



Grievance and Bullying & Harassment Policy



CONTENTS

• CONTENTS.....	2
• At a glance	Error! Bookmark not defined.
• Checklist.....	Error! Bookmark not defined.
• Oasis Restore’s Policy on Bullying and Harassment (B&H)	4
• Who is this policy for?.....	6
• Policy Statement (including procedural matters).....	6
• Raising grievances informally	10
• Possible ways to resolving a grievance informally:	10
• Formal Grievance Procedure.....	13
• Additional Matters Regarding Hearings	19
• Data Protection and Confidentiality.....	25
Training requirements	25
• Equality Monitoring	25
• The requirements that apply to this policy.....	26
• RACI matrix.....	27
• Appendix 1. Notification of Grievance Form.....	28
• Appendix 2 : Grievance policy flow chart	30
• Document Control.....	32

Our Underpinning Beliefs and Values

Oasis is driven by the passionate belief that each human being is uniquely valuable and of equal importance. We all have something to bring, and we all need each other. We call the 'O' in Oasis our 'Circle of Inclusion'. Everyone matters. Everyone belongs. And because we're committed to inclusion, we're committed to ending inequality, injustice, and exclusion wherever and however we can. Our work in the youth secure estate is driven by this philosophy and prevailing commitment to equality and community transformation.

Our staff not only share in our vision but are also champions of our ethos and the Oasis 9 Habits. Our ethos is made up of:

- A **passion** to include everyone
- A **desire** to treat everyone equally, respecting differences
- A **commitment** to healthy and open relationships
- A deep sense of **hope** that things can change and be transformed
- A sense of **perseverance** to keep going for the long haul

Our 9 Habits are the behaviours through which we aim to reflect our ethos:

Compassionate	Joyful	Considerate
Patient	Honest	Forgiving
Humble	Hopeful	Self-controlled

Oasis Restore's key values are **Relationships**, **Curiosity** and **Community** which underpin our Care Framework:

R Relationships through building trust

E Empowerment through providing choices and nurturing responsibility

S Safety through providing consistency, a secure base and community

T Trauma-Informed practice through creating a psychologically informed culture and systems

O Ownership through providing life affirming opportunities

R Restoration through offering support and challenge

E Enquiry through encouraging openness and reflection

In using these principles throughout our policies, practice, and processes in the school, we will ensure that we create an environment of high-quality care and psychological safety for our students and staff.

In our approach to addressing staff Grievances and allegations of Bullying and Harassment within Oasis Restore we will strive to draw upon, make reference to and reflect on the Oasis Ethos , 9 Habits and our Framework of Care, knowing that being able to do these things grows confidence in our staff in that we practically take our commitments and obligations seriously. When directors, managers and all staff adhere to this policy it will help ensure a consistent application to addressing staff complaints and concerns. Restore believes passionately in every staff member's right to have their concerns taken seriously.

Oasis Restore's Policy on Bullying and Harassment (B&H)

In line with the Oasis Ethos, Oasis Restore is committed to providing a working environment that ensures all staff are treated with dignity and respect at work; further details on how Oasis Restore adopts this principle can be found in our Equality, Diversity and Inclusion Policy. Oasis Restore also recognises its duty to provide employees with a safe and healthy working environment. We will aim to make every reasonable effort to provide a working environment free from harassment, intimidation and any other form of unacceptable behaviour

Bullying and harassment (B&H) are clearly unacceptable forms of behaviour which can cause undue stress and anxiety for employees. B&H is also recognised as a serious management issues as it can result in low morale, under- performance and absenteeism.

The aim of this policy is to ensure that Oasis Restore meets its moral and legal responsibilities by providing a supportive and accessible way for members of staff to raise and resolve problems relating to personal bullying, harassment or victimisation by another member of staff. This applies to all forms of offensive and unfair behaviour, whether or not such behaviour is necessarily unlawful and provides for staff to seek redress through either informal or formal channels via the Grievance procedure, and in appropriate cases management may initiate formal action via the Disciplinary Policy.

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

For example:

Unnecessary touching, patting, brushing against another person's body; sexual advances, propositions, suggestive remarks or other gestures.

Any images, words or actions which can reasonably be perceived as derogatory towards a person's age, sex, sexual orientation, race, disability, religion/belief/non-belief, maternity/pregnancy, gender re-assignment or any other protected characteristic that may

develop in law, inappropriate communications by email or on the internet e.g. on social network sites.

Harassment may not necessarily be targeted at an individual(s) but consist of a general culture, which, for instance, appears to tolerate the telling of discriminatory jokes.

Harassment is also unlawful when a person is harassed because they are believed to have a protected characteristic (whether they have it or not) and when they associate with someone with a protected characteristic.

Bullying may be characterised as: offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. For example:

- making malicious and/or derogatory remarks about a colleague.
- unreasonably excluding a colleague from a normal workplace activity e.g. a meeting which they would expect to participate in or team social events including those after work.
- setting objectives or demands with impossible deadlines or expectations (this can be by either a line manager or a reportee).
- shouting or swearing at or humiliating a colleague (including cc-ing colleagues into correspondences for no justifiable reason).
- Bullying or harassment may be by an individual against an individual or involve groups of people. It may be obvious, or it may be insidious. Whatever form it takes, it is unwarranted and unwelcome to the individual and to Oasis Restore as a whole. It can potentially be committed by anyone at any level in the staffing structure for example it may be carried out by a line manager towards a reportee, or peer to peer or reportee to line manager. All forms of bullying are equally wrong.

The examples above are not intended to be exhaustive and other types of behaviour may clearly constitute bullying or harassment. This procedure is not intended and may not be used to inhibit or limit management in their legitimate role of authority.

Individuals who consider that they are being subjected to bullying or harassment should keep a note of any incident, including the date, time, place, witnesses and details of what happened on each occasion. They are encouraged to seek guidance from their Line Manager or a Senior Leader, or a member of the People Services Team or ACAS (see contact details further below) or their Trade Union representative as early as possible. Oasis Restore is committed to ensuring that our students do not suffer from a culture in which bullying is tolerated and therefore it is understood that it is impossible to achieve this for students if staff are not treated in the same way. Oasis Restore seeks to enable leaders and managers to model constructive, respectful, fair, honest and open working relationships where staff are encouraged to learn, develop and reflect.

Who is this policy for?

This procedure applies to all staff at all levels, in the organisation including:

- Current employees including permanent, fixed term, full time, term time only and/or part time
- Workers such as those supplied via an agency or staff on casual contracts
- Self-employed staff working personally for Oasis Restore
- Trainees on placement
- Apprentices

This policy would not usually cover those on secondment to us

Policy Statement (including procedural matters)

Oasis Restore strives to ensure that it treats everybody equally, whilst respecting differences. We also strive for open and healthy relationships. In both following the principles of the Oasis Ethos and 9 habits as well as industry best practice, Oasis Restore believes that this policy and procedure not only complies with the ACAS (Advisory, Conciliation, and Arbitration Service) Statutory Code of Practice on Grievances goes above its requirements. At the time of writing the said Code can be located via the website of ACAS at <https://www.acas.org.uk/>

The ACAS Statutory Code of Practice on Grievances states that many potential grievance issues can be resolved informally and Oasis Restore encourages all staff to follow this guidance where possible. As ACAS says 'a quiet word' is often all that is required to resolve an issue. However, where an issue cannot be resolved informally then it may be pursued formally. Oasis Restore whole heartedly agrees with this approach and this policy is designed with this guidance in mind. Whilst we have taken every reasonable step to ensure that this policy and procedure is as comprehensive as it can be it may be that on occasion there will be situations which do not 'neatly' fit into the procedure of this document. In such cases we advise that the *spirit* of this policy is followed, that the principles of the Statutory Code are also adhered to, and that pertinent advice is sought where required

This procedure does not form part of an employee's contract of employment and it may be amended at any time to ensure it remains compliant with best practice and the law. Any significant changes made to this policy will also be widely communicated to all staff.

In the light of our Ethos and 9 Habits, this policy is designed to facilitate the resolution of grievances by adhering to the following principles:

- Discouraging the harbouring of grievances, by fostering open healthy relationships,
- Assisting the resolution of grievances in an atmosphere of compassion, honesty, trust and confidentiality,
- Enabling grievances to be settled as near as possible to their point of origin,
- Ensuring that grievances are dealt with compassionately, fully, promptly and fairly.

Issues that may cause people to seek recourse via the grievance procedure ordinarily include:

- terms and conditions of employment;
- Working relations including bullying and harassment;
- new working practices;
- working environment;
- organisational change;
- discrimination
- failure to follow procedures
- health and safety;

Grievances should only be raised by the employee personally except in situations of 'collective grievances' (see further on in this policy). A grievance should not be raised on behalf of someone else. Where an employee witnesses inappropriate behaviour of any kind in the workplace it should be reported to the appropriate Manager or a member of the People Services Team.

In the event that Oasis Restore determines, in the course of following this Grievance Procedure that there has been possible misconduct on the part of one or more employees it may be necessary to pause the procedure and investigate or hear these concerns separately under the Disciplinary Procedure. This decision itself may essentially be the primary outcome of the Grievance Procedure in addition to any other required measures.

The Grievance Procedure does not apply when:

1. The person wishes to complain about an actual or potential dismissal/sanction or other procedural matters under the disciplinary procedure, in which case the appeal stage under that separate procedure would apply. However, a grievance may be raised under the grievance policy with regards to the disciplinary procedure if it is regarding unlawful discrimination or that action under the disciplinary procedure is not genuinely on the grounds of conduct;
2. When somebody raises a 'protected disclosure' (whistle-blowing) in compliance with the Public Interest Disclosure Act 1998 (refer to the Whistleblowing Policy). However on occasions where it is difficult to tell whether somebody is making a protected disclosure, grievance or possibly both either the line manager, People Services (PS) advisor or the pertinent Panel Chair will discuss the matter further with the person making the Complaint and/or their representative so that it can be determined as to what policy or policies should be followed.
3. The person concerned wishes to complain about matters related to selection for redundancy which would be dealt with by appeal under the redundancy procedure.

The Grievance Procedure: Roles and Responsibilities

The procedure itself will explain in further detail as to the roles and responsibilities of parties involved with the Grievance process. The below is a summary, though not an exhaustive list, of some of the key roles and responsibilities of each party. It is a given that all parties involved act professionally, fairly and respectfully at all times, even when emotions may on occasion understandably run high.

Managers, Senior Leaders and Hearing Panels are responsible for:

- Responding promptly and reasonably sensitively to complaints or concerns raised by colleagues; investigating grievance matters, if required;
- attending/chairing formal grievance and/or appeal hearings as required;
- complying with this policy and procedure so that complaints or concerns may be resolved.
- ensuring that this policy is applied consistently and that colleagues are aware of this policy.
- ensuring that as reasonably necessary updates are provided to the Complainant as to the progress of the management of their grievance particularly in more protracted cases
- Prioritising access to training for those investigating and hearing grievances.

- Panel's are responsible for acting on behalf of the organisation and therefore any decisions or outcomes that they make should ordinarily be treated as 'instructions' rather than 'recommendations'

Panel Chairs will need to transparently ensure that steps are taken to monitor that any outcome actions are appropriately implemented via management.

Colleagues (inc Complainants, Respondents and Witnesses) are responsible for:

- making every reasonable effort to resolve their grievance at the earliest possible opportunity and at the lowest level of the procedure;
- presenting a clear and detailed complaint, with a suggested resolution and not deliberately withholding or misrepresenting any key information;
- complying with this policy and procedure so that complaints or concerns may be resolved.
- any witnesses who are required to be interviewed or asked to provide evidence during either an investigation and/or hearing should not deliberately withhold or misrepresent any key information and ensure that they co-operate in a timely and professional manner (for further details please see 'Reluctant Witnesses' section);
- Where a grievance is not fully or only partly resolved at the conclusion of the informal stage, the Complainant or Respondent should ensure that any formal grievance is lodged (using Appendix 1 of this policy) within 12 weeks of it concluding if the wish is for it to be escalated to a formal stage.
- If either or both the Complainant or Respondent choose not to use the informal route, then any formal grievance should be lodged within 12 weeks of the last incident happening or from when it became clear that either party was not willing to engage informally (whichever is later)
- If neither party lodge a formal grievance within the stated parameters above, both parties are still able to try and address any remaining grievance or dispute via the informal stage should they so choose.
- Serious matters such as harassment, intimidation, discrimination, bullying and harassment and victimisation may for a variety of reasons not get raised formally within the above timescales and should still be looked at formally if they are raised beyond these said timescales.

People Directorate are responsible for:

- providing advice and guidance to all parties on grievance procedures;
- advising on the management of individual cases;

- updating this policy as appropriate to ensure compliance with legislation, best practise and feedback
- Conducting investigations when appropriate too
- making available training for those investigating and hearing grievances. Such training will be **mandatory**

Chosen Companions are responsible for complying with the following rules:

At any Grievance Hearing or Appeal the companion will be allowed to address the meeting in order to:

- put forward the employee's case
- sum up the employee's case
- respond on the employee's behalf to any view expressed at the hearing
- confer with the employee during the meeting.

The companion does not, however, have the right to answer questions on the employee's behalf, address the hearing if the employee does not wish it, or prevent the employer from explaining their case.

Raising grievances informally

We believe, because of our Ethos and 9 Habits and the experience we have gained from dealing with conflict and disagreements within the wider Oasis family, that most grievances can be resolved quickly and informally through open and honest communication and discussion between the Complainant and their line manager or the person they feel aggrieved by.

We would aim to help Complainants resolve their grievance informally where possible. If a Complainant feels unable to speak to their line manager (or vice versa), for example, because the complaint concerns them it is recommended that initial contact is informally made with another Senior Leader, or a member of the People Services Team.

Possible ways to resolving a grievance informally:

There are several ways to look at resolving a grievance informally as listed below:

Raising the matter directly

If the Complainant decides to raise the matter directly with the person against whom they have a grievance, they should choose an appropriate time and use a non-confrontational manner. It may be helpful to outline the particular action which is causing concern and try to make clear exactly what it is they find unacceptable. It is important to allow the other party to have the opportunity to respond from their point of view and to

show respect by listening to what they might say. The employee may find that shared information with the other person will throw a new light onto the situation and allow both parties to reflect on things differently. Both parties may agree a method of moving forward at the end of this process. The Complainant may want to seek advice from a member of the People Services Team, ACAS, their union or a trusted colleague before embarking on this approach.

Involve a colleague

As an alternative to raising the matter directly, the employee could request a colleague, a member of the People Services Team or a manager to outline the matter on their behalf by speaking directly to the person involved. After the initial meeting the employee may choose to become more involved at that stage. It is expected that there will be an agreed method of moving forward at the end of this process.

Put it in writing

Whilst we would always encourage that Colleagues speak directly in order to work through any workplace difficulties, in exceptional circumstances where the Complainant feels unable to raise the matter verbally (directly or via a colleague) they can choose to put their concerns in writing explaining how the particular action is affecting them. It is strongly recommended that they seek advice from a Union Representative or a member of the People Services Team about the wording of the letter/email. Once the employee has taken this step it may be appropriate to arrange for the matter to be taken forward using one of the other informal methods. The Complainant should accept that the Respondent party will also likely choose to respond (in an appropriate manner) and this may include a written response. It is expected that there will be an agreed method of moving forward at the end of this process.

Restorative meeting

It may be helpful to ask an appropriate member of the Senior Leadership Team to arrange for a meeting between the Complainant and Respondent. This should take place in a location suitable to both parties.

This meeting can take a number of different formats and may involve facilitation by either a Senior Leader and/or member of the People Services Team or if both parties are a member of a union(s) a facilitation by them. The format of the meeting should be mutually agreed. All parties concerned should do all they can to ensure that everyone feels properly safe, supported and empowered to participate to help best reach an early resolution to the problem.

A leader facilitating such a meeting may also ask for a member of the People Services Team to attend/participate to support the process if appropriate too, and if available resource allows and if mutually agreed.

Again, it should always be clear that such a meeting is informal, and the onus should be on the two parties to reach a resolution together to any problem or dispute. Facilitators should do all they can to support such a process.

The aim of the meeting would be to reach an agreed method of moving forward at the end of this process. A Senior Leader's involvement with facilitating an informal process will not automatically in itself exclude them from any involvement with any subsequent formal grievance process.

Mediation

This is a meeting usually held on a without prejudice basis where a trained internal or external independent mediator can help both parties raise issues of concern, assist with understanding the issues and help both parties plan a way of working together effectively in the future. There are some situations where mediation may not be appropriate so advice should be sought from a member of the People Services Team before going ahead with this option

Please note that ACAS advises that the following cases **may be unsuitable** for mediation if:

- used as a first resort – because people should be encouraged to speak to each other and talk to their manager before they seek a solution via mediation
- it is used by a manager to avoid their managerial responsibilities
- a decision about right or wrong is needed, for example where there is possible criminal activity
- the individual bringing a discrimination or harassment case wants it investigated
- the parties do not have the power to settle the issue
- one side is completely intransigent and using mediation will only raise unrealistic expectations of a positive outcome.

These are examples of informal resolution, and another informal course of action not listed about might potentially be more appropriate in the circumstances. In some cases, however it may be that informal action may not be appropriate.

If informal methods fail to resolve the situation the aggrieved employee may wish to pursue a formal complaint. However, it is recommended that sufficient time is allowed for all parties to reflect on the matter and to try to reach an agreeable way forward. It should also be considered that it is not uncommon for some form of facilitated meeting and/or mediation to be the proposed solution at the end of any formal grievance process where relationships have broken down. Where mediation is appropriate we would always strongly encourage staff to positively consider it as ultimately in the worse case scenario if working relationships break down to such an extent that they are not repairable and that then causes operational issues then ultimately it may necessitate

one or both parties concerned to be required to leave employment with us if all other reasonable options fail.

If one or more of these steps does not resolve the issue, the formal procedure below should be followed. Failure to follow any of the above steps does not remove the Complainant's legal rights to have their grievance managed under the formal procedure.

Formal Grievance Procedure

Stage 1 - Making the complaint

There may be occasion where the informal route fails or is not appropriate. The first stage of the formal grievance procedure is for the person concerned to put their complaint in writing and submit it to their line manager. If the complaint relates to the way in which the person believes their line manager is treating them, the complaint may be sent to the Principal/Line Manager /People Services Advisor or another appropriate Senior leader.

Appendix 1 Notification of Grievance form should be completed. Whilst there is no legal obligation to complete this form to register a formal grievance in writing, it is strongly advised that this form is used to save any possible confusion or delay in addressing concerns.

This written statement will form the basis of the subsequent hearing and any investigations, so it is important that the Complainant sets out clearly the nature of their grievance, including any relevant facts, dates, and names of individuals involved. In some situations, we may need to ask you to provide further information. The Complainant should also state what their desired outcome would be to resolve the situation.

If a grievance is about a particular individual(s) then ordinarily the precise detail of it will not be shared with the person concerned (**the 'Respondent Witness'**) until after the initial grievance meeting with the Complainant has been held, normally as part of inviting them to any subsequent investigation meeting. In some circumstances where it is deemed by the Manager who has received the grievance, after seeking advice from a senior member of the People Services Team, that there is a genuine business need to tell the individual that a complaint has been received then this will be made known to the Respondent Witness.

Such circumstances where this may be appropriate could be when the Respondent Witness works closely with the Complainant for example, they are the line manager or are managing the sickness absence of the Complainant. It may be on occasion that the Complainant wishes for their formal grievance to be shared with the Respondent Witness ahead of the initial meeting, and in such circumstances Oasis Restore will consider such a request and grant it if it is deemed appropriate (ie it is felt that in doing so it might help achieve early resolution of the matter)

Whilst ordinarily in terms of daily working arrangements the 'status quo' will be maintained during the formal grievance process, sometimes it may be necessary to either change some or all of the duties and/or temporarily redeploy the Respondent Witness, and/or the Complainant to help reduce the possibility of further possible problems occurring during the

formal process. Any such redeployment or similar measure should be done reasonably and managed sensitively by all parties concerned and subject to operational requirements.

Staff do have certain legal rights under UK GDPR rules to have access to personal information concerning themselves and this Policy does not outweigh those legal obligations. This is usually sought under a Subject Access Request (SAR). In such circumstances where a SAR is made, Oasis Restore would redact the names of anyone else mentioned in the Grievance document bar the person who has raised the Request when releasing details personal to them.

Initial Grievance Hearing

Oasis Restore will make every effort to meet with the person who has raised the formal written grievance within 10 working days of it being received. On occasion there may be delay with this happening due to illness, annual leave, OFSTED inspections, significant unforeseen disruption/events, delays due to chosen companions not being able to attend the meeting and difficulties in arranging a suitable Panel due to genuine and significant operational demands.

In such cases the person who raised the grievance will be kept up to date as much as is reasonably possible whilst every effort is made to meet with them. In most circumstances the Panel at the Initial Grievance Hearing will consist of at least one manager/senior leader ordinarily supported by a member of the People Services Team (or on some occasions from another HR team within the wider Oasis family) . A record of the Hearing will also be taken and shared afterwards with all parties concerned.

The Complainant will have the right of accompaniment as detailed further below in this policy. The Complainant will be given the opportunity to state their concerns, talk through any evidence that has been submitted in advance to the Panel (usually at least 3 working days before) and explain the resolution sought. The Panel and People Services Advisor will have the opportunity to ask questions, seek clarification, make recommendations and seek to agree next steps and/or a resolution with the Complainant.

Whilst this stage of the formal process is entitled as the 'initial grievance hearing' it may be in some circumstances that no further meeting or investigation is required such as when matters are resolved at the said forum and/or necessary actions are agreed (this would not impact the person's legal right of appeal in any case).

If matters can be resolved at this 'initial' hearing then the Panel will write to the Complainant within five working days of the meeting providing a summary of what has been discussed and agreed/recommended/decided (on occasion in more complicated and lengthy cases it may be that the initial letter is a summary of the Panel's findings/recommendations with a fuller response sent later on, ordinarily within 10 working days of the hearing concluding) but reminding the person concerned that they have the right of appeal which should be logged within 10 working days of the outcome being received whether by email or by post (whichever is soonest). Where a subsequent fuller letter is necessary, Appellants would have 10 working days from receipt of that fuller response to lodge an appeal.

The minutes of that meeting will be sent to the Complainant either with the outcome letter or as soon as is reasonably possible (usually within ten working days of the outcome letter)

Limited Fact-Finding Investigation

Where appropriate and in more straightforward/less complicated cases the Panel Chair may temporarily adjourn the hearing in order for further, limited fact-finding investigation of the matter to be carried out. Investigations should be carried out expediently (which may be by the Chair, the People Services advisor or another appropriate manager or panel member), We would not expect such a limited investigation to exceed more than 5 working days at the most unless mutually agreed otherwise. If there are any unexpected delays such as the absence of key witnesses that may cause delay these should be communicated to the Complainant by the Panel asap

More Extensive Investigation (where required)

Where more extensive investigation is required the Panel Chair may appoint an Investigating Officer (IO) to carry out the investigations on his/her behalf, (though on some occasions the Panel Chair or an additional Panel member may carry out the investigation themselves if it is deemed appropriate to do so by the Panel but with some level of consultation with the Complainant). If an IO is appointed, this should where reasonably possible be in consultation with the Complainant, and they should be advised either verbally and/or in writing (usually within ten working days of the decision being made to proceed with more extensive investigation).

The IO will ordinarily be another trained manager or senior officer, but in some cases could also be a member of the People Services Team, or an individual external to Oasis Restore but from within the wider Oasis Trust or if deemed appropriate and affordable an Investigator external to the Oasis UK Trust. As a publicly funded employer it is the preference of Oasis Restore that investigations are carried out internally where reasonable and operationally viable. In all events, the person should be independent to the complaint, and will be bound by the requirements of confidentiality set out in this procedure.

An investigation may involve interviewing and/or taking statements from/submitted written questions to any Respondent Witnesses, any other employees or other pertinent witnesses, viewing of records/data and CCTV (if applicable). The IO will sometimes be required to make reference to policies/best practice/legal instruments that have relevance to the matters at hand and their potential implications. The IO may also need to interview or send a questionnaire to the Complainant. Interviews may take the format of a face to face meeting and/or video/phone call.

It is crucial that any staff member who is asked to provide evidence/information to any investigation/hearing does so with full openness. Staff who provide evidence to an investigation should be aware that their evidence will be reviewed at a formal Hearing unless it is not deemed relevant and at the very least will be shared with the Complainant unless there is an exceptional

and justifiable reason not to (for further details please see 'Reluctant Witnesses' section of this policy).

On some occasions it may be appropriate for the IO to interview or take statements from people outside of Oasis Restore, it should be noted that we cannot compel such persons to participate with any investigation and in some cases it may not even be appropriate to approach such a person.

It should be taken into consideration that harassment and bullying often take place without witnesses, so the resolution of a complaint may depend on the credibility of the two parties. The investigation must reveal what evidence there is to support the version of events given by the person complaining. Supervisory staff and, where appropriate, colleagues should be asked what they know about the alleged harassment/bullying, and if they saw how the person complaining behaved after the incident. If the person complaining discussed the incident with anyone else they may need to be interviewed too

Anyone who is interviewed should be provided with a copy of the minutes of the interview as soon as is possible and be given a reasonable opportunity to review them and ask any queries or feedback any corrections before the investigation report is completed. Where there is disagreement between what was said a note should be made on the minutes of that disagreement. Where a witnesses does not respond in a reasonable timeframe and has been followed up on at least one occasion the minutes will be taken as correct.

Once the investigation is completed the Investigating Officer will compile a report containing a written summary of their findings and details of any witnesses interviewed and any other records referenced. The report will be used as a basis for further discussion with the Complainant at the reconvened hearing. A copy of the report and any appendices will be provided to the employee and any companion at least 10 working days prior to the reconvened hearing.

The Reconvened Hearing

The Reconvened Hearing will take place as soon as is reasonably possible (usually within 10 working days of any investigation findings being sent to the Complainant).

The Panel will meet with the Complainant to discuss the findings of the investigation report where further investigation has been required.

The Panel will seek to try and agree next steps with the Complainant in resolving any outstanding matters (if applicable)

The make-up of the Panel will be in accordance with the Oasis Restore Scheme of Delegation that is current at the time and unless there is any conflict of interest will be Chaired by the leader who Chaired the initial grievance hearing.

A minute taker will also ordinarily be present, or the meeting will be recorded, and any audio transcript typed and shared afterwards. If in exceptional circumstances it is not possible to secure a minute taker or recording equipment, then a member of the Panel and/or People Services advisor may have to take notes instead to avoid delay with the hearing taking place.

Unless it would cause unreasonable delay, the Panel will ordinarily ensure that the Investigating Officer attends the hearing either in person or by phone/video call to answer any questions about the report.

The Complainant will have the right of accompaniment and the right to present their case further (including questioning the Investigating Officer if they are participating with the hearing)

It should be noted that no further evidence that was readily available and/or in the possession of the Complainant (or anyone else involved) which was not disclosed by the aforementioned during the formal grievance process should be presented at the Hearing stage. If this occurs then the Panel should seek advice from a senior members of the People Services Team before making a decision as to whether or not it should be included in deliberations. The Party submitting the new evidence should also be required to explain why they have not presented such evidence sooner during any original investigation. The Panel will therefore need to weigh the reasons for the late disclosure against the potential delay in needing to test any new evidence further and whether it would have any significant impact on any outcome. There may be situations where there is a justifiable reason for new evidence to emerge in which case this may require further investigation of some shape or form before the Panel concludes their findings

If the Panel feels that the investigation has not been extensive enough then it has the complete authority to adjourn the Hearing to allow further investigation to take place.

The Panel will write to the Complainant within five working days of the meeting providing a summary of what has been discussed and agreed/recommended/decided (on occasion in more complicated and lengthy cases it may be that the initial letter is a summary of the Panel's findings/recommendations with a fuller response sent later on, ordinarily within 10 working days of the hearing concluding) but reminding the person concerned that they have the right of appeal which should be lodged within 10 working days of the outcome being received whether by email or by post (whichever is soonest). Where a subsequent fuller letter is necessary, Appellants would have 10 working days from receipt of that fuller response to lodge an appeal.

Panel Chairs will need to transparently ensure that steps are taken to monitor that any outcome actions are appropriately implemented via management.

If any further investigation is required under the disciplinary process regarding any Respondent Witness the relevant findings of the Grievance investigation as well as any other pertinent evidence/information would be passed on by the Grievance Panel to the disciplinary IO and/or Case Manager/Disciplinary Chair or other pertinent Senior Leader. Complainants would not ordinarily have a right to know the outcome of any such further process as this would be personal data to the Respondent Witness.

Final appeal stage

Where the Complainant is dissatisfied with the outcome of the grievance hearing they may appeal.

The appeal must be made in writing within the timescale outlined in the above section and should state the grounds of appeal and should ordinarily be sent to the People Services advisor of the original Panel and/or the Original Chair.

The Appellant should explain in their Grounds of Appeal why they remain aggrieved and how they believe the grievance can be resolved.

The appeal will be heard by a panel of people who have not previously been involved in the formal grievance investigation/hearing(s) and in accordance with the suggested Panel make up in the Oasis Restore Scheme of Delegation following whichever version is current at the time the appeal is made.

The appeal will be held as soon as possible and normally no later than 10 working days after receipt of the appeal letter. On occasion there may be delay with this happening due to illness, annual leave, OFSTED inspections, unforeseen significant disruptions/events, delays due to chosen companions not being able to attend the meeting and difficulties in arranging a suitable Panel due to genuine and significant operational demands.

The chair of the appeal hearing, or the People Services Advisor will notify the employee in writing of the date and time of the hearing and their right to be accompanied by either a trade union representative or work colleague.

At the appeal hearing the employee will be able to explain further why they remain aggrieved and how they believe the grievance could be resolved. One person from the Panel of the original grievance hearing will normally attend to explain the original decision and any investigation that was undertaken. The Appeals Panel may also ask for the original Investigating Officer and the People Services advisor to the original Panel to attend for questioning. A member of the People Services Team (or on some occasions from another HR team within the wider Oasis family) may attend to provide procedural advice to the Appeals Panel. A record of the meeting will also be taken.

In certain circumstances where appropriate the appeal hearing may be adjourned for further investigation. It should be noted that no further evidence that was readily available and/or in the possession of the Complainant which was not disclosed by the aforementioned during the formal grievance process should be presented at the Appeal stage. If this occurs then the Panel should seek People Services advice before making a decision as to whether or not it should be included in deliberations. The Appellant should also be required to explain why they have not presented such evidence sooner during any original investigations and hearing(s). The Panel will therefore need to weigh the reasons for the late disclosure against the potential delay in needing to test any new evidence further and whether it would have any significant impact on any outcome. There may be situations where there is a justifiable reason for new evidence to emerge in which case this may require further investigation of some shape or form before the Panel concludes their findings

In addition to any discussions at the Appeal hearing, the Panel will write to the Appellant within five working days of the meeting providing a summary of what has been discussed and agreed/recommended/decided (on occasion in more complicated and lengthy cases it may be that the initial letter is a summary of the Panel's findings/recommendations with a more fuller response sent later on, ordinarily within 10 working days of the hearing concluding). The decision of the appeal hearing is final.

Panel Chairs will need to transparently ensure that steps are taken to monitor that any outcome actions are appropriately implemented.

Additional Matters Regarding Hearings

'Reluctant Witnesses'

Oasis Restore recognises that some employees may be reluctant on occasion to provide evidence for an investigation. A member of staff who is required to act as a witness for the employee or management case must not be prejudiced or victimised by anyone in the employment of Oasis Restore for doing so. If a member of staff is prejudiced or victimised by anyone outside of Oasis Restore for acting as a witness, they should let the Panel Chair, or a pertinent Senior Leader/member of the People Services Team know asap. In line with ACAS recommendations an investigator should try to avoid anonymising witness statements whenever possible and should always try and establish why someone is unwilling to co-operate. This is because an employee under investigation is likely to be disadvantaged when evidence is anonymised as they will not be able to effectively challenge the evidence against them.

Only in exceptional circumstances where a witness has a genuine fear of reprisals should an investigator agree that a witness statement is fully or partly anonymised/redacted (but must seek advice from People Services before doing so). However, if the matter becomes subject to legal proceedings, and it is necessary in the interests of fairness, Oasis Restore may be required to disclose the names of any anonymous witnesses

Where an investigator decides that the circumstances do warrant an agreement to anonymity, an interview should be conducted, and notes taken without regard to the need for anonymity. An investigator should then consider what, if any, parts need to be omitted or redacted to prevent identification. Advice from the Designated Safeguarding Lead, or the or the LADO may need to be sought when there is a possibility of interviewing child witnesses (who should always be accompanied by an appropriate adult), where it may on occasion be permitted to anonymise statements in the interest of genuine safeguarding concerns. In such circumstances this should be explained to the Complainant and/or Respondent Witness

If after consideration of any reasonable adjustments/assurances a Complainant, Respondent or Witness still refuses to co-operate with an investigation interview then this may be addressed via the disciplinary procedure for failure to follow a reasonable management instruction. Oasis Restore also accepts that on occasion there may be serious

medical issues that impede a member of staff from co-operating with an interview and all reasonable alternatives will be explored to enable this to happen but it maybe that the interview cannot take place if it means a lengthy delay to the investigation.

The right to be accompanied

Complainants and Appellants have the right to be accompanied by a colleague or trade union official at any formal grievance investigation meeting, hearing or subsequent appeal hearing. Complainants and Appellants should inform the IO/Panel Chair no later than 3 working days prior to the investigation meeting/hearing/appeal hearing who their chosen companion is Please see earlier in this policy how companions can be best utilised during any informal stage.

The trade union official need not be an employee of Oasis Restore, but if they are not a fellow worker or an employee of their union, Oasis Restore reserves the right to insist on them being certified in writing by the union as being experienced or trained in accompanying employees at grievance hearings.

Within reason the employee may request adjournments to speak to their companion privately at any time during an investigation meeting and/or Grievance/Appeal Hearing(s).

Acting as a companion is voluntary and your colleagues are under no obligation to do so. Any employee/worker who is required to act in the capacity of a companion at a meeting under the grievance procedure will be entitled to a reasonable period of paid time off from work duties to complete this role. This will include a reasonable period of time off for the companion to familiarise him/herself with the case and confer with the employee. When asking a fellow worker to be a companion, Complainants should avoid making an unreasonable request, say for example if the person is on long term absence which would delay meetings from taking place or for geographical reasons would have significant difficulty getting to the meetings or if they would have a clear conflict of interest in attending. Employees/workers who act as companions should not be prejudiced or victimised for doing so and they should let the Panel Chair, or a pertinent Senior Leader/member of the People Services Team know asap if they have any such concerns.

If the chosen companion is unavailable at the time of an investigation interview meeting with an Investigating Officer, it may be rescheduled for a mutually convenient time that falls within 5 working days of that date providing this does not cause unreasonable delay. If the companion is not able to attend at a reasonable date and time within 5 working days of the original date, then the interview meeting would normally continue as scheduled.

If the chosen companion is unable to attend a formal grievance hearing (including appeal hearings) then the Panel and the Complainant should look to agree an alternative date within 10 working days of the date and time originally proposed. A reasonable extension to this time limit can be made by mutual agreement taking into account operational requirements and the principles of 'natural justice'

Where a member of staff is being interviewed who is also subject to all or some of the complaints concerned (a 'respondent witness'), we will allow them to be accompanied by either a trade union representative or workplace companion provided it does not cause

unreasonable delay to proceedings. We would deem unreasonable delay to be in excess of five working days.

We may, at our discretion, allow a Complainant or Respondent Witness to bring a companion who is not a colleague or union representative (for example, a member of their family) as a reasonable adjustment if they have a disability, or if they have difficulty understanding English or if it is not reasonably possible for them to be accompanied by a member of staff or union representative. We would not allow any request to be accompanied by a practising legal professional. In such circumstances the Complainant/Respondent Witness should make a request to the IO/Panel Chair including details of who the proposed person is and written confirmation that they are not a practising legal professional (and have not been in the last five years) as soon as possible so a decision can be made.

For Colleagues not subject to any allegations being interviewed or attending a hearing as a witness they have no right to be accompanied, however where a reasonable request to be accompanied (by either a trade union representative or a work colleague) for personal support is made in advance and can take place without creating any significant delay in the proceedings, as long as there is no conflict of interest Oasis Restore will seek to accommodate this. The companion attending in such circumstances is attending for pastoral support and is not expected to be an active participant in the meeting, and is expected to maintain full confidentiality and professionalism regarding the proceedings

Staff should confirm in writing whether or not they consent to companions being included into correspondence concerning the process. Investigators, Panel Chairs, Managers and members of People Services Team will not include companions into correspondence unless specifically made aware of this request in accordance with UK GDPR.

Accessibility

If any aspect of the grievance procedure causes any party involved difficulty on account of any disability, or if they need assistance for example, because English is not their first language, the person concerned should raise this issue with either with the People Services Team, the Investigating Officer or the Panel Chair, who will consider and help implement any reasonable adjustments.

Time limits

The timescales within this procedure may be changed ordinarily by mutual agreement or by exceptional circumstance (including but not limited to, sickness absence of key parties involved, OFSTED inspections, large numbers of witnesses require interviewing, managing new evidence, re-interviewing witnesses where necessary, police/LADO investigations and anything of a similar nature). There will be a balance between the principle of resolving a grievance promptly and that of ensuring sufficient time is taken to find a resolution that allows the greatest chance of everyone to return to 'normal working' as smoothly as possible.

Recordings of meetings

One of the Oasis Ethos statements is open honest relationships, therefore parties involved in a hearing/meeting should not covertly record it. Any breach of this provision may lead to disciplinary procedures against anyone found in breach of this.

Ordinarily written minutes will be taken of any meeting/hearing and shared for review, but where requested with reasonable notice, Oasis Restore may permit the meeting to be recorded electronically where it has the equipment available to do so and where typing up the recording would not come at an unreasonable cost. For example, where the employee has a visual impairment, it may be appropriate as a reasonable adjustment under the Equality Act 2010. All participants at the meeting should be informed that the meeting will be recorded and the need to obtain consent for that to happen.

Where Oasis Restore either decides at its own discretion to record a meeting with consent of those in attendance (such as when it is not able to source an experienced minute taker) or permits at request that the meeting/hearing to be recorded electronically, it will take responsibility for making the recording (whether it is video or audio) and typing up the audio transcript to share. Hearings held via MS Teams would normally be video recorded rather than audio recorded given the nature of that technology, if all parties consent to that.

All records relating to grievances should be stored confidentially and securely on the individual's personal file, and in accordance with the Data Protection Act 2018. Records should be retained for six years after employment ceases, after which time they must be securely destroyed. The employee may also wish to keep records of events to support their case but should keep them confidential at all times

Grievance Support

During and following any grievance process, whether upheld or dismissed, it is recognised that there is a need in most instances to help staff resume normal working relationships to the highest degree possible. Any potential post grievance support should be considered by the Panel concerned and recommendations made seeking advice from the People Services Team and, on some occasions, input from relevant senior leaders/line managers in the process will be sought.

Where a grievance has generated allegations about a specific colleagues(s), then at a minimum a summary of the findings of the Panel will be shared with that person(s) unless in exceptional circumstances where a statutory authority requests that we do not, in which case advice from People Services and/or our legal advisors should be sought as to what should be shared and when.

Relationship with the Disciplinary and Capability Procedures

In the event that Oasis Restore determines, in the course of following this Grievance Procedure that there has been possible misconduct on the part of one or more colleagues it may be necessary to investigate or hear these concerns separately under the Disciplinary Procedure. Where an employee raises a grievance during a disciplinary or capability

process the capability/disciplinary process may be temporarily suspended in order to deal with the grievance. Where the grievance and capability/disciplinary cases are related, it may be more appropriate to deal with both issues concurrently. Advice from People Services should ordinarily be sought by managers in such circumstances before making a decision

Vexatious and/or Malicious Complaints

Where it is found on the balance of probabilities at any Grievance/Appeal Hearing (or if the Investigator finds clear evidence during their investigation) that the allegations were vexatious/malicious then the Panel Chair can make the decision to enact the Disciplinary Procedure.

When making such a decision the Chair should consider a range of different factors including but not limited to the likely or actual distress/harm caused to the person subject to the complaint or any other colleagues as a result of the vexatious/malicious complaints. Advice should always be taken from the People Services Team in such circumstances.

It is **important** to realise that this is different to a genuine complaint not being upheld or being found to be inconclusive. Disciplinary action would never be taken in such circumstances.

Grievances from Ex-Colleagues

Oasis Restore would always encourage staff who have concerns to raise them either informally or formally at the earliest opportunity whilst they are still in employment to provide the best chance of having those grievance addressed. Whilst Oasis Restore does not have a legal obligation to investigate any grievances that are made post-employment it reserves the right to do so dependent on the individual circumstances of the matter concerned. Advice should always be taken from People Services in such circumstance

Withdrawn Grievances

A Complainant may withdraw their grievance at any time and in some circumstances this may bring an end to the matters concerned, however Oasis Restore reserves the right to continue to investigate such matters under whichever policy it sees fit if it feels there is a significant reason to do so.

Relationships between colleagues during grievance processes and available support

Raising a complaint at work can be a very difficult time both for the people involved and their colleagues (including respondents), whether it is managed informally or formally. Oasis Restore is committed to supporting all members of staff as much as it reasonably can and will ensure that additional support is considered if requested. When members of staff choose to raise a grievance, it is recommended that they first contact a member of the People Services Team and/or their Trade Union or other representative/advisor for advice such as ACAS or Citizens Advice before doing so and positively consider all other informal options first.

Oasis Restore mandates that no staff member victimises another staff member for raising a grievance/appeal or for agreeing to be a Companion or participating as a witness. If

evidence of victimisation is found, then this would ordinarily be dealt with under the disciplinary procedure. Staff should also keep in mind that they may be personally liable for legal proceedings should they attempt to victimise somebody in the course of their employment with us.

Oasis Restore accepts that where grievances are raised against colleagues this can on some occasions prove to be a stressful time however as with all employers, Oasis Restore has a legal obligation to afford reasonable redress of Complainant's grievances. Whilst Oasis Restore would encourage staff to seek to address most concerns through informal processes where appropriate to do so, it would not seek to impede staff's legal right to have grievances managed formally or penalise them for doing so.

Whilst this policy and procedure details appropriate points as to when other parties who are not the Complainant may have access to some of the details of the grievance and/or its outcome, Respondent Witnesses should have realistic expectations as to when and how often they might receive updates as to the progress/status of the Complainant's grievance and should keep in mind the potential issues that can often occur such as interviewing and sometimes re-interviewing multiple witnesses, absence of key staff involved, OFSTED inspections, or arrangements around companion availability all of which can unfortunately delay such processes from concluding in a timely manner.

Respondent Witnesses who are the subject of any allegations and Complainants who make allegations should also ensure that they do not seek to deliberately put pressure or act in any unprofessional way with anyone else involved in the grievance process such as the members of the Panel, the IO, People Services advisors, witnesses or fellow Complainants/Respondents. However such staff should feel free to speak to their line manager or another appropriate colleague (such as a member of the People Services Team) if they would like to talk about how they are feeling or would like to request a specific update. On some occasions it may be operationally possible to informally appoint a colleague to be a 'support person' to one or more of the parties concerned and it will need to be agreed on a case by case basis how much access that person has to the said grievance process. Sometimes staff may need to be referred to Occupational Health.

Collective Grievances

In circumstances where a grievance is raised by or on behalf of more than one person, the details of the grievance must be set out in writing and should be signed by all who are party to the grievance. If a union is submitting the collective grievance on behalf of its members it should preferably as a minimum at least clearly identify which grouping (i.e. department, team, Academy), or which members, it is submitting the petition for keeping in mind any UK GDPR considerations.

If all members of staff raising the grievance are part of the same union and that union is acting on their behalf then they may be represented in any formal hearings by no more than 2 representatives from that union who would attend the hearing to present the grievance.

If members of staff raising the grievance are members of different unions then ordinarily it would be expected that no more than one rep from each Union attends to present the grievance.

If members of staff raising the grievance are not members of any union, or where the unions are not acting on their behalf, then the group may nominate up to two of those staff members to attend any formal hearings to present the grievance.

Otherwise the procedure for addressing collective grievances would ordinarily follow a broadly similar process as that for managing individual grievances (ie having informal, formal and appeal stages unless collectively agreed otherwise with the staff or unions involved) and dependent on the circumstances may require consideration of collective mediation via ACAS.

Data Protection and Confidentiality

Oasis Restore processes personal data collected during informal complaints and the formal grievance procedure in accordance with its data protection policy. In particular, data collected as part of 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 or monitoring of equal opportunities, and the analysis of positive industrial relations and commercial risk. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Oasis Restore's data protection policy immediately. It may also constitute a disciplinary offence, which may be dealt with under the disciplinary procedure

Whilst confidentiality is of prime importance in handling any grievance, in some circumstances there may be other individuals who may need to know the outcome, or certain aspects of the outcome that will impact on them. For instance, in cases where the grievance was about a fellow employee, that individual should also be informed of any aspect of the decision that affects them and the reasons for it. In such cases, the employee who raised the grievance should be informed of who else will be told about the decision (which for example could include their own line manager, the Respondent Witness and their respective line manager) and what type of information they will be given. Investigation reports and outcome letters should be stored securely on staff's personnel folders.

Training requirements

All managers and senior staff are required to be trained in managing grievances

Equality Monitoring

Oasis Restore is fully committed to the broad principles of social justice and is opposed to any form of discrimination or oppression. It therefore willingly accepts not only its legal responsibilities but also wishes to embrace best practice in all areas of its work in order to secure equality of both treatment and outcome for all.

Oasis Restore is therefore committed to ensuring that no-one is treated in any way less favourably on the grounds of personal differences such as race; colour; national, ethnic or social origin; gender

(including reassigned gender); sexual orientation; religious belief; age; disability; marital status; caring responsibilities or political or other personal beliefs.

The Leadership Team of Oasis Restore will implement all necessary action and training to ensure its commitments with regard to equality of treatment and outcome are fulfilled and will regularly monitor and review progress made in this respect.

We will ensure that employment and development opportunities are available to those who are, or who become, disabled on an equal footing with those without a disability, adapting jobs wherever possible to make them accessible. Oasis Restore will ensure that pay decisions focus on capability to do the job based on evidence.

To ensure that Oasis Restore continues to meet its public sector equality duty we will work with staff representatives at our employee Information and Consultation Forum to seek feedback on current circumstances and future aims.

The requirements that apply to this policy

The ACAS statutory Code of Practice on discipline and grievance procedures.

RACI matrix

Policy Element	Board	Leadership			PSD				Other PSD Colleagues	EAs and Admin staff							
		COO/Exec	Principal Director	Other Senior Leaders	CPO	Lead BP	Line Managers	EA									
Training and making staff aware of policy	I	A & R	A & R	R	R	R	R										
Providing Advice		C	C	C	A,R	A,R											
Managing investigations	R	A, R	A, R	R	C	C											
Policy Review and consultation inc with staff forum	I	A, R	A, R	I	A,R	R	R		I								
Being on Panels		A, R	A, R	R	R,C	R,C	R										
Issuing written warnings			A, R	R	C,I	C,I	R		C,I								
Pastoral support			A, R	R	C,I	C,I	R		,I								
Dismissing staff		A, R	A, R	R	C,I	C,I	C,I		I								
Clerking formal meetings/hearings							A		R	R							

Appendix 1. Notification of Grievance Form

To:

I wish to register a formal grievance under Oasis Restore’s Grievance, Bullying and Harassment Policy and Procedure

My grievance is: (This should set out clearly the nature and extent of the problem and include a summary of any relevant details)

If applicable*, I have taken the following steps to resolve the problem or grievance before invoking the formal grievance procedure:

*Complaints will not be penalised for not choosing to explore the informal route to resolve a grievance but it is encouraged that the informal option is considered but it is recognised this will not always be appropriate such as in cases of harassment, victimisation and discrimination.

I believe that my grievance could be resolved in the following way:

My representative is:

If you have already got a representative please include their name and contact details; this will help in making arrangements to move the matter forward.

I would be potentially open to exploring the informal resolution process further (Yes/No)

If yes then a senior Leader or a member of the People Services Team will contact you to discuss further

Signed.....

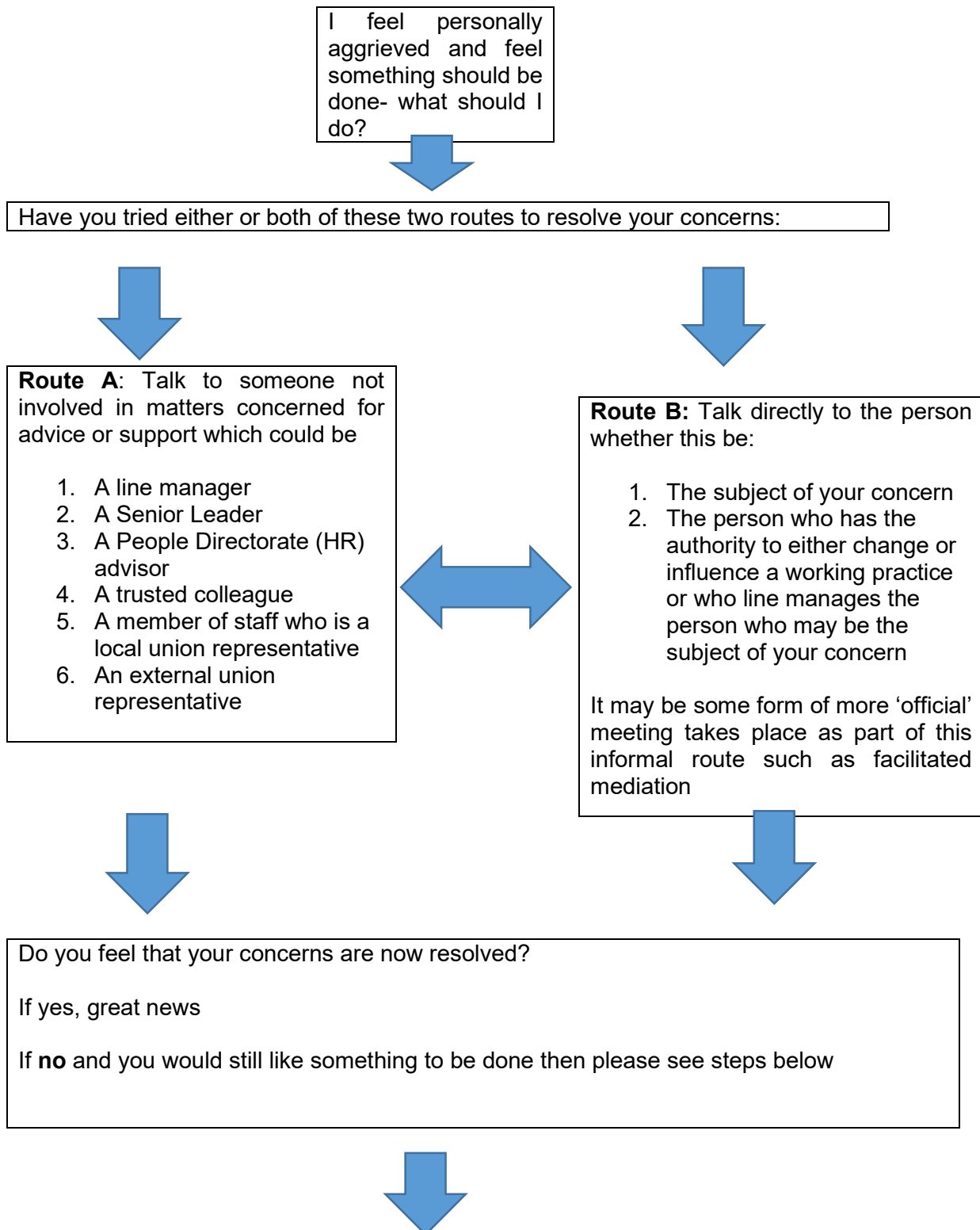
Print Name:.....

Contact details

Job Title:.....

Line Manager:.....

Appendix 2 : Grievance policy flow chart



Raise grievance in writing without delay using **Appendix 1** of this policy and submit it to your Line Manager or another pertinent Senior Leader

You may wish to seek advice from a union rep or member of People Services before doing so



Attend any formal interview meetings and hearings as required. If you are planning to have a **companion** at any of these meetings do not delay in making arrangements with them to attend. Please let the person Chairing the meeting know as soon as possible if there is any reason you or your companion may not be able to attend.



On conclusion of the formal process, do you feel that your grievance has been resolved to your satisfaction?



If **yes**, see Box A below



If **no**, see Box B below



Box A (Yes)

That's great news. We would strongly recommend that you engage with any post-grievance resolution processes that the Hearing Panel have put in place.



Box B (No)

We are sorry to hear that matters are still not resolved for you. You now have the option to register an appeal in writing within 10 working days of receiving the Grievance outcome letter.

Please see **the Appeal section** of this policy for further details.

Document Control

Changes History

Version	Date	Owned and Amended by	Recipients	Purpose
1	30/09/22	People Services, Head of People Development	Chief Operating Officer	Review of 1 st draft policy
1	13/09/22	CPO	YCS	ROM meeting
1	22/09/22	CPO	Leadership folder	Launch on 25 th Sept
2				
2				
2				
2				
2				
3				
4				
4				
5				
6				

Owner

The People Services Team