



# Grievance Policy & Procedure

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## Update Information

This model policy will be subject to ongoing review and may be amended prior to the scheduled date of the next review in order to reflect changes in legislation, statutory guidance, or best practice (where appropriate).

## 1. Scope

The Grievance Policy & Procedure (“the Policy”) applies to all employees in schools and academies. This Policy is aimed to deal with grievances raised by individual employees.

References to the school, Headteacher, Governing Board and the Chair of Governors will, for Academies and Academy Trusts, be taken to mean a reference to the appropriate equivalent within those establishments.

In this procedure where the Headteacher is raising the grievance, or the grievance is against the Headteacher, all reference to Headteacher in this policy should be replaced with Chair of Governors.

Where a grievance applies to several persons who are members of a recognised trade union, it may be more appropriate to consider that grievance under a different process (dependent upon the subject matter of the complaint). Such

consideration should be given to invoke the appropriate collective bargaining machinery.

Where teaching staff are concerned, it may be more relevant to consider the conciliation procedure as detailed in the Conditions of Service for School Teachers in England and Wales ("The Burgundy Book").

Where the grievance is about bullying or harassment or whistleblowing, regard should be had to the school's [Anti-Bullying & Harassment Policy](#) and/or the [Whistleblowing Policy](#).

This policy has been developed following consultation with the national trade unions for teaching and support staff.

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## 2. Policy Statement

Employees may occasionally have concerns relating to their employment or professional working relationship. If not addressed, those concerns can disrupt working relationships and escalate unnecessarily. It is important therefore to have mechanisms in place, which facilitate early resolution and a return to effective working relationships. The following process has been put in place to achieve this objective.

This procedure has been drawn up in accordance with the principles of the [Acas Code of Practice](#) for dealing with grievances in the workplace. The purpose is to foster effective working relationships and workplace practices conducive to the provision of a professional education service.

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## 3. Principles

Both the 'Informal' and 'Formal' stages of this procedure have been established against the following principles:

- Grievances should be dealt with as soon as possible and as near to the point of origin as possible. Complaints relating to issues occurring three months or more prior to a grievance being raised will not normally be considered unless they are ongoing
- When stating their grievance, the employee should keep to the facts and avoid language which may be considered insulting or abusive unless where the employee is required to give verbatim quotes of what was said
- The circumstances surrounding a grievance must be thoroughly investigated to establish the facts of the case
- Grievances must be dealt with fairly, transparently and consistently and kept confidential. It should be made clear to the employee and all witnesses who are part of the process, that they should not discuss the matter with others outside of the meetings held with them
- Mediation, if considered suitable, is a possible means of resolving grievances at any point throughout the procedure i.e. intervention by a third party to facilitate discussion and then reconciliation of the grievance
- A formal grievance meeting will only be arranged in response to the submission of a formal grievance in writing, and the employee can be accompanied to the meeting by a trade union representative or a work colleague (companion)
- Grievance meetings should be held during the employee's working time. Where the meeting needs to be held outside of the employee's working time, this should be by mutual agreement
- Employees (and their companions if applicable) should make every effort to attend the grievance meeting. If an employee is unable to attend the meeting, they should notify the school and give their reasons for non-attendance. The meeting can be re-arranged. Where there is no valid reason for non-attendance at the meeting or where the employee fails to properly co-operate regarding the arrangements for a meeting, they will be informed that the grievance findings and outcome will be arrived at on the information already submitted and available to the person investigating the grievance
- Witnesses to an incident may be interviewed during any investigation
- Where it is intended to interview pupils as part an investigation and potentially use statements from them, that shall only be done with the prior approval of the pupil's parent or nominated carer and with advice from the appropriate

children's social services professional where relevant

- If an employee is dissatisfied with the outcome of a formal grievance, they will be able to appeal the decision which must be done in writing
- On occasions either party may request an extension to the time limits referred to within this policy, to investigate or to consider options that may resolve the matter. Such extensions should be mutually agreed where possible and not unreasonably refused by either party
- Where the grievance relates to an allegation against another member of staff at the school, that member of staff is entitled to know the nature of any allegations made against them and be allowed the opportunity to respond to the allegations. The member of staff may be accompanied by a trade union representative or a work colleague (companion) at any meeting held to discuss the allegation against them
- Grievances that are found to be false or malicious or with little or no substance may, if considered appropriate, result in disciplinary action being taken against the employee raising the grievance
- The grievance procedure should not be used by employees to deal with concerns they may have in relation to issues outside of their employment relationship with the school
- Where the school appoints an external independent person to investigate a grievance, the Supplementary Guidance at [Appendix 2](#) should be followed.

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## 4. Definition of Grievance

According to Acas<sup>1</sup> "Grievances are concerns, problems or complaints that employees raise with their employers" about their work, working conditions, or relationships with work colleagues and may cover the following, although this list is not exhaustive:

- Terms and conditions of employment
- Health and safety
- Work relations
- Bullying and harassment
- New working practices
- Working environment
- Organisational change
- Discrimination.

<sup>1</sup> [Acas Code of Practice on Disciplinary and Grievance Procedures](#); Published 11 March 2015; (Accessed 19 February 2026)

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## 5. Procedure

In order to effectively deal with a grievance, it is important that the basis of the grievance is clearly understood, and the desired outcome is stated by the employee at the start of the procedure so that it can be considered during the process.

### 5.1 Stage 1: Informal Grievance

Employees should, in the first instance, raise the grievance with their line manager through discussion to attempt to resolve the concern. If the grievance is against the line manager, the employee should approach the next level of management.

The manager should seek to resolve the problem and if necessary, provide an explanation of any proposed resolution, seeking advice or information from other sources, including HR.

The outcome decision should be given to the employee in writing **within 5 working days** of the date that the informal grievance was raised unless otherwise agreed between the parties, or where this is not possible for the employee to be

advised accordingly.

## 5.2 Stage 2: Formal Grievance

Where informal discussions fail to resolve the grievance, or for more serious matters, the employee should submit a formal grievance in writing, requesting for the grievance to be considered under the formal procedure. This can be in the form of a letter or using the Formal Grievance Form (at [Appendix 5](#)).

The request to consider the grievance under the formal procedure must be made **within 10 working days** of notification of the outcome of the informal stage.

Where an employee raises concerns but does not put them in writing, the school may, if considered reasonable and appropriate, choose to take matters forward through the formal procedure in an effort to resolve the matter and bring it to a conclusion. Similarly, where an employee raises concerns but indicates that they do not wish to follow the formal grievance process, the school may instigate this process or alternatively carry out a form of investigation, if the concerns are considered too serious to ignore (see [Appendix 6](#)).

The grievance at this stage should be heard by a senior manager who has not previously been involved with the matter in any way i.e. it should not be the same person who dealt with the grievance at the Informal Stage.

Following the receipt of a formal grievance from an employee, the manager should arrange to meet with the employee **within 3 working weeks** of receiving the grievance. The employee will be given **5 working days'** notice of the meeting, and they will have the right to be accompanied by a trade union representative or a work colleague (companion).

### Preparing for the Formal Grievance Meeting

Prior to the grievance meeting, the manager should consider:

- Arranging for someone who is not involved in the case to take notes of the meeting
- Finding out whether the same or similar grievance complaints have previously been raised by the employee and how those were addressed and resolved and any follow-up action that may have been necessary. This will avoid duplication of complaints
- Whether to offer independent mediation dependant on the nature of the grievance.

### During the Formal Grievance Meeting

During the grievance meeting, the manager should:

- Remember that a grievance meeting is not the same as a disciplinary hearing and is where discussion and dialogue may lead to an amicable solution
- Invite the employee to re-state their grievance and how they would like to see it resolved (i.e. desired outcomes)
- Sum up the main points of the grievance
- Consider adjourning the meeting if necessary to (i) investigate any new facts which may arise or (ii) interview witnesses
- Inform the employee when they might reasonably expect a response.

The manager will inform the employee in writing of their decision and the reasons on which it is based and any action that is to be taken. The potential outcome decisions are:

- The grievance is upheld in full
- The grievance is upheld in part

- The grievance is not upheld.

The outcome letter will be provided to the employee **within 5 working days** of the grievance meeting unless otherwise agreed between the parties or, where this is not possible, for the employee to be advised accordingly.

The outcome letter will advise the employee of their right of appeal and to whom the appeal should be addressed. This could be the Clerk to the Governing Board or another person senior to the grievance manager.

A copy of the decision must be placed on the employee's personnel file.

The manager should ensure that any action taken as a measure to resolve the grievance is monitored and reviewed, as appropriate, to ensure that it deals effectively with the issues.

### **5.3 Stage 3: Grievance Appeal Hearing**

If the employee is not satisfied with the outcome of the formal grievance, they will be entitled to appeal against the decision. The appeal must be in writing and sent to the school (marked for the attention of the person designated in the outcome letter) **within 10 working days** from the date of notification of the decision from the Stage 2 meeting.

In submitting their appeal, the employee should provide a written statement detailing the reasons for the appeal i.e. the reasons why they consider the decision at Stage 2 was wrong, together with any supporting information and a copy of the original grievance.

If the grounds of appeal raise new complaints these will not be accepted as part of the appeal and must be dealt with as a fresh grievance complaint.

The Headteacher/Designated Manager should arrange for a grievance appeal hearing to be convened within **6 working weeks** of receipt of the written appeal. The appeal hearing panel hearing the case will consist of three school governors who have not previously been involved in the case, and who are not staff governors and, ideally, not parent governors.

The manager who conducted the Stage 2 Formal Grievance Meeting will be required to prepare a management case statement and present the management case at the Grievance Appeal Hearing.

### **Preparing for the Grievance Appeal Hearing**

Prior to the appeal hearing, the Headteacher/Designated Manager should:

- Inform the employee of the Grievance Appeal Hearing in writing. The letter should advise the employee of their right to be accompanied at the hearing by a trade union representative or a work colleague. The employee should be given **10 working days'** notice of the Grievance Appeal Hearing
- Arrange for the following documentation to be sent to the employee and all members of the Appeal Hearing Panel, and HR Advisor:
  - A copy of the original grievance and outcome
  - A copy of employee's appeal letter
  - A copy of the management case statement
  - Any other supporting evidence which has been used to determine the outcome of the formal grievance.

### **At the Grievance Appeal Hearing**

- The employee or their companion will present their case
- The Panel and the Designated Manager may ask questions of the employee relating to their statement
- The Designated Manager will present their case

- The Panel, the employee and their companion may ask questions of the Designated Manager relating to the Designated Manager's case statement
- Following the respective parties presenting their case, the Panel will make a decision which can be to:
  - a. Uphold the appeal in full
  - b. Partially uphold the appeal
  - c. Not uphold the appeal.

In arriving at any of the above outcomes, the Panel may set out how the matter is to be resolved or suggest ways of seeking/facilitating joint resolution.

The employee and the Designated Manager will be informed of the decision and the reasons for it in writing **within 5 working days** of the appeal hearing. The employee should also be informed whether any other party is to be advised of the outcome.

Where the grievance is about another member of staff, that member of staff should be informed that the initial decision has been appealed. Once a decision on the appeal has been made, that member of staff should then be informed of any aspect of the decision that affects them and the reasons for it.

There is no further right of appeal under the procedure.

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## 6. Overlapping Grievance and Disciplinary Cases

Where an employee raises a grievance during a disciplinary process, the disciplinary process may, if considered reasonable and appropriate, be suspended temporarily in order to deal with the grievance.

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

The grievance process cannot be utilised to consider complaints or issues which are only suitable for the disciplinary process.

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## 7. Role of the Companion

Employees have a statutory right to be accompanied by a trade union representative or a work colleague (companion) at a formal grievance meeting and any subsequent appeal meeting. If the companion is a work colleague, they should be afforded reasonable paid time off from work. This should cover time to attend the formal meetings and also time to familiarise themselves with the case and confer with the employee before and after the hearing.

The employee is responsible for arranging their own companion to accompany them to the meeting/hearing.

A companion has the right to address the meeting/hearing in order to:

- Confer with the employee
- Put across the employee's case and address the meeting/hearing
- Sum up the employee's case
- Respond on the employee's behalf to any view expressed at the meeting/hearing.

A companion does not have the right to:

- Answer questions on the employee's behalf
- Address the meeting/hearing if the employee does not wish them to do so
- Prevent the Grievance Manager/Designated Manager from explaining their case.

Given the importance of the companion's role, it is good practice to allow them to ask questions and participate as fully as possible.

If a companion is not available at the time/date proposed for the grievance meeting/appeal hearing, and a reasonable alternative is proposed which falls within **5 working days of the original date**, the meeting should be re-arranged for the date proposed.

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## 8. Keeping Written Records

It is important, and in the interests of both the school and the employee, to keep written records during the grievance process. Records should include:

- The nature of the grievance
- What was decided and actions taken
- The reasons for the decision and actions taken
- Whether an appeal was lodged
- The outcome of the appeal
- Any subsequent developments.

Records should be treated as confidential and be kept for no longer than necessary in accordance with the UK General Data Protection Regulation and the Data Protection Act 2018.

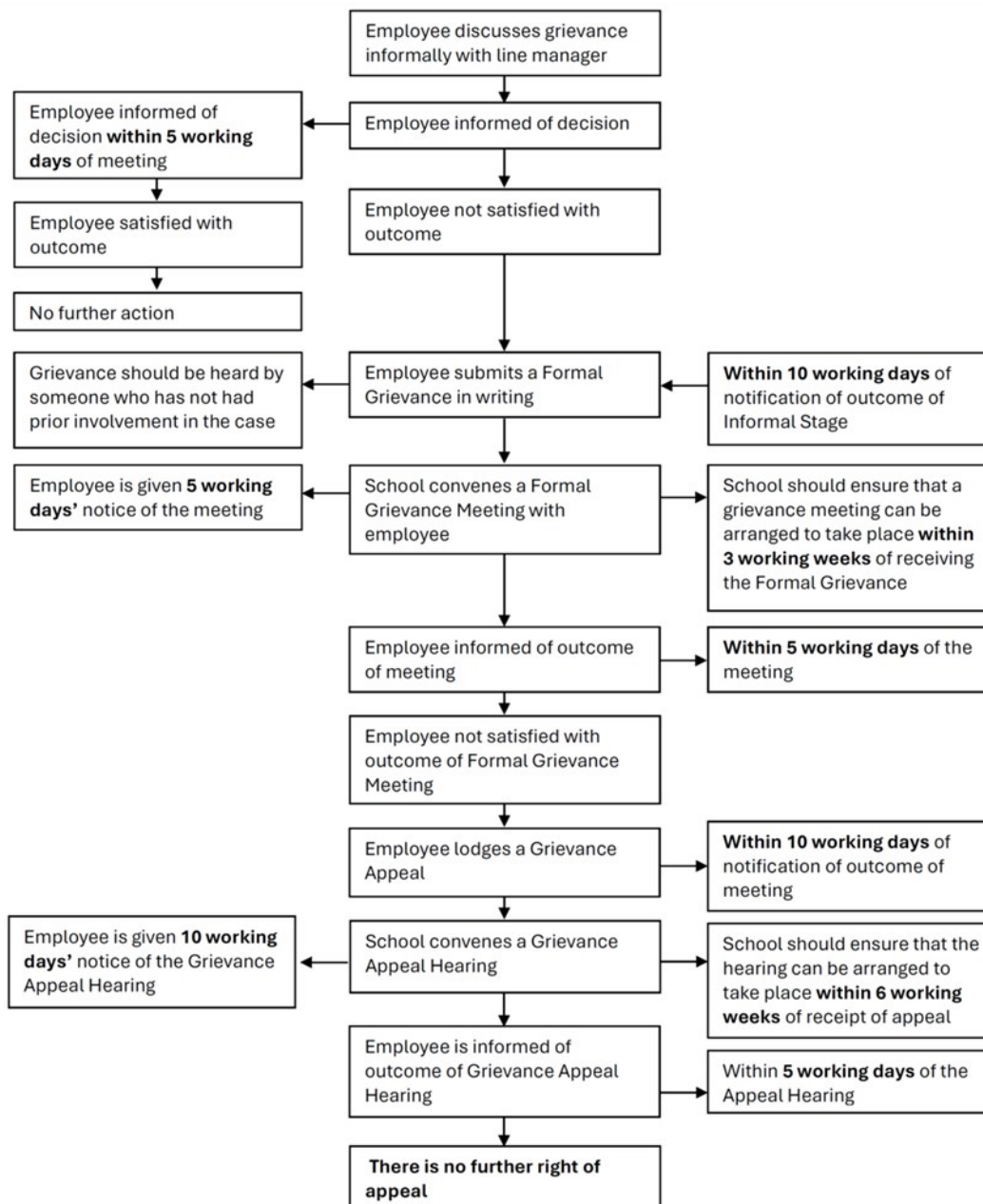
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## 9. Appointing an External Investigator

See Guidance at [Appendix 2](#) and Flowchart at [Appendix 3](#).

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### 10. Appendix 1 – Grievance Process Flowchart (Internal)



Appendix 1 - Grievance Process Flowchart (Internal)

## **11. Appendix 2 – Guidance on Appointing an External Investigator**

Where a grievance is being dealt with under the formal procedures, the school may wish to appoint an external investigator to investigate the grievance. The role of the external investigator would be to meet with the employee and witnesses and provide the grievance findings and conclusions in a report to the Commissioning Officer who will be the grievance manager.

### **The appointment of an external investigator may be made for a number of reasons including:**

- To avoid a conflict of interest
- To ensure impartiality
- The grievance is significantly serious or complex that it requires specific expertise
- The grievance cites multiple members of staff within the school as witnesses
- Potential investigators within the school may be called upon as a witness to the grievance issue(s).

Where this is the case, the school will aim to source an external, independent, suitably qualified and experienced person to carry out the grievance investigation. The following options are open to the school with respect to this external appointment:

- If the nature of the grievance relates to leadership or senior management within the school, an option would be for a school governor (excluding staff or parent governors) to carry out the investigation; if an appropriate school governor is not identified, then the school can contact Governor Support to find an appropriate governor from a different school
- The school can contact its HR provider, The Schools HR Co-operative Limited (Schools HR), to carry out the investigation
- The school can contact a suitably experienced investigator known to them to carry out the investigation.

### **Where an external investigator is identified:**

- The school must advise the employee that their formal grievance complaint will be investigated by the external investigator
- The employee must be reminded that the normal grievance policy and procedure will continue to apply and that they should cooperate with the external investigator as they would with an internal investigator from the school
- The external investigator will follow the school's Grievance Policy in investigating the grievance complaint
- The school must ensure that the external investigator is able to comply with the investigation timeframe
- The school must provide the investigator with a point of contact to co-ordinate any meetings or interviews that need to take place to support the investigation.

### **Commissioning Officer (CO)**

The school decides who is responsible for commissioning the investigation (the Commissioning Officer ["CO"]). This will usually be the Headteacher or Chair of Governors.

The following should be observed:

- The CO should not be the subject of the grievance complaint or have been involved in the handling of the complaint in any way in order to maintain impartiality
- The CO and the external investigator will agree the terms of reference for the investigation
- The CO will oversee the investigation and provide information as requested by the external investigator in a timely manner
- The CO will update the employee if there is undue delay or unforeseen developments which may impact upon the progress of the investigation

- The CO will be responsible for receiving the findings of the investigation (Report) and meeting with the external investigator to discuss if necessary
- The CO will be responsible for making a decision on whether or not the grievance is upheld (based on the findings of the investigation) and to advise the employee of this decision accordingly
- The CO will be responsible for advising any witnesses (who were the subject of the complaint) of the outcome insofar as it concerns them; limited information and detail to be disclosed
- If applicable, the CO will be responsible for presenting the management case (with assistance from the external investigator if necessary) at any subsequent Grievance Appeal Hearing.

#### **Inviting the employee to a grievance meeting:**

The external investigator shall write to the employee in the following terms:

- Advise the employee that they have been appointed by the school (details of the CO) to undertake the grievance investigation in accordance with the school's Grievance Policy
- Invite the employee to a grievance meeting giving the requisite period of notice and advising of the right to be accompanied
- Provide contact details on which the investigator can be contacted.

At the meeting with the employee, the external investigator must make clear their role and the role of the CO in terms of who has responsibility for making a decision on whether or not the grievance complaint will be upheld/not upheld.

#### **Reporting findings and outcome:**

The external investigator, having conducted interviews with the employee and any witnesses, prepares a report and confirms findings in writing to the CO (Investigation Report with Appendices). The external investigator may need to meet with the CO to discuss their report and its findings if necessary. **NB:** The external investigator does not make a decision on whether or not the grievance is upheld, that decision rests solely with the CO and will be based on the investigation findings and conclusions.

The CO writes to the employee or arranges to meet with them to confirm their decision (i.e. whether or not the grievance is upheld).

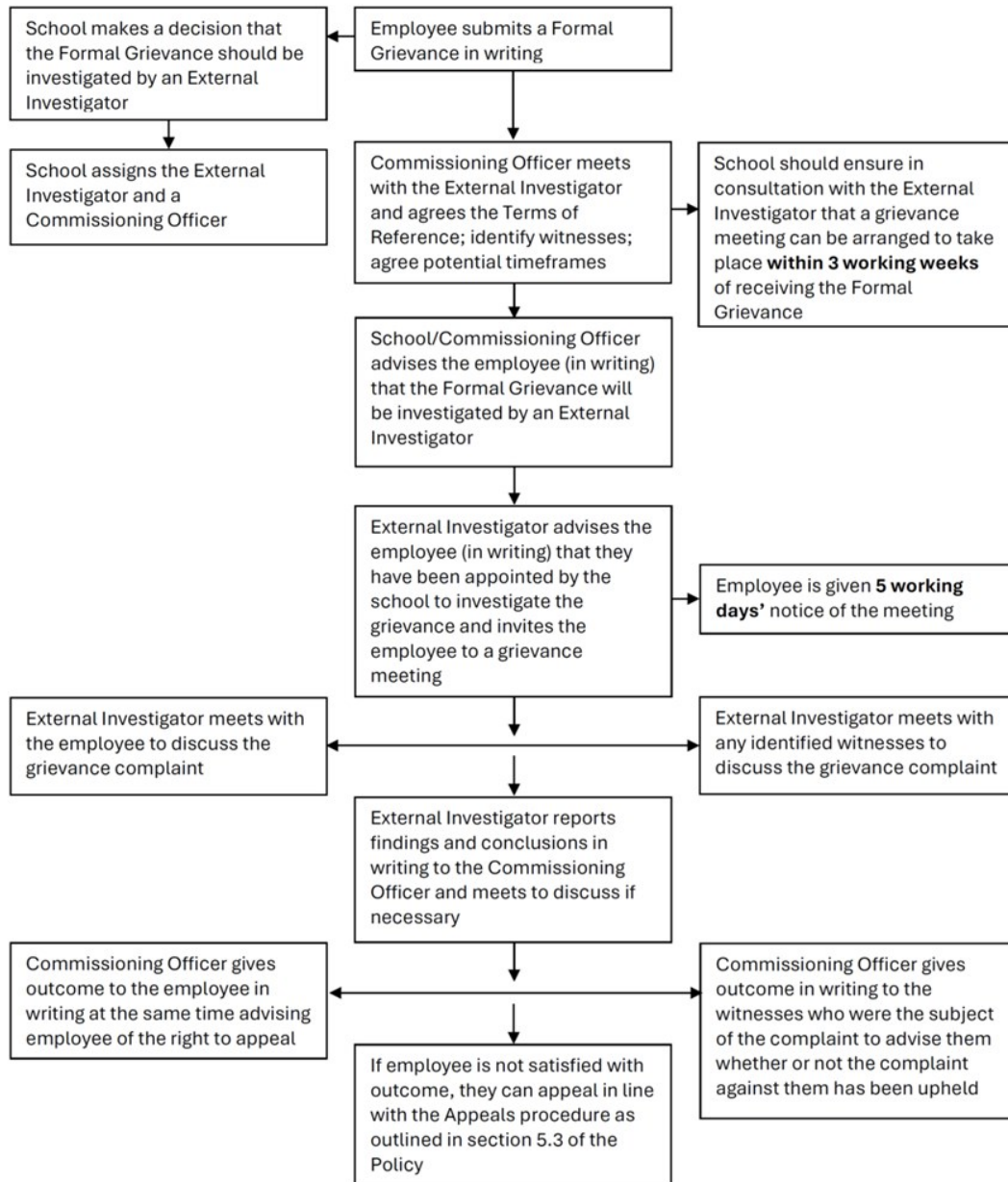
Additionally, the CO will write to the member of staff against whom the complaint was made to specifically advise them of the outcome of the grievance complaint against them.

#### **Appeal:**

The appeals process as outlined in Section 5.3 of the policy applies where the CO will be responsible for presenting the management case with assistance from the external investigator if necessary. The role of the external investigator at any Grievance Appeal Hearing will be limited to responding to questions about the investigation process.

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## 12. Appendix 3 - Grievance Process Flowchart (External Investigator)



Appendix 3 - Grievance Process Flowchart (External Investigator)

### 13. Appendix 4 - Stage 1: Outcome of Informal Grievance

PRIVATE & CONFIDENTIAL

*(Insert employee's name)*

*c/o (Insert school name & address) or (insert home address if not currently at school)*

Dear *(insert employee's name)*

#### Stage 1 Informal Grievance

I write further to our meeting (held on *(insert date)*) which was convened to discuss your informal grievance.

*(Provide an explanation of the grievance complaint and any proposed resolution/outcomes).*

If you are not satisfied with the outcome decision and my conclusions, you are entitled to submit a formal grievance to be considered under the formal stage of the Grievance Policy & Procedure (Stage 2). You should submit your formal grievance in writing, which can either be in the form of a letter or by completing the Formal Grievance Form (see [Appendix 5](#) of the Grievance Policy & Procedure).

A request to consider the grievance under the formal stage must be made within **10 working days** of notification of the outcome of the informal stage.

You should note that a formal grievance will be heard by a senior member of staff who has not previously been involved with the matter in any way.

A copy of the Grievance Policy & Procedure is enclosed for your information.

Yours sincerely

*(Insert name)*

Line Manager/Headteacher

**Encl. Notes from informal grievance meeting**

**Encl. Grievance Policy & Procedure**

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## 14. Appendix 5 - Formal Grievance Form (Stage 2)

This form should be completed to raise a formal grievance.

<b>Employee's details</b>	
Name:	Contact Number:
Job Title:	
School:	
<b>Representative's details</b>	
Name:	Contact Number:
Union / organisation (if applicable):	
<b>Grievance</b>	
<p>Please describe your grievance. This will be the basis of your grievance throughout the procedure. It may be added to if agreed with the manager hearing the grievance at Stage 2. Any changes must be documented.</p> <p><i>(Extend as necessary)</i></p>	
<b>Informal Grievance</b>	
<p>Please state here, the attempts you have made to resolve the grievance informally and if no such attempt has been made, the reasons for this.</p> <p><i>(Extend as necessary)</i></p>	
<b>Outcome</b>	
<p>Please indicate the outcome that you are seeking to redress your grievance. [This should be specific and can include a range of options].</p> <p><i>(Extend as necessary)</i></p>	
..... <b>Employee's signature</b>	..... <b>Date</b>

This form must be sent to your Line Manager/Headteacher. If the grievance is against the Line Manager/Headteacher, it should be sent to the next level of authority e.g. Chair of Governors.

## 15. Appendix 6 - Stage 2: Where the Employee is not intending to/does not wish to pursue the matter under the Grievance Policy & Procedure

*(Insert date)*

PRIVATE & CONFIDENTIAL

*(Insert employee's name)*

C/o *(Insert school name & address) or (insert home address if not currently at school)*

Dear *(Insert employee's name)*

**RE: Grievance Complaint OR Complaints raised by you** *(delete as appropriate)*

I refer to the complaints/concerns/issues *(delete as appropriate)* raised by you on *(insert date)* and for which I acknowledge safe receipt.

I will summarise the complaints/concerns/issues *(delete as appropriate)* as I have understood them:

- *(Insert)*
- *(Insert)*
- *(Insert)*

Although these complaints/concerns have not been raised by you through any formal grievance procedures **OR** Although you have indicated that you do not wish to follow the grievance process **OR** Although you have indicated that you do not wish to have these matters investigated *(delete as appropriate)*, I have considered that they are significantly concerning enough to prompt an independent investigation. This course of action is in accordance with the school's Grievance Policy & Procedure which states:

*"Where an employee raises concerns but does not put them in writing, the school may, if considered reasonable and appropriate, choose to take matters forward through the formal procedure in an effort to resolve the matter and bring it to a conclusion. Similarly, where an employee raises concerns but indicates that they do not wish to follow the formal grievance process, the school may instigate this process or alternatively carry out a form of investigation, if the concerns are considered too serious to ignore".*

The grievance manager *(or an Investigating Officer)* will be appointed to carry out the investigation. As part of the investigation they will arrange to meet with you to discuss the above referenced concerns where you will have the opportunity to provide further information pertaining to the matters. You can be accompanied to this meeting by a trade union representative or a work colleague. It is your responsibility to arrange for a companion to accompany you to the meeting. Should you wish not to participate, your complaints/concerns/issues *(delete as appropriate)* raised will be investigated as I have understood them, as referred to above.

I appreciate that this may be an anxious time for you and would like to share with you details of the school's employee counselling service so that you may seek support and assistance if you require. You can contact the service on *(insert contact details)*.

Should you require additional support or adjustments to accommodate a disability, then please let me know so that we can consider this further and make the necessary arrangements.

A copy of the Grievance Policy & Procedure is enclosed for your information.

Yours sincerely,

Headteacher

**Encl. Grievance Policy & Procedure**

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## 16. Appendix 7 - Stage 2: Notification of Formal Grievance Meeting

*(Insert date)*

**PRIVATE & CONFIDENTIAL**

*(Insert employee's name)*

C/o *(Insert school name & address) or (insert home address if not currently at school)*

Dear *(Insert employee's name)*

**RE: Grievance Complaint - Letter/complaint dated *(insert date)***

I am writing to confirm that I have been appointed as the grievance manager to consider your Formal Grievance which was filed with the school on *(insert date)*. This grievance will be considered formally in accordance with Stage 2 of the school's Grievance Policy & Procedure.

As the grievance manager, I would like to meet with you to discuss your grievance and desired outcomes.

Please confirm your availability to attend a meeting on *(insert date and time)* at *(insert location and address)*.

You can be accompanied to this meeting by a trade union representative or a work colleague. It is your responsibility to arrange for a companion to accompany you to the meeting. If your chosen companion is unable to attend the scheduled meeting, you may propose another date and time for the meeting to take place. Any such alternative date must be on or before *(insert a date which must be 5 working days after the original date proposed in this letter)*.

I appreciate that this may be an anxious time for you and would like to share with you details of the school's employee counselling service so that you may seek support and assistance if you require. You can contact the service on *(insert contact details)*.

Should you require additional support or adjustments to accommodate a disability, then please let me know so that we can consider this further and make the necessary arrangements.

A copy of the Grievance Policy & Procedure is enclosed for your information.

Should you have any queries in relation to the above, please do not hesitate to contact me.

Yours sincerely

*(Insert name)*

Commissioning Officer/Grievance Manager

**Encl. Grievance Policy & Procedure**

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## 17. Appendix 8 - Stage 2: Notification of Formal Grievance and Investigation Meeting (to the Subject of the Grievance)

*(Insert date)*

PRIVATE & CONFIDENTIAL

*(Insert employee's name)*

C/o *(Insert school name & address)*

Dear *(Insert employee's name)*

**RE: Grievance Investigation**

I am writing to inform you that the school has received a formal grievance raised against you by *(insert complainant's name and job title)*. **OR** I am writing to inform you that the school has received a formal grievance which features complaints against you by *(insert complainant's name and job title)*.

In summary, the grievance relates to a complaint that *(insert briefly the nature of the complaint against them)*.

You should note that as the grievance manager, I am responsible for investigating the complaint and would therefore like to meet with you as part of the process to discuss the complaint and your response.

Please confirm your availability to attend a meeting on *(insert date and time)* at *(insert location and address)*. You can be accompanied to this meeting by a trade union representative or a work colleague. It is your responsibility to arrange for a companion to accompany you to the meeting. If your chosen companion is unable to attend the scheduled meeting, you may propose another date and time for the meeting to take place. Any such alternative date must be on or before *(insert a date which must be 5 working days after the original date proposed in this letter)*.

I appreciate that this may be an anxious time for you and would like to share with you details of the school's employee counselling service so that you may seek support and assistance if you require. You can contact the service on *(insert contact details)*.

Should you require additional support or adjustments to accommodate a disability, then please let me know so that we can consider this further and make the necessary arrangements.

Finally, I take this opportunity to remind you that this is a confidential matter and you are required to maintain confidentiality at all times in regards to this investigation. You should note that a breach of confidentiality may be subject to disciplinary action.

Should you have any queries in relation to the above, please do not hesitate to contact me.

Yours sincerely

*(Insert name)*

Grievance Manager

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## 18. Appendix 9 - Stage 2: Notification of Investigation Meeting to Witnesses

*(Insert date)*

**PRIVATE & CONFIDENTIAL**

*(Insert witness name)*

C/o *(Insert school name and address)*

Dear *(Insert witness name)*

**RE: Grievance Investigation**

I am writing to inform you that you have been identified as a relevant witness with respect to a grievance investigation that the school is undertaking into complaints brought to its attention. You have been identified as a relevant witness as you may have evidence to give concerning the following:

- *(Insert)*
- *(Insert)*

You should note that as the grievance manager, I am responsible for investigating the complaint and would therefore like to meet with you as part of the process to discuss the complaint and your response.

Please confirm your availability to attend a meeting on *(insert date and time)* at *(insert location and address)*.

Should you require additional support or adjustments to accommodate a disability, then please let me know so that we can consider this further and make the necessary arrangements.

Finally, I take this opportunity to remind you that this is a confidential matter and you are required to maintain confidentiality at all times in regards to this investigation. You should note that a breach of confidentiality may be subject to disciplinary action.

Should you have any queries in relation to the above, please do not hesitate to contact me.

Yours sincerely

*(Insert name)*

Grievance Manager

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## 19. Appendix 10 - Stage 2: Notification of Outcome of Formal Grievance

*(Insert date)*

PRIVATE & CONFIDENTIAL

*(Insert employee's name)*

C/o *(Insert school name & address) or (insert home address if not currently at school)*

Dear *(Insert employee's name)*

### RE: Grievance Investigation – Confirmation of Outcome

I am writing to you following your Stage 2 formal grievance complaint which I have now investigated and considered.

My findings and outcomes with respect to each of your grievance complaints is as follows:

*(List here the complaints, using same headings of complaint as the grievance, and confirm outcome decision with respect to each complaint with reasons i.e. whether the grievance complaint is upheld/not upheld/partially upheld).*

As part of this process, you indicated that your desired outcome was *(insert the desired outcome and your response to this).*

As a result of my outcome decision, the following action\*(s) *\*has been/\*have been/\*will be taken.....(insert details of actions in line with any recommendations or otherwise and their timescales or comments on desired outcomes).*

*(If employee is off sick, insert arrangements for their return-to-work etc).*

If you are not satisfied with the outcome decision and my conclusions, you are entitled to submit a Stage 3 Formal Grievance Appeal. The appeal must be in writing and sent to *(insert name and job title)* within **10 working days** from the date of this notification of outcome. In submitting your appeal, you should provide a written statement detailing the reasons for the appeal, together with any supporting information and a copy of the original grievance. An appeal simply on the grounds that you do not agree with the outcome will not be considered.

The grievance at Stage 3 will be heard by an Appeal Hearing Panel consisting of three school governors not previously involved with the matter in any way.

Yours sincerely

*(Insert name)*

Grievance Manager

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## 20. Appendix 11 - Stage 3: Notification of Grievance Appeal Hearing

*(Insert date)*

PRIVATE & CONFIDENTIAL

*(Insert employee's name)*

C/o *(Insert school name & address) or (insert home address if not currently at school)*

Dear *(Insert employee's name)*

**RE: Stage 3 Grievance Appeal Hearing**

I am writing to confirm that an Appeal Hearing Panel has been appointed to hear your Stage 3 Grievance Appeal which was filed with the school on *(insert date)*.

The Appeal Hearing Panel hearing your appeal will be:

- *(Insert first Panel Governor's name)*
- *(Insert second Panel Governor's name)*
- *(Insert third Panel Governor's name)*.

The Grievance Appeal Hearing will be held on *(insert date and time)* at *(insert location and address)*.

The Stage 2 Grievance Manager, *(Insert name)*, will present their case in response to your grounds for appeal.

The school's HR representative, *(Insert name)*, will be attending in an advisory capacity, advising the Appeal Hearing Panel on the relevant process and procedure.

You are entitled to be accompanied to the meeting by a trade union representative or a work colleague. It is your responsibility to arrange for a companion to accompany you to the hearing. If your chosen companion is unable to attend the scheduled meeting, you may propose another date and time for the appeal hearing to take place. Any such alternative date must be on or before *(insert a date which must be 5 working days after the original date proposed in this letter)*.

Should you require additional support or adjustments to accommodate a disability, then please let me know so that we can consider this further and make the necessary arrangements.

I appreciate that this may be an anxious time for you and would like to share with you details of the school's employee counselling service so that you may seek support and assistance if you require. You can contact the service on *(insert contact details)*.

I enclose copies of the documentation for the Grievance Appeal Hearing which includes a copy of the Grievance Policy & Procedure.

Should you have any queries in relation to the above, please do not hesitate to contact me.

Yours sincerely

*(Insert Name)*

Headteacher/Clerk to the Governing Board

**Encl. Documentation for the Grievance Appeal Hearing (including Grievance Policy & Procedure)**

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## 21. Appendix 12 - Stage 3: Notification of Outcome of Grievance Appeal Hearing

*(Insert date)*

PRIVATE & CONFIDENTIAL

*(Insert employee's name)*

C/o *(Insert school name & address) or (insert home address if not currently at school)*

Dear *(Insert employee's name)*

**RE: Stage 3 Formal Grievance Appeal Hearing Outcome**

I am writing to confirm the decision of the Appeal Hearing Panel for your Stage 3 Grievance Appeal Hearing, which was held on *(insert date)*.

The grounds of your appeal were noted to be:

- *(Insert grounds of appeal)*.

The Appeal Hearing Panel considered the information that was available to them, which included:  
*(Insert brief details corresponding to each point of the grievance appeal)*.

Having considered the information presented, Appeal Hearing Panel's decision is that your grievance appeal *(delete as applicable)*:

- *Is upheld*
- *Is not upheld*
- *Is partially upheld.*

*(Insert brief details of reasons for the outcome, using same headings of complaint as the appeal)*.

As a result of the Appeal Hearing Panel's decision, the following action\*(s) *\*has been/\*have been/\*will be taken.....(insert details of actions in line with any recommendations or otherwise and their timescales or comments on desired outcomes)*.

*(If employee is off sick, arrangements for their return-to-work etc)*.

This concludes the Grievance process. There is no further right of appeal.

Yours sincerely

*(Insert name)*

Chair of Grievance Appeal Hearing Panel

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Policy created: 05/2011

**23 Feb 2026**

Policy has been reviewed and refreshed. Refer to the Schedule of Amendments for full detail. [Schedule of amendments](#)

**05 Feb 2025**

Policy has been reviewed and refreshed. Refer to the Schedule of Amendments for full detail. [Schedule of amendments](#)

**25 Apr 2022**

Policy has been reviewed and refreshed. Refer to the Schedule of Amendments for full detail. [Schedule of amendments](#)

**30 Oct 2019**

Policy has been reviewed and refreshed with new guidance and flowchart added. Refer to the Schedule of Amendments for full detail. [Schedule of amendments](#)