. They may be accompanied at any interview or similar investigatory meeting by a trade union representative or work colleague. A record should be made if the employee agrees to continue the procedure without support.

A witness should form part of the investigation only where relevant, this could be a current or ex-employee of the trust or an external body such as a contractor or member of the public such as a parent. Where the witness is not an employee the investigating officer should decide if the witness can provide a statement or needs to attend a meeting. The investigating officer should ensure that any witnesses that are required to participate within an investigation should be asked to sign off their meeting notes under GDPR requirements. This wording may be sought from the Trust's HR team.

Where there is reluctance for the witness to come forward the investigating officer should carefully consider withholding or anonymising documents. Evidence should only be withheld or anonymised where there is strong reason for doing so. If the decision to anonymise documents is taken steps could include:

- a) Blanking out the witness's name and other information from which they could be identified
- b) Editing the statement to conceal the identity of the witness
- c) Where there are several witnesses' statements from different employees, prepare a summary of the information contained in the statements

The right to request representation by a trade union representative or work colleague, at all meetings, also applies to witnesses.

Minutes of any meetings will be taken and agreed with the employee/witnesses and they will be asked to check and sign any written statement of evidence as a true record. Copies of the minutes will be provided to the employee/witnesses

The investigating officer will promptly carry out a full and thorough investigation into the grievance in as timely a manner as the circumstances will allow. The investigation should be thorough, comprehensive and unbiased.

Employees have the right under the Data Protection Act 2018 to request access to information about them that is held on file, whether manually or on computer. For example, an employee who has raised a grievance and is not satisfied with the outcome may request copies of the written evidence on which the decision was made, including statements obtained from witnesses, or an employee about whom a grievance has been made may request evidence relating to the complaint. The Headteacher or relevant Director should contact the Trust Data Protection Lead in the instance of a subject access request being made, to discuss what information can and cannot be released. The Headteacher can refuse to disclose the document in question if its disclosure would also reveal information about a third party who can be identified from the information, unless the third party has consented to the disclosure or it is reasonable in all the circumstances to comply with the request without their consent.

The Headteacher, relevant Director or CEO should not automatically refuse to disclose a document if a third party, for example a colleague who has given a witness statement, does not consent to it being released. They should consider taking steps to anonymise the document before disclosing it. This might involve:

- blanking out the witness's name and any other information from which they could be identified;
- editing the statement to conceal the identity of the witness; or
- where there are several witness statements from different employees, preparing a summary of the information contained in the statements.

Ultimately, the Headteacher should take a reasoned decision about whether or not it would be reasonable in the circumstances to disclose a witness statement or other document. This will involve balancing the witness's right to privacy against the employee's right to know what information is held about them, and its source.

The investigation may be instigated before holding a grievance meeting where this is considered appropriate. In other cases, the grievance meeting may be held before deciding what investigation (if any) to carry out. In such cases a further grievance meeting will be held with the employee after the investigation and before any decision is reached.

## **WITHDRAWING A GRIEVANCE**

In some cases, an employee may decide after raising a formal grievance that they wish to withdraw their grievance. Where an employee wishes to withdraw their grievance, they should put this in writing to the person dealing with the grievance and outline the reasons for the request.

The person dealing with the grievance should discuss this with their HR Business Partner to determine whether this is appropriate, given that the purpose of a grievance process is to resolve

the issue raised. A decision on whether to continue the process will depend on the nature and substance of the grievance.

## **7.2 FORMAL GRIEVANCE MEETING**

On receipt of the Grievance Form, the person that commissioned the investigation, with the support and assistance of their HR Business Partner, will arrange a formal meeting, usually within 10 working days of the employee's grievance form being received although this will be dependent on whether an investigation is being carried out.

The meeting will be conducted by the relevant person/s, as detailed at schedule 2.

Prior to the meeting, the person who commissioned the investigation, with the support and assistance of their HR Business Partner will determine the appropriateness of sharing the information gathered and which parties to share this with.

The employee is entitled to be accompanied at the meeting by an accredited Trade Union representative or a workplace colleague. The person accompanying will be allowed to address the meeting, to help state the employee's case. This person does not have the right to answer questions on the employee's behalf.

The person/s identified in the grievance may be asked to attend, together with appropriate representation and witnesses may also be asked to attend.

Grievance meetings will be held in as informal a manner as possible. It is important that the meeting allows for free-flowing discussion and dialogue in an attempt to find an amicable solution to the grievance. The conduct of the meeting is at the discretion of the person/s hearing the grievance,

The employee will be invited to re-state their grievance and how they would like to see it reasonably resolved. The person/s hearing the grievance will listen to all the points raised and consider any additional information gathered, in order to respond to the matters raised.

A decision may be given at the end of the meeting, but in any case, will be set out in a written response to the employee within two working weeks. This response may also contain what action is intended to resolve the grievance, if any part of it is upheld.

In some cases, it may be necessary to adjourn the process to allow for further investigation to take place in order to allow a thorough consideration of the grievance, and to make recommendations for action. If so, the employee will be kept informed regarding the process and a further grievance hearing will be held following the further investigations. Any employee who is the subject of a grievance should also be kept informed of any adjournments to the process.

Clearly, the desired outcome of the implementation of the procedure is that the behaviour that led to the grievance ceases. However, whichever stage the process reaches, and without prejudging the outcome of any formal proceedings, there may be a range of possible remedies where a grievance is upheld, including:

- formal apology;
- training;
- mediation;
- counselling;
- changes to work methods/styles;

- redeployment within the academy;
- formal disciplinary action against the perpetrator.

If after the investigation concludes the grievance is found to be vexatious and/or malicious this could result in disciplinary action against the employee.

Following the grievance meeting the person who commissioned the investigation should also ensure that suitable feedback is given to the subject of any grievance and that this is undertaken within a reasonable timeframe.

## **OUTCOMES**

The list below is not exhaustive, but gives some examples of the possible outcomes of a grievance meeting.

### **GRIEVANCE NOT UPHELD**

Where the person/s conducting the grievance meeting has not found sufficient evidence to support any of the allegations made, the grievance will not be upheld and there will be no further action taken.

### **GRIEVANCE UPHELD** (either in whole or in part)

Where the person/s conducting the grievance meeting has found sufficient evidence to support all or some of the allegations made, there are a number of outcomes to consider in relation to each allegation:

- no further action;
- a formal apology to the employee(s) that have raised the grievance;
- formal mediation - mediation may be suggested as an outcome as a way to resolve the grievance. This may have been entered into or suggested earlier in the process; however, in light of the findings of the investigation the person/s conducting the grievance meeting may feel that it would help resolve the situation;
- action plan - the person/s conducting the grievance meeting may recommend the production of an action plan aimed to address the behaviour which has caused the problem. The action plan may include objectives, target setting and training;
- alternative working arrangements – the person/s conducting the grievance meeting should consider whether contact between the parties is likely to occur during the course of their job and the impact on the individuals and service delivery. Reasonable operational requirements may need to be considered if this is the case for example employees moving desks, change of line management or change of location where operationally feasible;
- disciplinary action - where it is clear that a conduct issue exists and there is a case to answer, disciplinary action will be considered. Please refer to the Trust Disciplinary Policy.

The employee(s) raising the grievance should be advised that the outcomes may not necessarily be shared with them once the process has been completed, in accordance with GDPR. However, the employee(s) will receive some form of notification that the process has been completed. Any employee who is the subject of a grievance will also be notified that the process has concluded.

## **7.3 APPEAL**

If the employee feels that their grievance has not been satisfactorily resolved, they may appeal against the findings. A written notice of appeal (Appendix C) should be submitted to the relevant

person as detailed in Appendix A, stating the grounds for the appeal. An appeal meeting will be arranged, usually to take place within 10 working days of the date of the appeal letter.

New evidence is admissible for an appeal, providing that it is submitted at least five working days before the hearing. The meeting will usually take the same format as the formal grievance meeting as per 7.2 above. The employee has the same right to be accompanied.

A written response will be issued to the employee within two weeks of the date of the hearing, unless further investigation or similar is required. The decision made at the appeal is final. The employee will not be able to raise another grievance about the same matter.

## **8. COLLECTIVE GRIEVANCES**

Where a grievance is raised by more than one employee, and the nature of the grievance and the desired resolution are the same, the grievance will be treated as a collective grievance. The employees involved must not then raise the same grievance separately. An employee and participating colleagues will be entitled to only one grievance hearing and (if applicable) one appeal hearing. An employee and participating colleagues will be notified individually of the outcome at each stage of the process. A trade union representative can raise a collective grievance on behalf of employees. The principles of this procedure will also apply to collective grievances.

In all instances, the group of employees should formally lodge their grievance in writing to the Headteacher or to the Director of Primary or Secondary Education (as appropriate) if it is regarding the Headteacher. If a group of employees within the Central Team wish to formally lodge a grievance, this should be done in writing to the relevant Director (see Section 5 for reporting lines). One form should be submitted but must be signed by all employees who are party to the grievance.

The arrangements for the grievance meeting will be made in accordance with 7.2 above. The employees may nominate one person to represent the group – in most cases this will be the trade union representative, or trade union representatives where the employees involved are members of more than one trade union.

An employee who wishes to appeal against the outcome of the grievance hearing must lodge notification of their intention to appeal along with full grounds for their appeal (including any supporting documentation) within 14 days of the date of written notification of that sanction, as directed in the letter of notification. If some employees are satisfied with the outcome and do not wish to proceed to an appeal, the request for an appeal should clearly identify those withdrawing from the process and those wishing to pursue the appeal. If only one employee wishes to pursue the appeal, an individual procedure will apply to the appeal. The arrangements for the appeal hearing will be made in accordance with section 7.3 above. The decision of the appeal decision maker will be final and all employees will be given the decision in writing within two working weeks.

## **8. SUPPORT FOR EMPLOYEES**

The Trust recognises that going through the grievance process can be difficult for both an employee raising a grievance and an employee who is subject of a grievance. Employees are encouraged to seek support from their trade union or a workplace colleague.

In addition, support can also be accessed via the Trust's employee assistance programme and details are available in schools or from the HR Helpdesk at [hrhelpdesk@unitysp.co.uk](mailto:hrhelpdesk@unitysp.co.uk) or telephone 01440 333401.

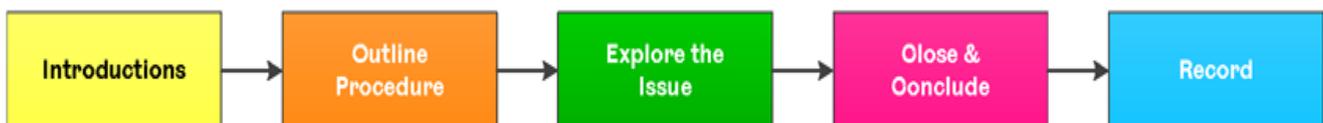
## **Further Advice**

If any staff, contractor or visitor requires any further information regarding this policy or support they should either ask their Headteacher **or** contact the HR Helpdesk at [hrhelpdesk@unitysp.co.uk](mailto:hrhelpdesk@unitysp.co.uk) or telephone 01440 333401.

## 9. PROCEDURE FOR THE FORMAL GRIEVANCE MEETING

*Please ensure that all discussions during this process are fair, appropriate and above reproach.*

Depending on the nature of the case, a panel may be used to either hold the grievance meeting or the appeal. This will be made up of the Headteacher/Director, member of the Trust central leadership team and a governor or a panel of three governors, where appropriate.



### Introductions

- Welcome attendees.
- **Request that all attendees turn off any electronic devices to avoid unnecessary interruptions during the meeting and advise that the Trust expressly prohibits the recording of meetings.**
- Introduce those present and their roles, this may include: panel members, HR member supporting the panel, note taker if applicable, etc. If the employee is not accompanied explain that they were offered the right to be accompanied
- Representation of Employee – If accompanied confirm the role of the companion, i.e. that they will be able to address the hearing in order to: put the employee's case forward; sum up the case; respond on the employee's behalf to any view expressed at the hearing; and confer with the employee. However, the representative will not usually answer questions on behalf of the employee, but may do so with the agreement of the panel.  
If not accompanied note that the employee has been advised of their right to be accompanied but has chosen to attend unaccompanied.
- Confirm with the employee that they have received the letter notifying them of the meeting and any associated documentation.
- Confirm with the employee that they understand that it is a formal grievance meeting which will be conducted in line with the Trust's Grievance procedure.

### Outline Procedure

- Advise of the procedure or if appropriate invite a HR representative to outline the procedure.
- Confirm Documentation provided – Identifying, if appropriate, any other documentation the panel has at their disposal for reference purposes.
- Adjournments - Advise that any party can request an adjournment, via the chair. Identify the location of any separate rooms available to provide the parties with private space during these adjournments.
- Taking of Notes – Advise that the note-taker will take summary notes to support the panel's consideration. Should the employee want a summary of these notes these can be provided on request. Advise that both the employee and their representative would be welcome to make their own notes.
- Respond to any procedural concerns/queries that may arise.

## Explore the Issue

1. Invite the employee to explain their complaint/concern and what remedy/resolution they are seeking (this may be done by their representative if they so wish).
2. The panel to seek to gain a full understanding of the case, raising any questions with the employee (and management representative/respondent) as necessary, to clarify any points in relation to the information or evidence submitted or gained via investigation if applicable. **NOTE:** If applicable and where previously agreed with the Chair, witnesses may be called. Also depending upon the circumstances of the case, if applicable, a Management representative/respondent will be given an opportunity to respond to each of the points raised by the employee and make representation to the Panel.
3. Employee (and any respondent) to be provided with the opportunity to sum up their case.

## Close & Conclude

- After the case(s) have been explained and the main questioning completed, the Chair may consider whether to briefly adjourn the meeting to give all the opportunity to review what has been said and consider whether there is anything they wish to clarify or to add in closing remarks, this may enable the panel to review what they have heard and seek clarification on any issues before bringing the meeting to a close.
- If the panel is unable to make a decision as further information/time is required, inform the employee as to when they can expect written notification of the decision (or if further action was deemed necessary what this would entail)
- When closing the meeting, ensure that everyone understands what is going to happen.
- Depending upon whether the panel has been able to make a decision during any adjournment, explain that the staff member will receive confirmation/notification of its decision in writing usually within 7 days of the meeting.
- The Chair will prepare a letter summarising the nature of the grievance, the investigation (where applicable), and the panel's decision, including reasons for this, and any recommendations, and notify the employee in writing as to the outcome of the meeting, usually within 7 calendar days after the meeting.

**NOTE:** Where it is identified that further essential information or clarification is required, the Panel may decide to adjourn the meeting to enable further investigation. In such a case, an indication of the timeframe for this should be provided. Once completed the panel should be reconvened.

## Record

- Record summary of the discussions, (including any pertinent points, agreed actions, outcomes and recommendations).
- Ensure that the records are factual, unambiguous and constructive (assume that the staff member may see these).
- Write to employee summarising the outcome of meeting and any next steps.
- Store records securely, as these may be subsequently required within later procedural stages and shared with all relevant parties.
- If requested by the employee, a summary of the meeting notes should be provided for their information.



## Appendix A - Reporting a Grievance

	<b>Informal (submit to)</b>	<b>Formal Meeting (submit to)</b>	<b>Formal Meeting (heard by)</b>	<b>Appeal (submit to)</b>	<b>Appeal (heard by)</b>
Employee (school)	<ul style="list-style-type: none"> <li>Line Manager OR</li> <li>Headteacher</li> </ul>	<ul style="list-style-type: none"> <li>Line Manager OR</li> <li>Headteacher</li> </ul>	<ul style="list-style-type: none"> <li>Headteacher</li> <li>Headteacher, assisted by member of Trust central leadership team</li> </ul>	<ul style="list-style-type: none"> <li>Relevant Director of Education</li> </ul>	<ul style="list-style-type: none"> <li>Relevant Director of Education with a member of the central leadership team, not previously involved in the case</li> </ul>
Employee (central team)	<ul style="list-style-type: none"> <li>Line Manager</li> </ul>	<ul style="list-style-type: none"> <li>Line Manager</li> <li>Director (only if grievance is against Line Manager)</li> </ul>	<ul style="list-style-type: none"> <li>Line Manager</li> <li>Director, assisted by member of Trust central leadership team (only if grievance is against Line Manager)</li> </ul>	<ul style="list-style-type: none"> <li>Relevant Director</li> </ul>	<ul style="list-style-type: none"> <li>Relevant Director of Education with a member of the central leadership team, not previously involved in the case</li> </ul>
Headteacher (raising grievance)	<ul style="list-style-type: none"> <li>Director of Education OR</li> <li>Chair of Governors</li> </ul>	<ul style="list-style-type: none"> <li>Director of Education OR</li> <li>Chair of Governors</li> </ul>	<ul style="list-style-type: none"> <li>Director of Education OR</li> <li>Deputy Chief Executive Officer (if grievance is about Director of Education)</li> </ul>	<ul style="list-style-type: none"> <li>Deputy Chief Executive Officer OR</li> <li>Chair of Board (if grievance is about Director of Education)</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive Officer OR</li> <li>Chair of Trust Board (if grievance is about Director of Education)</li> </ul>
Headteacher (subject of grievance)	<ul style="list-style-type: none"> <li>Director of Education (Chair of Governors to be informed)</li> </ul>	<ul style="list-style-type: none"> <li>Director of Education (Chair of Governors to be informed)</li> </ul>	<ul style="list-style-type: none"> <li>Director of Education OR</li> <li>Panel of Director/member of the Trust central leadership team and a governor.</li> </ul>	<ul style="list-style-type: none"> <li>Deputy Chief Executive Officer</li> </ul>	<ul style="list-style-type: none"> <li>Deputy Chief Executive Officer</li> </ul>



**Appendix B - Formal Grievance Form**  
**CONFIDENTIAL**

<b>Name:</b>	
<b>Job Title:</b>	
<b>Name of School/Department:</b>	
<b>Name of Headteacher/Line Manager:</b>	
<b>Nature of Grievance</b>	
<p>Detail your complaint here including what you have done to resolve this matter by way of professional dialogue and explain why this has not resolved the situation to your satisfaction. Alternatively, state why the circumstances are so serious and/or complex that informal resolution by professional dialogue cannot be attempted or would be unsuccessful. Attach any relevant supporting evidence where necessary.</p>	
<b>Redress Sought</b>	
<p>Your grievance will be investigated but please set out what course of action you wish to take, how you would like to see your grievance dealt with, and why and how you believe this will resolve the issue.</p>	



<b>Signed:</b>	
<b>Name:</b>	
<b>Date:</b>	
<b>Received by name:</b>	<b>Date:</b>
<b>Actions taken:</b>	



**Appendix C - Formal Grievance Appeal Form**  
**CONFIDENTIAL**

<b>Name:</b>	
<b>Job Title:</b>	
<b>Name of School/Department:</b>	
<b>Name of Headteacher/Line Manager:</b>	
<b>Grounds for Appeal</b>	
If you remain aggrieved or dissatisfied with the outcome of the grievance meeting, you should complete this form, detailing the grounds for your appeal, and submit this with any other relevant documentation. Please continue on a separate sheet if necessary.	
Please set out what course of action you wish to take, how you would like to see your grievance dealt with, and why and how you believe this will resolve the issue.	



<b>Signed:</b>	
<b>Name:</b>	
<b>Date:</b>	
<b>Received by name:</b>	<b>Date:</b>
<b>Actions taken:</b>	