



Compass Eko Trust

Grievance Procedure



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1. Introduction

- 1.2. The Compass Partnership of Schools (The Trust) believes that all employees should be treated fairly and with respect. The Trust is committed to creating and maintaining a positive workplace, free from unacceptable behaviours, including discrimination, bullying, harassment and victimisation.
- 1.3. This grievance procedure aims to settle employee grievances fairly and promptly, as near to the point of origin as possible, and sets out an informal and formal procedure for individual employees to raise grievances about matters that remain unresolved.
- 1.4. The Trust will not tolerate processes, attitudes and behaviour that amount to any form of discrimination, including harassment, victimisation and bullying through prejudice, ignorance, thoughtlessness and stereotyping. Further information on grievances involving claims of discrimination, including harassment, victimisation and bullying are included in the Anti-Bullying and Harassment Policy and appendix A. This commitment will be demonstrated throughout the Trust. In practice this means:
 - there will be clear and effective ways of raising any complaint of discrimination, harassment, victimisation and bullying, in confidence and without fear of recrimination.;
 - wherever appropriate, necessary steps will be taken to ensure the individual safety of the complainant;
 - complaints shall be properly investigated;
 - employees making a formal complaint can choose to be represented/accompanied;
 - employees will be informed of any complaints made against them. They can be represented/accompanied and respond at any time during the investigation;
- 1.5. If, as part of an investigation into a formal grievance, an employer holds a meeting with a third party, eg to check facts or gather new evidence from another worker in the organisation, this third party will not have a statutory right to be accompanied at the investigation meeting.
- 1.6. The complainant has a right of appeal.
- 1.7. Where there has been a breach of rules or where an employee fails or refuses to meet the required standards of conduct, disciplinary action may be taken.
- 1.8. Employees will not be discouraged from expressing themselves by registering a justifiable grievance and should be assured that they will not jeopardise their status or standing as a responsible employee by doing so. However, if an employee is found to have made a false or vexatious allegation(s) for malicious reasons, formal disciplinary action against the employee may be recommended under the Trust's Disciplinary Procedure (available on the Compass Portal).
- 1.9. If an employee has concerns about an issue which involves a danger to pupils, the public or work colleagues, professional misconduct or finance malpractice, they must refer to the Whistleblowing Policy (available on the Compass Portal) not the Grievance Policy.
- 1.10. This procedure has been developed in accordance with the ACAS Code of Practice on Discipline and Grievance, ACAS guidance on these matters and the Employment Act 2008.

2. Scope

- 2.1. The Grievance Procedure applies to all employees and workers of The Compass Partnership of Schools (the Trust), on and off work premises.
- 2.2. Employees might raise issues about matters not entirely within the control of the Trust, such as client or customer relationships (for instance where an employee is working on another employer's site). These will be treated in the same way as grievances within the Trust, with the employer/manager investigating as far as possible and taking action if required. The Trust will make it very clear to any third party that grievances are taken seriously, and action will be taken to protect their employees.

- 2.3. Where governors have a complaint against Trust employees, including a Headteacher, they should raise their complaint to the relevant Chair of LGB or to the Chair of Trustees if the complaint is against the CEO. Where the complaint is against the business team this should be raised with the CEO.

3. General Principles

- 3.1. The principles of this procedure are:

- If employees are unhappy about the treatment that they have received or about any aspect of their work, they should discuss this with their line manager, who will attempt to resolve the situation on an informal basis. If they feel unable to approach their line manager directly, they should approach their line manager's manager, who will discuss ways of dealing with the matter with them.
- Workplace mediation is a proven and effective way to address many instances of conflict or disagreement in the workplace. The Trust supports the provision of a neutral and impartial mediator at any stage in the process.
- Where attempts to resolve the matter informally, including through the provision of mediation, do not work, it may be appropriate for employees to raise a formal grievance under this procedure. A formal grievance should be concerned with the way in which employees believe they have been treated by the organisation or managers acting on its behalf, colleagues or about any aspect of their work. Complaints that amount to an allegation of misconduct on the part of another employee will also be investigated and dealt with under the disciplinary procedure.
- The Trust recognises that a formal grievance procedure can be a stressful and upsetting experience for all parties involved. Everyone involved in the process is entitled to be treated calmly and with respect. The organisation will not tolerate abusive or insulting behaviour from anyone taking part in or conducting grievance procedures and will treat any such behaviour as misconduct under the disciplinary procedure.
- At all formal investigatory and grievance hearings the employee has the right to be accompanied by a union representative or a workplace colleague, and to call witnesses.
- The HR representative on any panel advises on process and is not responsible for the decision.
- Any reference to headteacher, governors or employee shall be construed as relating equally to other persons authorised to take such action.
- References to time limits relate to school working days.
- Notes will be taken at all formal grievance hearings and appeals and these will be shared with the employee and their representative within 2 weeks of the date of the hearing.

- 3.2. Copies of the notes are for information only and no invitation to comment should be made. If the employee and their representative do wish to comment on the notes, they should make their comments in writing which should then be retained and noted for the records.

- Where time limits are referred to in the course of this procedure they may be varied by agreement between the employee and the organisation.
- Strict confidentiality will be maintained when dealing with grievances. No person involved in dealing with the grievance will discuss or disclose facts or matters relating to the complaint to others who do not have a legitimate interest in the grievance.
- Records will be kept detailing the nature of the complaint raised, the response, any action taken, and the reasons for it. These records should be kept confidential and retained in accordance with the Data Protection Act (2018).

4. Responsibilities

- 4.1. Governors, Headteachers, Line Managers, Supervisors will:

- implement this procedure according to the timescales set out within it;
- set and monitor standards of behaviour;
- provide advice and support to employees making a complaint;
- make every effort to deal with complaints informally including encouraging and facilitating the provision of workplace mediation;
- ensure that they are seen to be fair and equitable in their dealings with employees.

4.2. Employees will:

- make every effort to resolve the problem or complaint informally before starting the formal grievance procedure;
- bring any grievance complaint within 3 months of the issue or incident occurring;
- follow the stages of the procedure in sequence.

4.3. The Human Resources Team will:

- advise governors, headteachers, line managers and supervisors on all aspects of the operation of this procedure;
- help to maintain consistency in its application;
- The HR Team may, at the request of both the employee and the manager, assist in resolving the grievance on an informal basis. This may include advice on obtaining suitably qualified external assistance or use of mediation.

5. Exclusions

5.1. The Grievance Procedure will not apply to complaints or grievances which:-

- Are about any disciplinary action taken against an employee. These should be dealt with as an appeal under the disciplinary procedure;
- Are over 3 months old; however, an employee may refer to earlier matters if they believe that they support the complaint or grievance;
- are covered by statutory controls or requirements such as Income Tax, National Insurance and Pension Schemes;
- Are covered by other national or local appeals procedures
- Are the subject of collective negotiation or consultation with trade unions.

6. Grievances made during the course of a disciplinary process

6.1. Where an employee raises a grievance during a disciplinary process, the disciplinary process may be temporarily suspended if related to the grievance, in order to deal with the grievance. If the grievance is unrelated, the grievance may be heard when the disciplinary process has been completed.

6.2. Where the grievance and disciplinary cases are related, it may be appropriate to deal with both issues concurrently.

7. Sickness absence during the grievance investigation process

7.1. If an employee is absent from work through sickness, the Trust will continue with the investigation unless the individuals are deemed to be unfit to attend a meeting. The Trust reserves the right to seek confirmation from a medical professional or occupational health as to whether the employee is well enough to take part in the investigation process, notwithstanding their health.

8. Suspension

- 8.1. Where a grievance involves alleged serious misconduct, a brief period of suspension with full pay and enhancements may apply to the alleged transgressor whilst the allegation is being investigated. (Please refer to the disciplinary procedure (available on the Compass Portal)) for more information on suspension.)
- 8.2. In cases of discrimination, bullying, harassment and victimisation which appear to involve serious misconduct, and there is reason to separate the parties, a short period of suspension of the alleged transgressor may need to be considered while the case is being investigated. This should be with pay unless the contract of employment provides for suspension without pay in such circumstances. You should also refer to the Anti Bullying and Harassment policy in such instances.
- 8.3. The manager should not transfer the person making the complaint unless they ask for such a move. There may be cases where somebody makes an unfounded allegation of bullying and/or harassment for malicious reasons. These cases should also be investigated and dealt with fairly and objectively under the disciplinary procedure.

9. Informal action

- 9.1. In the event that an employee considers that they are experiencing unwanted behaviour, bullying, harassment, or victimisation they should make the alleged transgressor aware that they find their behaviour or action(s) inappropriate and/or unacceptable and ask them to stop. This should be read in conjunction with our Anti-bullying and Harassment Policy.
- 9.2. This can be achieved by telling them that their actions are causing distress and providing examples. An informal discussion may help him/her to understand the effects of their behaviour and agree to change it. The employee may want to add that, if the behaviour continues, they intend to make a complaint to their manager.
- 9.3. If the employee does not wish to take this informal approach with the individual themselves, they may want to ask a colleague to speak to the alleged transgressor on their behalf or give them a letter setting out their concerns rather than in person.
- 9.4. Employees are encouraged to consider mediation and counselling at this stage to resolve the issue. Mediation has a high rate of success and can lead to more meaningful and sustainable resolutions. Mediation can be used at any stage in the process, including at the conclusion of a formal grievance case. Complainants may agree to pause a formal grievance case to attempt mediation.
- 9.5. Where the informal approach does not bring about the desired change and/or the alleged transgressor repeats or continues the unwanted behaviour, the employee should raise their concerns by using the Informal stage of the grievance procedure (stage 1). However, the employee will not be precluded from raising their grievance at stage 2 of the grievance procedure without first having to go through stage 1, if they feel this is more appropriate or that informal action has already been fully explored.

10. Grievance Procedure

Stage 1- Informal Stage

- 10.1. If an employee has a grievance, the first stage in the procedure is to raise this informally with their line manager. It is anticipated that most complaints can best be resolved informally in discussion with the immediate line manager. Such informal procedures concentrate on conciliation, not sanctions. For example, asking someone to stop doing something or to apologise, rather than issue disciplinary warnings.
- 10.2. Most issues can be resolved in this way, sometimes by acknowledging that although a matter may have created annoyance, it can best be handled by simply talking it through and agreeing how to improve the situation.
- 10.3. Once a grievance has been raised, the manager should investigate the complaint fully and respond in writing to the complainant within 10 working days of the grievance being raised.

- 10.4. In considering what action to take in cases of discrimination, bullying, harassment and victimisation, the manager should refer to guidance in the Anti-Bullying and Harassment Policy and Appendix A. In such cases it is recommended that the manager meets with the complainant and the alleged transgressor separately to inform them of the outcome, explain the reasons fully and advise next steps.
- 10.5. Mediation should be considered if it has not already been offered.

Stage 2-Formal Stage

- 10.6. If the employee is not satisfied with the outcome of the informal discussion at Stage 1, they must register the grievance formally in writing using the Grievance Form – Stage 2, (Appendix B). This should be done as soon as possible and at the latest within 10 working days of the date of the letter advising the informal stage outcome. The Grievance Form must set out the full details of the grievance; why the employee is dissatisfied with the response at Stage 1 of the procedure (where applicable); and what it is that the employee thinks would be a satisfactory remedy.
- 10.7. In most circumstances, the stage 2 grievance should be submitted in writing to the Headteacher (or CEO in grievances against the Business Team) who will appoint another senior manager in the Trust as the Stage 2 Manager. Guidance on appointment of the Stage 2 Manager can be sought from the HR team.
- 10.8. Where the grievance is against a Headteacher or CEO, or where the Headteacher wishes to submit her/his own formal grievance the grievance should be submitted in writing to the Chair of the Governing Body or Chair of Trustees.
- 10.9. If the grievance is against the Chair of the Governing Body, it should be submitted in writing to the Vice Chair of the Governing Body.
- 10.10. The Stage 2 Manager shall:
- within a further 10 working days convene a meeting with the employee to explore possible resolutions to the grievance and elicit any further information or seek clarification on any matters which are unclear. The employee will be notified of the date and of the right to be accompanied by a trade union representative or work colleague. An HR representative may also be present;
 - investigate the complaint and interview all other parties as appropriate;
 - Make an evidence-based judgement on whether the complaint is upheld or not upheld. In instances of multiple complaints then a judgement should be made against each specific complaint. Where the evidence is either incomplete or contradictory then the judgment is based on the balance or probability.
 - write to the employee notifying them of the outcome of the grievance and of any action that the organisation proposes to take as a result of their complaint. The letter must be sent within 20 working days from the date the grievance was received. If it is not possible for the Stage 2 Manager to notify the employee in writing of the outcome within the 20-day time period, the Stage 2 Manager will explain in writing to the employee why it has not been possible to comply, and when a reply can be expected.
 - In considering what action to take in cases of discrimination, bullying, harassment and victimisation, the manager should refer to guidance in the Anti- Bullying and Harassment Policy and Appendix A. In such cases it is recommended that the manager meets with the complainant and the alleged transgressor separately to inform them of the outcome, explain the reasons fully and advise next steps.

Stage 3-Appeal

- 10.11. An employee who remains dissatisfied with the outcome of the Stage 2 process can appeal against the decision by submitting a written statement within 10 working days of being notified of the outcome of Stage 2. This must be done using the form Appeal Against Grievance Decision – Stage 3, (Appendix C). The employee should send their letter of appeal to the Stage 2 Manager. The employee against whom the grievance has been raised does not have the right of appeal.

- 10.12. The employee should clearly state the grounds of their appeal, i.e. the basis on which they say that the result of the grievance was wrong or that the action taken as a result was inappropriate. Any documents must be submitted with the appeal form. Late submission of documents will only be considered where the employee can show that it was not possible to submit them at the time the appeal was lodged or if those documents were not in existence at the relevant time.
- 10.13. The appeal will be heard by the Headteacher, where the Headteacher was not the Stage 2 Manager, or it will be brought to the notice of the Governing Body, if the Headteacher was the Stage 2 Manager, an Appeals Panel will be appointed.
- 10.14. An Appeal Panel will consist of no fewer than two members, including one member of the Governing Body. The Appeal Panel will have had no prior involvement in the case. Appendix D sets out the procedure to be followed at the Meeting of Appeals Panel. A member of the HR Team should also be present at the hearing to give advice where appropriate.
- 10.15. The Appeal Panel will convene an appeal hearing within 10 working days of the submission of the appeal, wherever possible. This will involve the Stage 2 Manager, the employee and his/her Trade union representative or work colleague. The appeal panel will inform the employee in writing of the outcome of the appeal within 7 working days, wherever possible. The outcome of this meeting will be final.
- 10.16. Where the employee is unable to attend a hearing due to circumstances outside of their control, and unforeseeable at the time the meeting was arranged (e.g. illness), the hearing will
- 10.17. be adjourned to another day. The organisation will comply with (a) above in respect of giving notice of the rearranged hearing. Unless there are special circumstances mitigating against it, if the employee is unable to attend the rearranged hearing, the rearranged hearing will take place in the employee's absence. The employee's fellow worker or trade union official may attend in such circumstances and will be allowed the opportunity to present the employee's case. The employee will also be allowed to make written submissions in such a situation.
- 10.18. Where the chosen companion is unavailable on the day scheduled for the hearing, it will be rescheduled, provided that the employee proposes an alternative time within five working days of the scheduled date. This 5-day time limit may be extended by mutual agreement.
- 10.19. Further consideration of mediation may be helpful at the conclusion of the formal grievance process to restore working relationships.

11. Role of companion

- 11.1. The employee's chosen companion (workplace colleague or union representative) has the right to address any formal hearings to put the employee's case, sum up the case and respond on the employee's behalf to any view expressed at the hearing. The companion may also confer with the employee during the hearing. However, the companion may not answer questions on behalf of the employee or address the hearing where the employee indicates that he/she does not wish this.

12. Grievances After employment

- 12.1. There is no obligation in employment legislation to consider grievances raised subsequent to an employee leaving the organisation. However, the Trust acknowledges that it is vital to address any issues relating to the workplace that could contribute to malpractice, stress or bad working practices.
- 12.2. The Trust will therefore employ the following process for these situations:
 - The ex-employee sends a written confirmation to the Director of HR that they wish to pursue a formal complaint
 - The Trust will investigate the concerns and respond within 28 working days of receipt of the confirmation letter giving responses to the points raised.
- 12.3. There is no right of appeal.

13. Recording of meetings

- 13.1. The employee, or any person acting on his/her behalf, is not normally permitted to record electronically any meeting held by the organisation as part of the disciplinary process. Any breach of this provision may lead to disciplinary action against the employee, up to and including dismissal.
- 13.2. In certain limited circumstances, the organisation may permit the meeting to be recorded electronically. For example, where the employee has a disability, it may be appropriate as a reasonable adjustment under the Equality Act 2010. Where the organisation permits the meeting to be recorded electronically, it will take responsibility for making, storing and ultimately destroying the recording.

14.Data protection

- 14.1. The organisation processes personal data collected during informal complaints and the formal grievance procedure in accordance with its data protection policy procedure (available on the Compass Portal). In particular, data collected as part of informal complaints and the grievance procedure is held securely and accessed by, and disclosed to, individuals only for the purposes of responding to the complaints or conducting the grievance procedure. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the organisation's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the organisation's disciplinary procedure.

15.Training requirements

- 15.1. Employees will be made aware of this procedure, and managers will be trained in the use of this procedure.

16.Monitoring, evaluation and review

- 16.1. The Board of Trustees will assess the implementation and effectiveness of this policy.
- 16.2. The policy will be promoted and implemented throughout the Trust.
- 16.3. This Policy will be reviewed by the Board of Trustees on a 3-yearly cycle and must be signed by the Chair of the Board of Trustees.
- 16.4. Adherence to the policy will be monitored by the school's local governing body.

Policy adopted:	1/3/23
Other related Policies:	
Next Review:	1/9/26

Appendix A Grievances involving Discrimination, Bullying and Harassment and Victimisation

Discrimination, bullying, harassment and victimisation are not only unacceptable on moral grounds but may, if unchecked or badly handled, create serious problems for our organisation including:

- poor morale and poor employee relations
- loss of respect for managers and supervisors
- poor performance
- lost productivity
- absence
- resignations
- damage to company reputation
- tribunal and other court cases and payment of unlimited compensation.

It is in every employer's interests to promote a safe, healthy and fair environment in which people can work.

Discrimination

Discrimination means treating a person unfairly because of who they are or because they possess certain characteristics defined by the Equality Act, 2010, either directly or indirectly. The 'protected characteristics' are:

- age
- gender reassignment
- being married or in a civil partnership
- being pregnant or on maternity leave
- disability
- race including colour, nationality, ethnic or national origin
- religion or belief
- sex
- sexual orientation

Employees are also protected from any detriment arising from membership of a trade union.

Bullying and Harassment

Please refer to our Anti-Bullying and Harassment Policy which can be found on SharePoint.

Victimisation

Victimisation occurs when an employee is treated badly because they have *made or supported a complaint or raised a grievance* under the Equality Act; or because they are suspected of doing so.

Dealing with claims of discrimination, including harassment, victimisation and bullying

Bullying, harassment, and victimisation are serious matters which need to be given careful consideration in the workplace. Sometimes these issues can be difficult to deal with because managers may assume that the problem does not exist or because no one has complained. Some employees may worry that by raising a concern it could be damaging to work relationships, or that they may be perceived as troublemakers. This is usually the biggest barrier to overcoming the problem.

It is therefore important that the Trust maintains a culture which is supportive of those who have concerns and it is in everyone's interests to promote a safe, healthy and fair environment in which people can work.

Bullying and harassment can often be hard to recognise – symptoms may not be obvious to others and may be insidious. Those on the receiving end may think 'perhaps this is normal

behaviour in this organisation'. They may be anxious that others will consider them weak, or not up to the job, if they find the actions of others intimidating.

They may be accused of 'overreacting' and worry that they won't be believed if they do report incidents. People being bullied or harassed may sometimes appear to overreact to something that seems relatively trivial, but which may be the 'last straw' following a series of incidents. There is often fear of retribution if they do make a complaint. Colleagues may be reluctant to come forward as witnesses, as they too may fear the consequences for themselves. They may be so relieved not to be the subject of the bully themselves that they collude with the bully as a way of avoiding attention.

Behaviour that is considered bullying by one person may be considered firm management by another. Most people will agree on extreme cases of bullying and harassment, but it is sometimes the 'grey' areas that cause most problems.

All claims of discrimination, including harassment, victimisation and bullying should be dealt with using the grievance procedure or the Anti-Bullying and Harassment Policy accordingly.

Upon completion of an investigation into these matters, the manager must consider whether on the balance of probability the following (not limited to) may apply and take appropriate action:

- Bullying, harassment or victimisation has taken place, and a disciplinary hearing should be arranged; or
- The matter does not constitute bullying, harassment or victimisation but that
- there may be some concerns about the alleged transgressor's behaviour that
- requires improvement; or
- There is no case to answer but that there is a breakdown in the complainant and
- alleged transgressor's working relationship which needs to be resolved; or
- There is no case to answer and the complaint was made in good faith; or
- There is no case to answer and it is considered that the complaint was malicious or vexatious and will therefore be managed separately under the disciplinary policy;
- There is no case to answer.

Support for employees

Staff may also wish to talk to someone direct; this could be:

- A workplace colleague or friend;
- A trade union representative;
- Their line manager;
- Occupational health may be able to offer health and related lifestyle advice;
- The employee assistance programme will be able to provide confidential advice.

The alleged transgressor will have access to the above resources, and we will also ensure that timely feedback from the investigation outcome is provided.

A behaviour change programme will also facilitate an appraisal of behaviours and we will work with employees to ensure education and support is provided.

Mediation

Where formal/independent mediation is recommended in order to rebuild the working relationship between both parties, employees are required to engage in the process.

Mediation is a confidential and voluntary process in which a neutral person helps people in dispute to explore and understand their differences so that they can find their own solution.

All parties need to be committed to the process for it to be effective. Where an individual refuses to take part in mediation they should discuss their reservations with their manager. Depending on the individual circumstances a request to participate in mediation may be a legitimate aim to resolve conflict and will be considered a reasonable management request.

Mediation is a confidential process; however, the manager will be provided with feedback to ensure they understand what has been agreed and what actions may need to be taken to support a positive working environment.

Where mediation is required managers should contact the human resources for guidance regarding provider details and cost. The cost of mediation is borne by the school in which the employees work.

For access to a mediator please contact the HR team.

Useful contacts

[Equality and Human Rights Commission](#)

The Trust's **Employee Assistance Programme**, can be accessed using the login details available on the intranet:

Appendix B Grievance Form – Stage 2

This form should be completed in duplicate by the employee and one copy retained by him/her or his/her representative and the other by the management

Employee Details	
Name	
Job Title	
Payroll Number	
Workbase/School	
Phone Number	
Email Address	

Trade Union/Workplace Colleague Details	
Name	
TU/Professional Organisation	
Phone Number	
Email Address	

Informal Resolution
<p>You should detail here the steps you took to</p> <p><i>try to achieve an informal resolution to your grievance. Please include any informal outcome records, letters and documents</i></p>
<p><i>You should detail here why you are dissatisfied with the outcome of the informal stage</i></p>

Name of the manager who you met with at the informal stage:	
Date the outcome of the informal stage was communicated to you:	

Formal Grievance

You should detail here the main points of your grievance. Within this you should try to be clear and factual. Please enclose any relevant documents and evidence that supports your grievance.

You should detail here what outcome you are seeking from your formal grievance

Signature.....Date.....

Appendix C Grievance Form Stage 3 - Appeal against outcome at Stage 2

This form should be completed in duplicate by the employee and one copy retained by him/her or his/her representative and the other by the management

Employee Details	
Name	
Job Title	
Payroll Number	
Workbase/School	
Phone Number	
Email Address	

Trade Union/Workplace Colleague Details	
Name	
TU/Professional Organisation	
Phone Number	
Email Address	

Appeal Against Outcome of formal grievance at stage 2	
<i>You should detail here the grounds for your appeal.</i>	
<i>You should detail here what outcome you are seeking from your appeal</i>	
Name of the manager who you met with at the formal stage 2:	
Date the outcome of the formal stage 2 was communicated to you:	

Signature.....Date.....

Appendix D Appeals Procedure

Reference to the Appeals Panel should be read as equally referring to the Headteacher or governors as appropriate.

- The Appeals Panel shall state the purpose of the hearing and be satisfied the appellant is aware of their right to be represented by a trade union representative or a work colleague, and to call witnesses.
- The Appeals Panel shall invite the appellant to submit the appeal in the presence of the Stage 2 Manager, and, where necessary, to call upon their witnesses (individually) to give evidence and refer to documentary evidence in support of their ground(s) of appeal.
- The Stage 2 Manager shall be given the opportunity to ask questions of each of the
 - appellant's witnesses
- The Appeals Panel may ask questions of each of the appellant's witnesses
- Each witness shall withdraw after giving evidence and answering any questions put to them
- When the appellant has completed the submission of their appeal, the Stage 2 Manager shall be given the opportunity to ask questions of the appellant
- The Appeals Panel may ask questions of the appellant
- The Appeals Panel shall invite the Manager to present a response to the appeal in the presence of the appellant, and, where necessary, call upon their witnesses (individually) to give evidence and refer to documentary evidence in support of the response
- The appellant shall be given the opportunity to ask questions of each of the Stage 2
 - Manager's witnesses
- The Appeals Panel may ask questions of each of the Stage 2 Manager's witnesses.
- Each witness shall withdraw after giving evidence and answering any questions put to them.
- When the Stage 2 Manager has completed their response to the appeal, the appellant shall be given the opportunity to ask questions of the Stage 2 Manager
- The Appeals Panel may ask questions of the Stage 2 Manager
- The Stage 2 Manager may sum up their case if they so wish
- The appellant may sum up their case if they so wish
- The appellant and the Stage 2 Manager shall withdraw whilst the case is deliberated. If any recall is necessary, to clarify points of uncertainty, both parties are to return.
- The Appeals Panel may decide: -
 - That the appeal is not upheld, and the decision of the Stage 2 Manager is confirmed
 - That the appeal is upheld, and the penalty issued at the earlier stage is commuted to a less severe penalty
 - That the appeal is upheld, and no penalty is warranted and all records be expunged from the employee's file.
- Both parties shall be notified of the Appeals Panel's decision.
- The decision of the Appeals Panel shall be confirmed in writing to both parties. The employee shall be advised that there is no further right of appeal within the School.