

Pickwick Academy Trust



Grievance and Resolution Policy

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1. Introduction

- a. Pickwick Academy Trust is committed to promoting and ensuring a working environment where individuals are treated with respect and where employees are confident to raise concerns to their managers.
- b. Pickwick Academy Trust wants to ensure that all employees have access to procedures to help deal with any grievances relating to their employment. This procedure is designed to enable such disputes to be resolved quickly and to minimise any prospect of long-term damage to relationships at the Trust. It aims to ensure consistent and fair treatment for all employees and for matters to be dealt with without unreasonable delay.

2. Purpose and Scope

- a. Pickwick Academy Trust works to develop good professional relationships between colleagues. However, we understand that sometimes conflicts may arise. Through maintaining open communication, we want our employees to feel able to raise any grievances so that appropriate and effective solutions can be put in place.
- b. This policy should be used for work-related issues such as concerns over working environments or a colleague's behaviour. Grievances relating to discrimination are also covered within this policy. Concerns regarding Bullying and Harassment are dealt with through the Bullying and Harassment Policy.
- c. This policy does not cover decisions made through formal processes related to performance, disciplinary or absence management, if the employee believes the outcomes of these proceedings are unfair, they will be dealt with through the appeals process of the relevant policy.
- d. Any complaint must be raised within 3 months of the incident taking place or within 3 months of the employee becoming aware of the relevant incident. Any complaint raised outside this time frame will not normally be considered, unless there are specific reasons as to why the grievance could not be made sooner.
- e. By implementing and following the procedures in this policy, the trust aims to:
 - Provide a culture which is focused on resolution.
 - Provide a platform for complaints to be processed and handled fairly and consistently and resolved at the earliest opportunity.
 - Constructively resolve grievances in a way that avoids damaging professional relationships.
 - Ensure the Trust does not discriminate against individuals or groups based on their age, disability, gender reassignment, marital or civil partnership status, pregnancy or maternity, race, ethnicity, religion or belief, sex or sexual orientation.
 - Enable any employee to have their grievances heard and addressed.
 - Encourage a harmonious working environment.
- f. This policy does not apply to:

- Personal disagreements between employees that are not connected with their duties within the school.
 - Restarting grievances that have since been closed, unless the facts of the matter have changed. If there has been a change in facts, this policy should be followed.
 - Pay gradings – these are addressed by the pay policy.
- g. Any grievance or repeated allegations found to be vexatious and/or malicious may be dealt with under the disciplinary procedure.

3. Responsibilities and Accountabilities

- a. The Board of Trustees is responsible for:
- Ensuring the effectiveness of this policy by monitoring and reviewing it annually.
 - Ensuring no member of staff is discriminated against, in accordance with the Equality Act 2010.
 - Handling any grievances raised against the CEO and forming an appeal panel, where necessary
 - Handling any disciplinary actions following a grievance being raised at Trust level
 - Acting as ultimate decision maker if required in relation to any grievance appeals by staff
- b. The Local Governance Committee is responsible for:
- Ensuring that all members of staff in their school read and understand the provisions in this policy.
 - Forming an appeal panel, where necessary.
 - Determining the outcome of a grievance appeal.
 - Ensuring no member of staff is discriminated against, in accordance with the Equality Act 2010.
 - Handling any incidents of malicious grievance reporting.
 - Handling any disciplinary actions following a grievance being raised at school level
- c. The CEO is responsible for:
- Ensuring this policy is communicated and implemented fairly and consistently across all Trust schools.
 - Assuming the Head's listed responsibilities (below) for handling any grievances raised against the Executive Team
 - Overseeing any formal grievances raised by employees that are central team-based.

d. The Director of Education is responsible for:

- Assuming the Head's listed responsibilities (below) for handling any grievances raised against the Head of School or Headteacher.
- Overseeing any formal grievances raised by employees that are school-based.

e. The Headteacher / Head of School is responsible for:

- The day-to-day implementation of this policy.
- Handling any grievances that are brought to their attention.
- Requesting an investigation where necessary and appointing an investigation officer for any grievances that are school-based.
- Appointing a Chair of the grievance panel who assists the Head in handling any grievances that are school-based.
- Working with the Chair to resolve any grievances as appropriate.
- Assessing information during grievance meetings and investigations and assisting the Chair in determining the best course of action.
- Writing and delivering grievance outcome letters.

f. Line Managers are responsible for:

- Monitoring the working environments of colleagues to identify any conflicts.
- Promoting positive working environments.
- Managing the informal stages of the grievance procedure.
- Working with the Investigation Officer and Head to investigate any grievances within their department.
- Ensuring there is appropriate support for all those involved in this process, including signposting to the schools Employee Assistance Programme and Occupational Health if necessary.

g. The Chair of the grievance panel is responsible for:

- Addressing the grievance in relation to this policy. Making any reasonable adjustments to ensure employees are able to attend meetings.
- Remaining unbiased and listening to all sides of the grievance to uncover the truth.
- Being a witness at appeal hearings.

h. The investigation officer is responsible for:

- Investigating the facts of a grievance, as directed by the CEO, Chair, Director of Education or Head of School/Headteacher.
- Providing evidence at grievance meetings.
- Standing as a witness during any appeal hearings.

i. Employees are responsible for:

- Ensuring their own conduct is free from unacceptable behaviour and in line with the Trust's Professional Expectations and Standards Policy.
- Resolving the grievance informally wherever possible.
- Raising grievances without unreasonable delay.
- Submitting formal grievances in writing within three months, using the Grievance and Resolution Notification Form.
- If employees wish to raise a grievance outside of this timeframe, additional supporting information may be required, e.g. why it took so long to raise the grievance.
- Ensuring any grievances that they raise are truthful and fair.

Human Resources are responsible for:

- Providing confidential advice and support to employees and managers in line with this policy. They will promote a partnership working approach to resolve disputes as quickly as possible.

- j. If any employee has any difficulties because of a disability or because English is not their first language, this should be discussed with the Investigating Officer dealing with the grievance. This is to enable any reasonable adjustments necessary to be considered.
- k. Where appropriate, the person cited in a grievance may be informed by the person dealing with the grievance, ie/ Headteacher/Director of Education/ CEO of any aspect of the decision outcome that affects them and the reason for it.

4. Definitions and explanation of terms used.

- a. **Informal Early Resolution:** A two-way discussion about issues to resolve a dispute so that it may be possible to agree a resolution easily, avoiding formal escalation.
- b. **Formal:** The second stage of the process to be used if using the informal early resolution process has not found an agreeable resolution, or if the informal process is highly unlikely to resolve an issue of a serious nature.
- c. **Malicious:** A grievance which is unfounded and raised with malicious intent, and pursued regardless of its merit with the intention of harassing, annoying or undermining the accused.

- d. **Victimisation:** ACAS defines Victimisation as ‘when someone is treated less favourably as a result of being involved with a discrimination or harassment complaint’.

5. Stage 1 – Early Resolution (Informal Approach)

- a. The purpose of the informal stage is to resolve the issue in an open, honest and positive manner, to avoid formal escalation.
- b. Any employee who wishes to raise a grievance should try to resolve the issue informally in the first instance, by discussing it with their line manager or HR. If they feel uncomfortable about doing this, or if the allegation is deemed serious, they may proceed straight to the formal process set out in this policy.
- c. If the grievance is against their line manager, the employee could discuss it with the Head of School, or if the grievance is against the Head of School/Headteacher/CEO, the employee should discuss the matter with the Director of Education and Chair of the Local Governance Committee. While the Chair of the Local Governance Committee or other nominated chair cannot serve on any appeal panel later in this procedure if they are involved at this stage, they can take part as detailed in stage 2.
- d. The employee and line manager should use their discretion when deciding whether day-to-day discussion is leading to a successful resolution of the issue. Both parties should keep a note of any informal discussions using the Informal Conversation Form (appendix 2) and any action agreed should be confirmed in writing and placed on the employee’s personal file. There may be a need to hold a number of such informal discussions in order to find a suitable resolution and ensure the matter has been resolved satisfactorily.
- e. Line Managers will inform the Head/Director of Education/CEO that an informal grievance has been made; however, the identities of those involved will not be provided at this stage.

An informal resolution meeting will take place as soon as possible, usually within five working days of the grievance being raised as an early attempt to identify and resolve a disagreement, conflict or dispute. It is anticipated that most disputes will be resolved at this stage.

- f. The line manager will arrange a time for the informal meeting.
- g. If the employee is unable to attend, the line manager will arrange another suitable time.
- h. In the informal meeting, the employee’s line manager will hold a meeting with the employee and determine:

- What the employee is concerned about.
 - What outcome the employee is seeking.
 - Whether further meetings and escalation to the formal stage is required.
- h. As this is an informal meeting no invitation letters are required to be written, there is no right to be accompanied, however the employee may request to bring a trusted work colleague or union rep for moral support and the line manager may invite a note taker if necessary.

Companions cannot:

- Answer questions on the employee's behalf.
 - Address the meeting if the employee does not want them to.
 - Pose a conflict of interest to the grievance being raised.
 - Prevent the employee from explaining their case.
- i. The line manager will keep notes during the informal meeting and the employee can be provided with a copy of these on request.
- j. At the end of the informal meeting, the line manager will agree, in line with the methods described below, what action will be taken to achieve the appropriate outcome and by when.
- k. If the working relationship between the employees for which the grievance is concerned is breaking down, the line manager will consider seeking assistance from the Head, or from HR if appropriate. If considered appropriate, involvement of an independent mediator could be considered if agreed by both the aggrieved and the school, or trust in the case of the Executive or Central Team.

Example methods of early resolution are set out in the table below. Other options can be explored where this is deemed appropriate to resolve the concern, such as change in role/line management, redeployment or disciplinary action. If one of the means of early resolution is not successful, all other options remain available throughout all the stages of the resolution process.

Method of Resolution	Overview
Direct Action	The employee who initiates the process has the option to address the conflict independently. This can be done by engaging in direct communication with the person involved in the dispute, either with or without the assistance of a companion. Such interaction can occur through mutually agreed face-to-face discussions or by providing a written account of the situation.

Early Resolution Meeting	An Early Resolution Meeting allows for an opportunity for the employee and line manager to engage in a discussion where the initiating employee can share their perspective, ideas on how to resolve the issue, whilst the line manager can gather additional information and details whilst providing a supportive and constructive, environment.
Facilitated Meeting	A confidential discussion which aims to bring parties together at an early stage of a dispute. The facilitator acts neutrally and encourages discussions with an aim of achieving a mutually acceptable outcome. This will usually be led by an appropriate line manager or Headteacher.
Mediation	A confidential and unbiased procedure is established to address challenging situations in a constructive manner. The objective is not to assign fault but rather to seek resolutions that promote progress, foster improved understanding, and ensure satisfactory agreements for all parties involved. A line manager or Headteacher may use mediation techniques informally to help people resolve differences at an early stage or mediation can be facilitated by a trained mediator for more complex cases or during a more formal process.

- I. If a resolution cannot be found during the informal stage, the employee raising the grievance may wish to escalate the matter formally under Stage 2 – employees will need to complete the Formal Resolution Request Form (Appendix 3), to do this.

6. Stage 2 - Formal

- a. Where staff have exhausted the informal resolution process, or if the nature of the grievance is deemed severe, the employee should raise the matter formally and without unreasonable delay with their Line Manager's superior, usually the Director of Education or CEO, as long as the individual receiving/dealing with the grievance is not the actual subject of the grievance.

- b. This should be done in writing and should set out the nature of the grievance via the Formal Resolution Request Form (Appendix 3), including an indication of the desired outcome to the grievance they are seeking.
- c. The recipient of the Formal Resolution Request Form should then respond in writing to the notice of grievance without unreasonable delay and, where appropriate, should set out what action the employer intends to take to resolve the grievance.
- d. The recipient may adopt the role of Chair of the Grievance Panel or may appoint a Chair who will attempt to resolve the grievance at this meeting, so long as no investigations are required, e.g. no fact checking is required.
- e. A formal resolution meeting with the employee should be held without unreasonable delay, where the employee should be allowed to explain their grievance and how they think it is best resolved. Consideration should be given to adjourning the meeting in order to carry out any investigations which it is felt may be necessary in dealing with the grievance – please see further information on investigations below.
- f. The individual dealing with the grievance at stage 2 may invite a HR adviser to attend the grievance meeting to provide professional advice as required before reaching a decision.
- g. An employee may be accompanied by a trade union representative or a colleague at a formal grievance meeting, where they make a reasonable request to be accompanied. If an employee's chosen companion will not be available at the time proposed for the meeting, the school or Trust will postpone the meeting to a time proposed by the employee provided that the alternative time is both reasonable and not more than five working days after the date originally proposed.
- h. Where there is a request to postpone a hearing for more than five days because a trade union representative or colleague is not available, consideration should be given to allow the postponement if it does not cause unreasonable delay. The facts should be considered to decide what is fair and reasonable in the circumstances. Should a re-scheduled meeting not be attended, the chair reserves the right to proceed in the employee's absence.
- i. Companions cannot:
 - Answer questions on the employee's behalf.
 - Address the hearing if the employee does not want them to.
 - Pose a conflict of interest to the grievance being raised.
 - Prevent the employee from explaining their case.
- j. We may, at our discretion, allow you to bring a companion who is not a colleague or a union representative (for example, a member of your family) if

this consists of a reasonable adjustment (if you have told us about a disability) or if you have difficulty understanding English.

- k. We may also refuse your choice of companion, if it is clear to us that they would be inappropriate or unreasonable, taking into consideration all the relevant circumstances of the grievance. If we do this, we will give you ample opportunity to select an alternative companion, and may delay the formal grievance hearing if it is reasonable to do so.
- l. The individual dealing with the grievance can seek to resolve the grievance/problem in consultation with other members of staff, including the subject of the complaint and trade union representatives, as appropriate. If the employee is dissatisfied with the response to their grievance, or if no response has been received within ten working days of any final grievance meeting, they are entitled to move on to stage 3 of the procedure.
- m. If the grievance is brought against the Head, then the Director of Education takes the place of the Head at this stage. This person cannot then serve on any appeal committee should the matter go to appeal. The Director of Education can fulfil this role in addition to any involvement at stage 1.

7. Investigations

- a. Upon receiving a formal request for resolution it will be necessary for the individual dealing with the grievance to appoint an investigation officer to carry out an investigation into the grievance (Investigation toolkit available in R Drive). The amount of investigation required will depend on the nature of the grievance. The investigation may include a review of any relevant documents and interviewing and taking statements from the employee and any other witnesses involved.
- b. During full investigations, the investigation officer will:
 - Aim to conclude their investigations within 15 working days.
 - Interview the employee concerned, plus other employees whose information may have a bearing on the case.
 - Conduct the investigation with discretion and ensure that confidentiality is maintained, in accordance with the trust Data Protection Policy.
 - Present their findings and any recommendations in writing to the Chair of the grievance panel.
 - The investigation officer will not be responsible for determining the outcome of the grievance – this responsibility will lie with the chair of the grievance panel and Head/Director of Education/CEO if appropriate.
- c. The employee must fully co-operate in any investigation. The employee will be allowed to be accompanied by a trade union representative or colleague at any investigation meeting. Legal representation will not be permitted.

- d. An investigation may take place before a formal grievance meeting where it is felt to be necessary. In other cases, a formal grievance meeting may be held before deciding what investigation, if any, to carry out. In those cases, a further grievance meeting may be necessary with the employee after the investigation has been conducted and before a conclusion is reached.
- e. The outcomes possible following a grievance are as follows:
 - The grievance is upheld in full.
 - The grievance is rejected in full.
 - The grievance is partially upheld, e.g. there is validity to some of the grievance.
 - Mediation.

8. Stage 3 – Final Formal Stage (Appeal)

- a. If the employee remains unsatisfied, the employee may submit in writing an appeal request outlining the grounds upon which the employee feels that a resolution has not been reached and the desired outcome.
- b. The appeal should be submitted to a panel of up to three governors appointed by the local governance committee (school-based grievances) or trustees appointed by the Trust Board (trust Executive and central team-based grievances). Such an appeal must be lodged with the clerk to the local governance committee or clerk to the Trust Board, who shall arrange the necessary meeting, normally within 15 working days of receipt of the employee's written notice of intention to appeal.
- c. The ACAS code states that appeals should be heard without unreasonable delay and at a time and place which should be notified to the employee in advance.
- d. The appeal committee will consider all relevant documents and interview any relevant witnesses and will give all parties concerned the opportunity to make written and/or verbal submissions in person, accompanied, if they wish, by a trade union representative or a work colleague.
- e. The employee will:
 - Be given the opportunity to explain their case at the meeting.
 - Be permitted to bring a companion.
 - Not introduce new grounds for raising their concern.
- f. The appeal committee may invite a professional adviser to attend the hearing to provide professional and legal advice as required and, in any case, before reaching a decision the appeal committee may need to adjourn to obtain legal or other professional advice.

- g. When the panel have heard all the information, including the rationale for the original judgement, they will make a decision on the outcome. The appeal committee will normally communicate their decision to both parties in writing within ten working days or, if they are unable to do so, give reasons why not, and the date by which a decision is expected.

Possible decisions from the panel are:

- Reference back to one of the previous stages.
 - The appeal succeeds.
 - The appeal fails.
 - Where there are multiple parts to the appeal, it may partially succeed/fail.
- h. The decision of the appeal committee is final and is binding on the Local Governance Committee or Board of Trustees, and all parties.

9. Confidentiality

In order to maintain confidence and not frustrate the use of this policy, concerns raised under this policy and their outcomes should be kept confidential by all parties (the employee, panel, investigating officer, HR, Trade Union/professional representative, witnesses etc.) on a need to know basis.

No party should make the concern public, for example, by reporting details to other colleagues, the press or media while the policy is being used, without the prior knowledge (and preferably consent) of the other party. The exception to this is for certain safeguarding concerns where the Trust may need to refer to external bodies such as the DoFA.

10. Equal Opportunities

- a. An Equality and Diversity Impact Assessment has been completed in order to ensure it complies with obligations outlined in discrimination legislation. The policy positively reflects the aims and ambitions of Pickwick Academy Trust.

11. References, acknowledgements and associated documents

- a. This grievance and resolution procedure should not be used to complain about dismissal or disciplinary action. Employees should refer to the Trust's disciplinary policy for further information if they are dissatisfied with the outcome of any disciplinary action. The Trust has separate policies in relation to anti-harassment and bullying which should be referred to in cases of bullying or harassment. The Trust also operates a separate whistleblowing policy to enable employees to report illegal activities, wrongdoing or malpractice. However, any employee who feels they have been victimised for an act of whistleblowing should raise the matter under this grievance procedure.
 - This procedure is not intended to be used for collective disputes or salary appeals.

- Where an employee raises a grievance during a disciplinary process, the disciplinary process may be temporarily suspended in order to deal with the grievance. Where the grievance and disciplinary cases are related, it may be appropriate to deal with both issues concurrently.
- b. This policy will be implemented in conjunction with other Pickwick Academy Trust policies in the same group of policies, namely:
- Professional Expectations of Staff.
 - Data Protection Policy.
 - Whistleblowing Policy.
 - Equal Opportunities for Staff Policy.
 - Disciplinary Policy and Procedure.
- c. This policy has due regard to all relevant legislation and guidance, including, but not limited to, the following:
- The Employment Act 2002.
 - The Data Protection Act 2018.
 - The General Data Protection Act 2018.
 - The Equality Act 2010.
 - ACAS (2015) 'Code of practice on disciplinary and grievance procedures'.

12. Appendices

Appendix 1 – Tips for Resolution preparation for employees

Appendix 2 – Informal Meeting Template

Appendix 3 – Formal Resolution Request notification form.

Appendix 4 – Conduct of hearings before the appeal panel.

Appendix 1 – Tips for Resolution preparation for employees

TIPS FOR RESOLUTION PREPARATION FOR EMPLOYEES

Tips for early resolution (informal approach)

- ✓ Make an appointment to see your manager (rather than raising the issue in another meeting) and tell them it is to informally discuss a concern/complaint and tell them what the concern is beforehand.
- ✓ This is not just your opportunity to explain the concern it is also your chance to suggest some solutions. So, before you go into the meeting have some ideas about what you want to happen.
- ✓ At the meeting, if you agree a way forward and possible solution, ask the manager to confirm in writing to you what was agreed.
- ✓ If you cannot discuss the concern/complaint with your line manager (perhaps because the concern / complaint relates to them in some way) you should raise the concern/complaint informally with the Head of School/Headteacher/Director of Education/CEO.

Tips for first Formal stage

- ✓ If you are going to be accompanied at the meeting by a representative, meet with them beforehand and make sure they are clear about the nature of the complaint.
- ✓ Do not get over anxious. Managers are accustomed to holding such meetings; try not to feel awkward or embarrassed.
- ✓ Keep focused. Remember this is your opportunity to get a solution to your concern/complaint so don't spend all your time talking about what has happened and how you feel. Concentrate on what can be done to put it right.
- ✓ Be prepared for a difference of opinion. The manager will listen to you carefully and ask you about any areas they are not clear about. The result may be that they do not agree with you and so you should be prepared for that outcome.

Tips for Final Formal stage (Appeal)

- ✓ Do not just repeat your case from the first stage. If you did not explain your case well, you will need to think about how you can improve the way you present it.
- ✓ If you feel your complaint was not understood properly you may need to elaborate or provide greater detail.
- ✓ Make sure you understand the manager's viewpoint and the explanations given to you at the first stage for not supporting your complaint. Do you fully understand them? If not, make sure you ask your representative or even the manager to explain fully to you so that you do understand before the appeal.

Appendix 2: Form to record informal conversation and agreed actions

This form must be completed when holding an informal resolution meeting with an employee and logging agreed actions.

Employee Name:	
Job Title:	
School:	
Line manager:	
Date of Meeting:	

Record of Discussion

Use this as an opportunity to:

- ask about their welfare
- discuss the grievance in detail
- Determine what informal actions the employee has already taken to resolve the issue
- Determine what the individuals desired outcome would be
- Agree any actions to try to resolve the issue informally
- Check if any support is required
- Offer the individual access to the school's Employee Assistance Programme

Record of agreed actions and timeframes

For example:

- The employee who initiates the process has the option to address the conflict independently. This can be done by engaging in direct communication with the person involved in the dispute, either with or without the assistance of a companion. Such interaction can occur through mutually agreed face-to-face discussions or by providing a written account of the situation.
- A facilitated meeting,
- Change in line management,
- Change in working area or working pattern
- Redeployment
- An informal resolution meeting
- Mediation

Please also log any other agreed actions, and timeframes.

Agreed date/time for next review meeting:	
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Individual's signature:	
Date:	

Manager's signature:	
Date:	

The line manager is to provide a copy to the individual and place a copy of the completed form on the individual's personnel File.

Appendix 3 –

PRIVATE AND CONFIDENTIAL – FORMAL RESOLUTION / REQUEST FORM

Employees are encouraged to seek a remedy through informal discussion in the first instance. Where this does not result in a resolution of the grievance, this form is for use by employees to record their request for a formal resolution in order to avoid any misunderstanding. If employees prefer to send in a letter, please include the points covered in this form.

This form also provides a written response at the formal stage of the procedure and forms part of the documentation should it be necessary to move to stage 3 of the procedure.

Your resolution request should include:

- a. A brief description of the events that lead to the grievance, including names and dates.
- b. An account of how the events made you feel.
- c. What actions you have already taken to resolve the issue.
- d. What outcome you are hoping for.

Please note your employment concern will be shared with the relevant parties.

Part A Employees Details
Name:
Job Title:
School:
Contact Email and Telephone:
Details of Trade Union Representative (if applicable) Name and Email address:
Statement of Grievance:
Have you followed the informal stages of the Grievance and Resolution Policy already? If so, explain in detail below how you have already tried to resolve the issue.

Desired Outcome:
Signed:
Date:

Part B: To be completed by Head of School / member of Trust leadership team / Chair of the local governance committee as appropriate:

Actions taken on the complaint:
Date Formal Resolution Request Received:
Date Contacted Employee:
Date for Arranged Meeting:
Follow Meeting with Letter:

Appendix 4 – Conduct of hearings before the appeal panel of trustees or local governance committee

After the Chair of the panel (panel will normally comprise of two to three individuals) has introduced those present, the case shall be conducted as follows:

1. Employee Submits their Case
A. The employee (or their representative) puts forward their case in the presence of the individual who dealt with the grievance at stage 2, including any reference to written statements or other written evidence and, if previously notified, the calling of witnesses. B. The individual who dealt with the grievance at stage 2 could ask questions on the evidence given by the employee and witnesses, as they are called. C. Members of the panel hearing the case have the opportunity to ask questions on the evidence given by or on behalf of the employee and witnesses, as they are called.
2. The Individual who dealt with Stage 2 Grievance Submits their Case
D. The individual who dealt with the response at stage 2 answers the case in the presence of the employee and his/her representative, including putting forward the details of any investigation findings and their rationale for the decisions made in Stage 2. They can make reference to the investigation findings, written statements or other written evidence and, if previously notified, the calling of witnesses. E. The employee (or their representative) has the opportunity to ask questions on the evidence given by the individual who dealt with the grievance at stage 2 and witnesses, as they are called. F. Members of the panel hearing the case have the opportunity to ask questions on the evidence given by or on behalf of the individual who dealt with the grievance at stage 2 and witnesses, as they are called.
3. Summing up of Case
G. The investigating officer who dealt with the grievance at stage 2 and then the employee (or their representatives) is given the opportunity to sum up their cases, if they so wish, without the introduction of new material.
4. Deliberation

- H. The investigating officer who dealt with the grievance at stage 2 and the employee together with any representatives withdraw.
- I. The panel (with any adviser(s)) deliberate in private, only recalling the individual who dealt with the grievance at stage 2 and the employee and any representatives to clarify any points of uncertainty on any evidence already given.
- J. The decision of the panel will be notified to both parties in writing within 5 working days in accordance with the procedure.