



Brontë Academy Trust
Great schools. Inspirational people. Strong foundations.

Bronte Academy Trust

Staff Grievance Policy & Procedure

Bronte Academy Trust has adopted the PACT HR recommended model procedure as agreed by Trade Unions

- UNISON
- GMB
- NASUWT
- NEU
- NAHT

*ASCL recognises that meaningful consultation took place prior to the adoption and implementation of this policy.

Reviewed By	Approved By	Date of Approval	Version Approved	Next Review Date
DH	Trustees	11 June 2024		11 June 2025
PACTHR / Unions	Trustees	13 May 25		13 May 2026

CONTENTS

Appraisal Policy

Summary of Key Changes
Contents

1 Policy Statement

2 Grievance Form

Appendix 1: Equality Impact Assessment

Appendix 2: Grievance Form

SUMMARY OF KEY CHANGES

1. Removed 'as amended from time to time' from School Standards and Framework Act 1998.
2. Paragraph added to ensure resolutions to any complaint are deliberated appropriately.
3. Clarity regarding working days' notice throughout the procedure and where necessary bringing the notice in line with other PACTHR policies for consistency of application.
4. Headteacher has been extended to CEO's and Executive Leaders.
5. Reference to Committee / School Governing Bodies has been extended to incorporate Trusts and Academies.
6. Reference to grievances against Headteacher / Executive Leaders / Chief Executive Officers being notified to relevant regulatory body as applicable.
7. Case Manager has been updated to read Commissioning Manager for consistency of terminology across other PACTHR policies.
8. Equality Impact Assessment Reference has been added
9. Paragraph numbers have been inserted to paragraphs for transparency purposes
10. The following Appendices have been added to the policy with word versions for adaption available on the PACTHR website within the SLA Client Information Hub.

- Appendix 1: Equality Impact Assessment
- Appendix 2: Employee Grievance Submission Form

1 POLICY STATEMENT

1.1 INTRODUCTION

This policy applies to both members of teaching and support staff employed at Bronte Academy Trust.

The Trustees are committed to ensuring that the employment arrangements in this Trust, meet the highest standards of fairness and statutory entitlements in employment. We seek to build a workplace environment where colleagues are treated fairly and can work with dignity and respect.

The purpose of the Grievance Policy and Procedure is to address employee complaints or cases of conflict in the workplace quickly and effectively. Workplace conflict impacts on employee relationships, motivation and wellbeing within the workforce, which has a negative impact to both employees and the work environment.

Every effort should be made to resolve the grievance as soon as possible at Stage 1 (informal stage) of the procedure with the least possible formality if the nature and circumstances of the grievance allow for this.

All employees have a responsibility to address and resolve grievances within the workplace, informally in the first instance, with the aim of restoring positive working relationships as quickly and efficiently as possible.

The policy and procedure are compliant to the ACAS Code of Practice on Discipline and Grievance.

Where a complaint is received from a parent in relation to the actions of an employee, the Parental Complaints Procedure should be used.

1.2 EQUALITY IMPACT ASSESSMENT

All Schools, Academies and Trusts must ensure that all strategies, policies, service and functions, both current and proposed have considered equality, diversity and inclusion. It is recommended that an Equality Impact Assessment (EIA) form is used in conjunction with PACTHR Policies. An EIA template is attached to this policy, or a Microsoft Word version for adaptation can be found on the PACTHR website located within the SLA Client Information Hub.

1.3 GENERAL PRINCIPLES

This procedure applies to all staff employed in the Trust. In respect of whom the responsibility for seeking redress of any complaint – except those matters which are subject to separate procedures e.g. flexible working – is under the control of the Trustees under the School Standards and Framework Act 1998.

Complaints made under this procedure should be made within **30 working days** of the last action complained of. Where there are medical reasons for a delay in making the complaint the 30-day period may be extended where it is reasonable to do so.

If a grievance is lodged outside the time specified, the employee will have no right to proceed through the formal procedure unless the Trust decides at its discretion that there are exceptional circumstances for the delay in submitting the grievance.

Employees should only raise grievances in good faith and where they do so, they should not be subjected to any detrimental treatment as a result of raising the grievance.

There is no intention to deter any genuine grievance being raised, but the procedure must not be used inappropriately. When a grievance is apparently vexatious, malicious or misconceived or when grievances repeat or duplicate complaints which have already been raised and/or resolved or where an employee has refused to co-operate with the requirements of this Procedure then the Trust should seek further advice from their PACTHR Business Partner before responding to the grievance. Any decision to exclude a grievance or part of a grievance will be notified to the employee in writing stating the reasons why. When an employee makes allegations other than in good faith or which are reasonably believed to be false, or amount to harassment of another employee, the Trust may decide to invoke the disciplinary procedure.

The employee must make all attempts to resolve the grievance at the earliest opportunity with their line manager at Stage 1 (Informal) of the procedure.

When raising a grievance, employees should state what they are seeking as a preferred outcome or remedy to the grievance. This provides a framework for discussion and clarity about remedies available under the procedure.

Issues that may cause grievances include:

- Terms and Conditions of Employment
- Health and Safety
- Work Relations
- Bullying / Harassment or Discrimination*
- New Working Practices
- Working Environment
- Organisational Change

Discrimination* may be characterised as:

Any less favourable treatment or victimisation of an employee which is unlawful under the Equality Act and other legislation, including the following:

- Gender
- Race
- Disability
- Sexual Orientation
- Transgender Status
- Religion or Belief
- Age
- Membership or non-membership of a trade union
- Involvement in trade union activities
- Status as an ex-offender
- Status as part time or fixed term worker

Bullying and Harassment:

ACAS states that the terms bullying and harassment are often used interchangeably, however, they provide the following definitions for clarity:

Bullying is:

“Offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient”.

Harassment is:

“Unwanted conduct affecting the dignity of men and women in the workplace. It may be related to age, sex, disability, religion, sexual orientations, nationality, or any personal characteristic of the individual, and may be persistent or an isolated incident. The key is that the actions or comments are viewed as demeaning and unacceptable to the recipient”

‘Bullying or harassment may be by an individual against an individual (perhaps by someone in a position of authority such as a manager or supervisor) 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’.

1.4 RESPONSIBILITIES UNDER THIS POLICY AND PROCEDURE

1.4.1 Management

Managers should be aware that in law an employer may be held responsible for the actions of its employees regardless of knowledge of those actions. It is, therefore essential that the Trust takes appropriate measures to ensure that bullying, harassment or discrimination do not occur.

All meetings and proceedings should be confidential at all stages of the grievance procedure.

It is the responsibility of Managers to:

- Make all members of staff aware of the policy and ensure their compliance
- Deal with all issues in a timely, serious and sensitive manner with due consideration
- Maintain confidentiality when dealing with cases and ensure that a written record is kept of all informal and formal meetings and discussions
- Make every effort to resolve complaints informally by discussion between the individual member of staff and the appropriate level of management. The resolution of employee complaints should form part of everyday informal managerial action
- In considering evidence relating to a complaint, the Management Representative will apply the “balance of probabilities” standard of proof
- Ensure resolutions to any complaint are deliberated appropriately

1.4.2 Employees

Each individual is responsible for their own actions whilst at work. It is the responsibility of all employees to:

- Be mindful of their own behaviour and treat others with dignity and respect
- Try to resolve problems informally by discussion with colleagues and / or management
- Report incidents of harassment or bullying either personally experienced or witnessed, immediately to the appropriate line manager
- Where possible make written notes (this is advisable and should include dates and names of any witnesses etc) of incidents, harassment or bullying experienced or witnessed
- Ensure confidentiality is maintained at all times

1.5 RIGHT TO BE ACCOMPANIED

Throughout the process, both the complainant and the person whom the complaint has been made against may be accompanied, for example, by a recognised trade union representative or by a work colleague not involved in the complaint.

At a hearing or appeal the complainant may be represented by up to two trade union representatives or a work colleague. In exceptional cases, dealing with sensitive matters or where the witness may feel intimidated, they may be accompanied by a trade union representative or work colleague. However, this should not be a person who has a conflict of interest. Trade union representatives cannot play the dual role of representing the person whom the complaint is made against, witnesses and/or the complainant in the same case.

It is good practice for a mutually agreed time to be arranged for meetings where a member of staff requires the presence of their trade union representative.

1.6 CIRCUMSTANCES WHEN GRIEVANCES WILL NOT NORMALLY BE ACCEPTED

Performance concerns, will in the first instance, be managed within the scope of the Appraisal Policy. Where attempts to redress performance are unsuccessful, the process will transition to the Capability Policy. Transitioning to capability will not ordinarily take place until all avenues within the appraisal policy are exhausted except in extenuating circumstances.

- Where the grievance affects more than one employee please refer to Section 1.8 Complaints of a similar nature
- Where the grievance is about a decision made through an agreed procedure where a right of appeal exists within that procedure (Regrading of Roles; Discipline; Capability; Assimilation; Redundancy etc)
- Where the grievance is in relation to an element that is not within the manager's control such as complaints relating to statutory adjustments to pay and allowances, for example income tax, national insurance and pensions, policies, collective agreements or conditions of service
- Where the grievance is about an event or decision more than 30 working days old. However, an employee may refer to earlier issues if the matter relates to a repeated pattern of behaviour and the issues support the grievance. Extension of this time limit will only be agreed where management accept that it was not reasonably practicable for the employee to have lodged the

grievance in time. An aggrieved employee should submit their grievance as soon as is practical. The longer the time that elapses, the more difficult it will be for the line manager or any subsequent management investigation to establish the detail of what has happened and why. Almost inevitably people will have poorer recollection of events with the passage of time. Even where records exist, people may be less likely to recall why certain decisions or actions were taken, making it difficult to conclude whether a grievance should be upheld.

- Where the grievance is about a decision which the employee has already complained about, and which has previously been investigated. Once a resolution process is completed, or the employee withdraws the grievance (or chooses not to proceed to the next stage) then the matter is closed.
- Where the grievance is against those other than the decision maker for example where the employee was acting in an advisory capacity i.e. Legal / HR / Finance staff.

1.7 COUNTER COMPLAINTS

All employees have a contractual right to raise a grievance under the Grievance Procedure. This means that there can be occasions where “counter complaints” are raised i.e. where an employee who is the subject of the grievance raises a grievance about the “complainant” Such grievances must be dealt with in the same way as the original grievance. “Counter Complaints” should not be put on hold until the original grievance has been resolved, unless the “Counter “Complainant” agrees to that course of action. Given that the “Counter Complaint” will usually cover the same issues albeit from a different viewpoint, it may be appropriate to have one investigation into both matters. In addition, it is usually appropriate for the same manager to progress all matters in relation to the complaint.

1.8 COMPLAINTS OF A SIMILAR NATURE/COLLECTIVE GRIEVANCES

Where more than one member of staff has lodged a complaint relating to the same or substantially the same issue, the Trust may deal with the complaints together in the interest of fair and consistent decision making. The trade union may initiate a collective grievance on behalf of more than one named employee where the issues are the same.

1.9 OVERLAPPING COMPLAINTS OF OTHER HR PROCEDURES

The raising of a grievance under this procedure will not necessarily delay the progression of any stage of any other procedure. If an employee wishes to raise a grievance in relation to the application of the Disciplinary, Capability or other procedure, the grievance will be considered, and a decision will be made by the Trust as to the order in which each matter proceeds under the relevant procedure or whether all issues should be dealt with concurrently.

1.10 WHERE AN EMPLOYEE LEAVES

When an employee resigns their position consideration should be given as to whether it is reasonably practicable to conclude the grievance. Consideration will need to be given to the remedy outlined at the outset and whether any remedy is possible once the employee has left employment. The Trust may use its discretion to continue with any investigation where the complainant resigns, and serious concerns remain.

2 GRIEVANCE PROCEDURE

2.1 INTRODUCTION

The Grievance Procedure should allow for disputes and concerns to be resolved effectively and quickly for the best interests of all individuals involved.

The first stage of a grievance process should start informally to allow an employer to quickly respond to the employee's concern.

2.2 STAGE 1 - INFORMAL

2.2.1 How to raise a grievance:

An employee with a grievance must start by discussing it with their line manager at the earliest opportunity. This can often lead to a speedy resolution of the problem and is likely to be less damaging to working relationships.

A grievance will not progress to Stage 2 until Stage 1 has been attempted.

In exceptional circumstances the line manager may decide at Stage 1 that the issue is of such obvious seriousness and concern that it is inappropriate for it to be dealt with informally and a management investigation is required.

2.2.2 Who to raise a grievance to:

Complaint against the employee's line manager

If the complaint is about the employee's line manager and the employee feels unable to raise their concern with them then the grievance should be realised with the next layer of management or the CEO / Chair of Trustees, i.e. the line manager of whom the grievance is against.

Fellow employee or working relationships between individuals

If the grievance is about a fellow employee or working relationships between individuals, then the employees and their line manager should seek to resolve the issue through discussion and reconciliation between the parties wherever this is appropriate and possible with the agreement of all parties.

Complaint against a Senior Leader (Executive Headteacher, Headteacher, or member of the Executive Leadership Team)

An employee who wishes to make a complaint against a Senior Leader should submit the complaint to either the CEO or the Chair of Trustees depending on the Trust structure i.e. the line manager of the employee the allegations are made against.

Complaint against a Chief Executive Officer

An employee who wishes to make a complaint against the Chief Executive Officer should submit the complaint to the Chair of Trustees.

Allegations against Members of the Governing Body / Board of Trustees

Please contact your PACTHR Business Partner before taking any action when an allegation is made against the Governing Body / Board of Trustees to ensure that advice is sought for compliance against the relevant regulatory body depending on whether you are a school or a Trust.

2.2.3 Informal Resolution

Methods of Alternative Dispute Resolution should be explored prior to invoking formal procedures. Any resolution sought in this manner will require an acceptance of the investigation outcome by all involved parties. Methods may include a “lessons learned” process, mediation or negotiation.

Mediation is a voluntary process where the mediator helps two or more people in dispute to attempt to reach an agreement without recourse to the formal procedures. Mediation should be undertaken by a neutral third person who is trained in mediation techniques. Mediation, where it is successful, can produce quicker and more satisfactory results for the parties involved and may reduce the damage caused to working relationships and the health and wellbeing of both parties. Employees may be offered mediation at any stage of the complaint process. Equally, either party or their trade union representatives may make this suggestion.

Even if mediation is not initially agreed by the parties, the offer of a mediated process can be re-offered as the case progresses.

Mediation may be used for:

- Resolving conflict between colleagues of a similar job or grade, or between a member of staff and their line manager
- Rebuilding relationships after a formal dispute has been resolved
- Addressing personality clashes, communication problems and bullying and harassment

The details of discussions within mediation processes are confidential to the parties involved.

For advice on arranging mediation or for further details on the mediation process, please contact your PACTHR Business Partner or visit the PACTHR Website:

2.3 STAGE 2 - FORMAL

2.3.1 Escalation to Stage 2

If it has not been possible to resolve a complaint informally and all options have been explored, employees should raise the matter formally within **10 working days** of the completion of Stage 1 (informal) to a Senior Leader of the Trust or the Chair of Governors / Trustees or an alternative leader in line with the Trust's Scheme of Delegation.

The Grievance must be made in writing and should include the details as referenced below.

If a grievance is lodged in writing, but no attempt has been made to resolve it informally, it will normally be referred back to Stage 1 (informal)

2.3.2 Details of the Complaint

The complaint should give a detailed account of what is alleged to have occurred, who was involved, detail any witnesses and state when the events happened. The complainant should also state what outcome they are seeking from their complaint.

Details of the complaint will be provided to the person complained against. They may respond in writing to person who is dealing with the Grievance.

If the complaint refers to other persons, then these elements of the complaint will be removed to preserve confidentiality. Only in exceptional circumstances will the complaint be withheld. Where this is being considered, advice should be sought from your PACTHR Business Partner and discussed with the relevant trade union representative. This should be dealt with sensitively.

Should an investigation be necessary then the timescales for arranging a feedback meeting may vary. To minimise employee stress and to facilitate the efficient running of the school all attempts will be made to complete the process in a timely manner.

2.3.3 The Commissioning Manager

A Commissioning Manager – also known as a Case manager – should be appointed to handle the complaint. If the complaint is against a line manager and the employee's colleague(s) then a school leader can be appointed as the Commissioning Manager. For complaints against the CEO, Executive Headteacher, Headteacher or Executive Leader, this may be a member of the Trust's Board of Trustees.

Care should be taken that the person who is to be the Commissioning Manager has no direct interest in the outcome of the case and is not a witness to any of the events which the employee has complained about.

The Commissioning Manager's role is to:

- Acknowledge the complaint in writing, normally within **5 working days** of receipt
- Manage the case in accordance with procedural requirements
- Offer mediation or other form of alternative dispute resolution and arrange this, if not tried previously
- Commission another appropriate person to undertake this role, for further advice please contact your HR Business Partner

- Present the findings of the investigation to the complainant and subsequently to the person complained against
- Arrange for any necessary meetings
- Arrange support for both the aggrieved employee and the employees who the complaint is against. This could be in the form of:
 - PACT HRBP assigned as independent support person
 - Completion of a Stress Management Action Plan
 - Referral to Employee Health and Well-being Unit including Counselling

2.3.4 The Investigation

The Commissioning Manager will establish the basic facts of the case through either conducting any investigation themselves or through an investigation conducted by an Independent Investigating Officer. Where the matter is not complicated it may be resolved by mutual agreement or mediation, if not tried previously.

More complex or legally sensitive cases are likely to require a more detailed investigation. Should the Commissioning Manager decide that a more detailed investigation is required then an Investigating Officer may be appointed. The Investigating Officer may be an appropriate Manager or Member of the Governing Body / Board of Trustees; or the Trust may decide to appoint an Independent External Investigator in the interests of fairness or capacity.

The Investigating Officer's role is to:

- Interview the complainant, any witnesses and the person complained against
- Establish the facts of the case
- Submit a written report setting out the findings of the investigation to the Commissioning Manager
- Present the findings at any Feedback Meeting, or commission another appropriate person to undertake this role

The Commissioning Manager will decide on the relevant course of action depending upon the findings of the investigation.

In some cases, it may be appropriate to suspend the person whom the complaint is made against in order to conduct the investigation. Please refer to the PACTHR Disciplinary Policy and Procedure regarding suspension. Advice should be sought from your PACTHR Business Partner before any action is taken.

2.3.5 FEEDBACK MEETING

Once the investigation has been completed the Commissioning Manager should arrange a meeting with the complainant to give feedback on the findings. Where possible this should be done as part of a face-to-face meeting, however, in more complex cases, this may be best achieved through clear written feedback from the Commissioning Manager.

If the Commissioning Manager is not the Investigating Officer, then the Investigating Officer may also be present at the Feedback Meeting.

The complainant can be accompanied by up to two trade union representatives or a work colleague, not involved in the case.

Where a complaint has been made against another member of staff, a meeting should then be arranged with that employee in order to provide them with feedback on the investigation. The employee whom the complaint is made against may also be accompanied by a trade union representative or a work colleague, not involved in the case.

The meeting with both complainant and the complained against will normally be held consecutively.

If the findings of the investigation support the complaint, then the Commissioning Manager will inform the employee of this.

If the findings of the investigation do not support the complaints made by the employee because there is contrary evidence, or if there is insufficient evidence to support the complaints, then the employee can be given this information and advised that they can appeal the decision, refer to section 2.4.

Where there is reason to believe that the employee has been treated inappropriately or if there is evidence that the employee has been bullied, harassed or discriminated against, then the Commissioning Manager may suggest that management action should be considered, using the Trust's Disciplinary Policy and Procedure where appropriate.

2.3.6 The Decision

There are three possible outcomes of Stage 2 (Formal Stage):

1 Complaint Not Upheld

The Commissioning Manager may conclude that the complaint is not upheld because the behaviour complained of did not occur or because there is insufficient evidence to support the complaint. If in such cases, the Commissioning Manager is satisfied that the complainant's distress is genuine and/or that there has been a serious breakdown in relationships the Trust will offer support to the colleagues in the restoration of their working relationship through mediation or other methods as appropriate. For example, counselling, managing difficult conversations or resilience training and refresher training.

2 Complaint Upheld

The Commissioning Manager may decide that the complaint is fully proven on the balance of probabilities. If so, consideration should be given to appropriate actions to prevent reoccurrence of the matters complained of. Disciplinary action may also be recommended in appropriate circumstances.

3 Complaint Partly Upheld

The Commissioning Manager may decide that the complaint is partly proven on the balance of probabilities. In this case consideration should be given to appropriate actions to prevent reoccurrence of the matters that were upheld. Disciplinary action may be recommended in appropriate circumstances.

The Complainant should be informed of the outcome in writing

The reasons for the outcome should be included as part of the response. If the complaint is not upheld at the feedback meeting the employee must be informed of the right to take the complaint to Stage 3 of the procedure, the Appeal Stage.

2.4 STAGE 3 – APPEAL

2.4.1 Escalation to Stage 3 Appeal

If the complainant remains unsatisfied with the decision from the feedback meeting, they should notify the Governance Professional within **10 working days** of the receipt of the decision letter of their decision to appeal.

The complainant must give specific reasons as to why they are dissatisfied with the outcome.

An appeal can be made on the following grounds:

- The outcome does not reflect the desired remedy initially outlined
- Perceived unfairness of the decision and why the employee felt this
- Disputing the facts of the case including new evidence coming to light
- Procedural non-compliance

2.4.2 Appeals Panel

The Appeals Panel will hear the appeal

The Panel will be convened by the Governance Professional. The Panel will comprise of Governing Body Members / Board of Trustees who have not previously been involved at Stage 2 in line with the Trust Scheme of Delegation for HR matters.

A different PACTHR Business Partner will be present to advise the Appeals Panel that was present at the Feedback Meeting. The Appeal will take place as soon as is reasonably practicable.

2.4.3 Appeals Hearing

The employee will present their case to the Appeals Panel and the Commissioning Manager will be present to respond on behalf of the Trust.

The employee will be given an opportunity to be represented by up to two trade union representatives or a work colleague not involved in the case.

If possible, the Chair of the Appeals Panel may be able to give a verbal decision after the Appeal Hearing. The decision will be confirmed in writing normally within **five working days** of the Appeals Hearing.

The decision will be final, there is no further right of appeal through the procedure.

2.5 SUPPORT FOLLOWING THE GRIEVANCE PROCESS

2.5.1 Restoring Working Relationships

Whatever the outcome of a complaint, it is management's responsibility to re-establish effective working relationships amongst the employees involved. The employee has a responsibility to co-operate to achieve this. The Trust may seek agreement from both the complainant and the person whom the complaint has been made against for the case to be referred to mediation to support working relationships moving forward.

2.5.2 Employee Health and Wellbeing Support

The Trust has a duty of care to all parties involved in the case and should recognise that the process may be stressful and have an impact on the health and wellbeing of all parties. It is advised to seek Occupational Health Support via the PACTHR Business Partner and employees involved in the grievance should be signposted to details of support available through this service.

The Trust will explore making reasonable adjustments to the Grievance Policy and Procedure where any of the employees involved disclose, or have previously disclosed, a mental health condition. This may include allowing the employee to be accompanied at a meeting by someone who has an understanding of their condition, or is a friend or family member, allowing for regular breaks during longer meetings and/or arranging for the meeting to take place at a neutral venue outside of the normal working environment.

MONITORING AND REVIEW

The Grievance Policy & Procedure will be reviewed annually

Responsibility for reviewing the procedure belongs to the board of Trustees.

This Grievance Policy & Procedure was reviewed and formally adopted by Bronte Academy Trust on:

.....13 May 2025.....



.....Signed Chair of Trustees



.....Signed Chief Executive Officer

APPENDIX 1: EQUALITY IMPACT ASSESSMENT

A word version for adaptation of this Appendix is available on the PACT HR Website: HR Business Partnering: Advice and Guidance Section.

Introduction

All Schools, Academies and Trusts need to ensure that all strategies, policies, service and functions, both current and proposed have considered equality, diversity and inclusion. The below is a recommended Equality Impact Assessment (EIA) Form for use in conjunction with PACT HR Policies. For further advice regarding the completion of this form, please contact your named PACT HR Business Partner.

Assessment

School Name:	
Policy Name:	
Name of staff member conducting assessment:	
Date of assessment:	
Reason for assessment: (what are you aiming to do?)	

Main Stakeholders/Beneficiaries: (e.g., Staff; Pupils; Governors; Trustees)

Will the proposed policy/project/ strategy etc. impact on equality groups?	
What information / data do you have? What further information do you need? What cross-strand issues do you need to consider? Please include any actual or potential impacts on stakeholders (e.g., Staff; Pupils; Governors; Trustees,)	
Race	
Sex	
Age	
Disability	
Pregnancy and Maternity	
Gender Reassignment	
Marriage and civil partnership	
Religion or Belief	
Sexual Orientation	

Improvement Plan

The Improvement Plan needs to outline actions you propose to take to mitigate actual or potential negative impacts.

Issues Identified	Action Required	Lead	Timescale	Comments

Governance, ownership and approval

Please state here who has approved the actions and outcomes of the assessment (add rows as required)		
Name	Job title	Date

Publishing

This document will act as evidence that due regard to equality and diversity has been given. For record keeping purposes a copy will be kept on file with a copy of the policy and one with the Governing Body / Board of Trustees approval.	
Date screening completed:	
Date agreed: Governors Body / Board of Trustees	

APPENDIX 2: GRIEVANCE FORM

Employee Grievance Form

This form may be used to assist in the submission of a grievance. Please complete in as much detail as possible and retain a copy for your records. The fully completed form must be returned to your Line Manager

Your Name:	
Your job title:	
School/Academy/Trust:	
Your line manager or Headteacher:	
Date of incident(s):	

Please provide a full summary of your grievance. Explain the issue you want to resolve.

[Use additional sheets as necessary]

Please provide a summary of any action already taken in relation to the grievance. What have you done so far to resolve the matter, and who has been involved. For example, has mediation been considered?

[Expand box / Use additional sheets as necessary]

Please indicate what remedy you are seeking to your grievance / how would you like things to be in the future?

[Expand box / Use additional sheets as necessary]

Relevant details of your grievance will need to be disclosed to colleagues affected.

Trade Union Representative or a fellow employee's details supporting you through this process.

Name:

Role:

Contact Details:

Submission:

Signature of Employee:

Print Name:

Date:

Office Use Only:

Date Received:

Name: