



Grievance Policy and Procedure

Formally adopted by the Governors of:-	Windmill Federation
On:-	December 2025
Chair of Governors:-	Louise Cousins
Last updated:-	December 2025
Next review date :-	February 2028
Consulted with recognised trade unions	November 2025

Contents

1. Introduction and Scope	
2. Equalities and Support	
3. Principles	
4. Legal Requirements	
5. Covert Recordings	
6. The Informal Procedure and Mediation	
7. Using Mediation to Resolve a Grievance	
8. Cases Unsuitable for Mediation	
9. The Formal Procedure	
9.1 Step 1 – Statement of Grievance, Response and Investigation	
9.2 Step 2 – Meeting	
9.3 Step 3 – Confirmation of Outcome	
9.4 Step 4 – Appeal	
10. Overlapping Procedures	
11. Record Keeping	
12. Data Protection	
Appendix 1 – Grievance Statement	
Appendix 2 – Collective Grievance Statement	
Appendix 3 – Grievance Statement – Appeal Against Decision of Grievance Committee	

We, the Governing Board, have adopted this policy and procedure.

1. Introduction and Scope

- 1.1 Grievances are concerns, problems or complaints that employees raise with their employer. The Federation aims to have an open policy for communication and consultation so that problems and concerns can be raised and settled as a matter of course.
 - 1.2 Grievances include reports of any form of discrimination, bullying and harassment¹.
 - 1.3 Grievances relating to discrimination, harassment and bullying will follow the grievance procedure but take into account the Discrimination, bullying and harassment policy.
 - 1.4 Grievances relating to pay should be dealt with under the Pay and Performance Management Appeal Procedure.
 - 1.5 The grievance procedure contained in this document applies to all current employees. There is no legal requirement for an employer to consider grievances from ex-employees.
 - 1.6 This procedure should only be used by a single individual or where two or more employees have an identical grievance and want to raise the matter together under the same grievance procedure. Where this occurs, it will be dealt with as a collective grievance.
 - 1.7 Those employees raising a collective grievance must agree to engage in one process and should nominate one person (the spokesperson) to represent them during the process. Those raising the grievance should consider that only one Trade Union representative (that of the spokesperson) will be invited to take part in any meetings or hearings. A collective grievance will follow the same process as outlined in the procedure below, with one meeting taking place to represent all those involved in the collective grievance at each stage. Where a collective grievance is raised, reference to employee in this document should be read as employees. If all employees do not voluntarily agree to this arrangement, or if the grievances are not identical, then the grievances will be dealt with on an individual basis.
 - 1.8 Grievances will be dealt with in a confidential manner minimising the number of people involved. Confidentiality will be maintained during and after the grievance procedure. However, there may be instances when this is not possible and this will be made clear to the complainant(s) or any witnesses providing statements at the time, for example;
 - the Executive Headteacher may judge the risk to the individual(s) concerned and/or the school as unacceptable,
 - it may not be appropriate that the details of any management action resulting from disciplinary procedure are reported back to the complainant.
- If witnesses are involved in giving evidence, they will be offered support up to and including protection of identity in some circumstances.
- 1.9 If an employee wishes to raise an issue in confidence concerning unethical, illegal or improper conduct without fear of victimisation, subsequent discrimination or disadvantage, the Whistleblowing Policy and Procedure may be more appropriate.

¹ Harassment is any unwanted conduct, physical or non-physical, affecting the dignity of employees in the workplace.

2. Equalities and Support

- 2.1 The Executive Headteacher will ensure that all reasonable adjustments or supportive measures are considered to allow equality of access and opportunity regardless of age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; or sexual orientation.
- 2.2 Through the implementation of this policy, the Federation will be mindful of their obligation to seek to maintain and protect the mental health and wellbeing of all employees as far as is reasonably practicable.
- 2.3 According to ACAS it is estimated one in seven people are neurodivergent, meaning that the brain functions, learns and processes information uniquely. Where an employee discloses neurodiversity, the Federation understand the employee may require extra support in relation to the application of this policy. Where reasonable adjustments are necessary and can be accommodated, the Executive Headteacher will support these.
- 2.4 Throughout this procedure reference to companion means trade union representative or work colleague and through the formal procedure, the right exists for the employee to be supported in that way. Where an employee discloses a mental health issue which could be a disability, efforts will be made to seek to agree with the employee and reasonable adjustments to the procedure. This could include allowing the employee to be supported by an individual who does not meet the statutory definition of a companion but does understand the individual's condition and its effects, and/or; having regular breaks during longer grievance meetings, and/or; holding the meeting at a neutral venue.
- 2.5 The Federation will seek advice from the HR provider when applying this policy.

3. Principles

- 3.1 Employees will aim to settle most grievances informally wherever possible. Before moving to the formal grievance procedure, the employee and the respondent will be asked to first consider using a mediator to help resolve the problem (where this is deemed appropriate).
- 3.2 All parties will raise and deal with issues promptly and will not unreasonably delay meetings, decisions or confirmation of those decisions.
- 3.3 Employees are entitled to be accompanied by a companion (defined as "a trade union representative or work colleague") at any formal meeting.
- 3.4 Employees are entitled to appeal against any decision made at the formal stage (paragraph 9.8, step 4 in the procedure below).
- 3.5 The Federation will keep written records of all grievances.
- 3.6 Any manager responsible for considering and resolving grievances may seek guidance from external advisers when applying this policy.

4. Legal Requirements

- 4.1 This policy and procedure follows the best practice outlined in the ACAS Code of Practice on handling disciplinary and grievance procedures and the ACAS guide to handling discipline and grievances at work.

- 4.2 Any Statement of Employment Particulars issued to employees will contain a paragraph which confirms the Federation's obligation to provide a grievance procedure. The procedure contained in this document states to whom any grievance should be addressed. The Federation, through effective induction, will ensure employees know how to access the grievance procedure.
- 4.3 The Federation recognises that employees have a statutory right to be accompanied by a companion of their choice – a colleague or trade union representative – at any formal grievance meeting and related appeal hearing.

5. Covert Recordings

- 5.1 The Federation believes that the covert recordings (audio or video) of workplace meetings undermines trust between individuals.
- 5.2 The covert recording of any meetings or proceedings, including disciplinary and grievance hearings and appeals, by an employee potentially constitutes an act of gross misconduct. It features in the list of non-exhaustive acts of gross misconduct in the guidelines on conduct document. Without sufficient mitigation, the covert recording by an employee of colleagues in such a meeting may lead to the employee's summary dismissal.
- 5.3 Affected employees will be informed of this policy position before any disciplinary, grievance or capability meeting.
- 5.4 Similarly, no covert recording of the deliberations of a panel at the end of any hearing may be made. This would also potentially constitute an act of gross misconduct likely to lead to summary dismissal.
- 5.5 In some circumstances, it may be appropriate for a meeting to be recorded but in these cases, there must be written agreement between the manager leading the discussion and the affected employee. Consent will need to be obtained by all persons who will be included in the recording. The parties will then be under an obligation to ensure that all recordings are processed, securely stored and used in a manner consistent with the Data Protection Act 2018.

6. The Informal Procedure and Mediation

- 6.1 If an employee has a grievance² to do with work, they should first attempt to resolve the issue informally. This would normally be through an informal discussion with their line manager or other individual who the grievance relates to. In most cases, it should be possible for the employee to make direct contact with their line manager, to make them aware of the problem and to seek to agree a solution informally.
- 6.2 In cases of discrimination, bullying and harassment, it may be possible for the employee to explain to the other person that the behaviour in question is not welcome, that it offends them or makes them uncomfortable. Alternatively, if this personal approach is too difficult, they could consider putting it in writing to the individual concerned. The Discrimination, bullying and harassment policy must be read in conjunction with any bullying and harassment related grievances.

By their nature, discrimination, bullying and/or harassment may make the employee feel embarrassed, worried about damaging their reputation or the working environment, fearful of not being taken seriously and concerned about subsequent

² This includes discrimination, bullying and harassment complaints between employees

reprisals. In these situations, a management representative or a Trade Union Representative can make the initial approach.

- 6.3 If the employee cannot resolve their grievance through this informal approach, the next step is to notify the appropriate line manager that they wish for their grievance to be discussed at an informal grievance meeting.
- 6.4 Where an employee discloses a mental health issue, which could be a disability, reasonable adjustments will be made to the procedure. This could be allowing a companion that does not meet the statutory definition of a companion, but is someone who understands the individual's condition and its effects or; having regular breaks during longer grievance meetings or; holding the meeting at a neutral venue or suggest the employee seeks advice from their GP. In some cases, help may need to be sought from Occupational Health, with the agreement of the employee, to determine how the grievance procedure can continue fairly. Advice will be sought from the HR provider in these situations.
- 6.5 Subject to 6.8 below, the line manager will arrange an informal grievance meeting at which any concerns are raised and examined through discussion. The employee can be accompanied or represented at this meeting by a companion (a work colleague or trade union representative).
- 6.6 At the informal meeting, the employee should outline clearly their own view of the problem and explain to the line manager what they would consider to be a suitable resolution to the matter.
- 6.7 After the informal meeting, the line manager should give a reply, verbally, as soon as possible. The initial response will be given within five working days, but further discussion may be needed to resolve the problem.
- 6.8 In some circumstances, the immediate line manager does not have the authority to resolve the grievance, and they may need to refer it directly to their Executive Headteacher, depending on the nature of the grievance and the individuals involved. The Executive Headteacher will identify an individual to act as 'line manager' for the purposes of seeking informal resolution.
- 6.9 Flexibility around timescales is often appropriate when trying to resolve informal grievances, particularly where it concerns interpersonal conflict between two or more employees.
- 6.10 If the employee is not satisfied with the line manager's reply, they should talk to their Executive Headteacher if they wish to progress their grievance to the formal stage of this procedure.
- 6.11 If the grievance relates to the Executive Headteacher and the employee is not satisfied with the reply at this informal stage, or if the employee feels unable to discuss their grievance informally with their Executive Headteacher, the employee should contact the Chair of Governors. The Chair of Governors will notify West Norfolk Academies Trust (WNAT). The procedure at this point and moving forward will involve both the Chair of Governors and the Trust in finding a resolution.
- 6.12 If an employee (other than the Executive Headteacher) has a grievance against a Governor, the employee should raise the matter initially with their Executive Headteacher who will discuss it with the Chair of Governors. The Executive Headteacher will liaise with the Chair of Governors to agree a mechanism for informal resolution. If an employee has a grievance against the Chair of Governors, the

Executive Headteacher will seek to agree a mechanism for informal resolution using a nominated governor (potentially the Vice-Chair of Governors).

- 6.13 If the Executive Headteacher has a grievance against a Governor, they should raise the matter with the Chair of Governors and WNAT. If the grievance is against the Chair of Governors, the Executive Headteacher should raise their grievance with WNAT who will have responsibility for agreeing a mechanism for seeking informal resolution in association with the Vice Chair of Governors (or nominated governor).
- 6.14 Where an informal approach is enough to resolve the immediate problem, the employee should keep a note of what happened, including any witnesses, and how their issue was resolved. Similarly, where the Executive Headteacher or another management representative is involved in resolving the problem, proper notes must be kept in order to document the action taken.
- 6.15 Where the employee approaches a work colleague for support, it is important to respect the fact that this person may not wish to become involved. In such circumstances, the employee may consider contacting their trade union representative to see advice and informal assistance.

7. Using Mediation to Resolve a Grievance

- 7.1 An independent third party or mediator can sometimes help resolve grievance issues. Mediation is a voluntary process where the mediator helps two or more people in dispute to attempt to reach an agreement. Any agreement comes from those in dispute, not from the mediator. The mediator is not there to judge, to say one person is right and the other wrong, or to tell those involved in the mediation what they should do. The mediator is in charge of the process of seeking to resolve the problem but not the outcome.
- 7.2 A mediator does not have to be someone specially trained for the task, but they should have the necessary skills to facilitate a discussion between two people who may have different views about a situation. Mediators may be employees from within the Federation, the HR provider or from an external mediation provider.
- 7.3 There are no hard-and-fast rules for when mediation is appropriate but it can be used:
- for conflict involving colleagues of a similar job or grade, or between an employee and their line manager;
 - at any stage in the conflict as long as any ongoing formal procedures are put in abeyance, or where mediation is included as a stage in the procedures themselves;
 - to rebuild relationships after a formal dispute has been resolved;
 - to address a range of issues, including relationship breakdown, personality clashes, communication problems, discrimination, bullying or harassment.
- 7.4 Where mediation is used, the individual convening the mediation meeting should make a record of the alleged incident and the outcome of the meeting. To indicate agreement with the outcome, all parties should sign the record. This will remain confidential to the signatories.

8. Cases Unsuitable for Mediation

- 8.1 Mediation may not be suitable 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.
- 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.

9. The Formal Procedure

- 9.1 If the grievance has not been able to be resolved informally, including through mediation, or it is not appropriate to resolve the problem informally, either because the complainant regards attempts at informal resolution as inappropriate because of the serious nature of the complaint or where informal attempts at resolution have failed, the issue should move to the formal stage to be resolved.

The employee who has raised the grievance should, without unreasonable delay, prepare a written statement of the grievance and submit this in line with the following table:

Complainant	Grievance Officer	Appeal Officer
Non-teaching staff or teaching staff	Line Manager	Executive Headteacher
Non-teaching staff or teaching staff (where line manager is the Executive Headteacher)	Executive Headteacher	Chair of Governors
Executive Headteacher	Chair of Governors in association with WNAT	Governor Appeal Committee in association with WNAT

- 9.2 Where the identified Grievance Officer has been involved in attempts to resolve the issue informally to the extent that taking the role of Grievance Officer would not be deemed appropriate, the role of Grievance Officer will be passed to the Executive Headteacher or Chair of Governors (or nominated governor), as appropriate. Where there is a formal complaint by the Executive Headteacher against the Chair of Governors the Grievance Officer will be appointed by governors in association with WNAT.
- 9.3 The Statement of Grievance should explain the nature of the grievance, including details of what the employee has done to try and resolve the matter informally, and what they would consider to be a satisfactory outcome to the matter. It is essential that there is a clear statement about the grievance, in order that it can be properly examined.

Please use the appropriate Annex to submit your statement of Grievance.

- 9.4 As appropriate, the Executive Headteacher or the Chair of Governors will make arrangements to hear the grievance and work with the parties to achieve a resolution.

9.5 Step 1 – Statement of Grievance, Response and Investigation

- 9.5.1 Once a Statement of Grievance has been received by the Responsible Person, that person will then share the Statement with Respondent.
- 9.5.2 The Respondent should then prepare a Statement in Response to the grievance. An appropriate timescale should be set for this stage of the process to ensure there is no unreasonable delay. However, the complexity of the situation will determine what is reasonable. If the matter has been

considered at the informal stage of the procedure, a note of the steps taken to try to resolve the matter informally will also be required.

- 9.5.3 If the grievance is of a serious nature relating to misconduct, consideration may be given to suspending the Respondent (or alternatives to suspension e.g. temporary redeployment). Due consideration will be given so that the decision to suspend is only made where it is a reasonable response based on the facts of the case.
- 9.5.4 If further information is needed in order to respond to the grievance, the meeting outlined below may be postponed while a full investigation is carried out. If such an investigation is considered necessary, both parties will be kept informed. The investigator will need to be independent to the case and be able to present adverse findings. The grievance meeting should not take place until the investigation is carried out.

9.6 Step 2 – Meeting

- 9.6.1 The Responsible Person will make arrangements for a formal grievance meeting as soon as possible. The meeting would ideally take place within ten days of receipt of the Statement in Response (not including school holiday periods), but this will depend on the availability of relevant parties including the companion (if the individual chooses to be accompanied – see 9.66.2 below) and others who need to be in attendance. The Employee will receive a copy of the Statement in Response and any other relevant documents to be considered at the meeting at least five working days in advance of the meeting. The Responsible Person will consider the Statement of Grievance, the Statement in Response and any other relevant, supporting documentation provided in advance of the meeting by either party.
- 9.6.2 At the grievance meeting, the employee will have opportunity to explain their grievance and their suggestions for resolving it. The employee has the right to be accompanied by a companion (i.e. a trade union representative or work colleague) at this meeting.
- 9.6.3 The Respondent may be supported by their trade union representative or by an HR adviser, if appropriate. The choice of supporter for the Respondent may be influenced by the nature of the grievance.
- 9.6.4 The Responsible Person may be supported by an HR adviser.
- 9.6.5 At the start of the meeting, the Responsible Person will consider whether it is more appropriate to meet with the Employee separately from the other party or may seek agreement from both parties for a joint meeting.
- 9.6.6 The Responsible Person will introduce those present (where appropriate) and set out how the meeting will be conducted. The Responsible Person will outline their understanding of the grievance, as notified in the Statement of Grievance.
- 9.6.7 The agenda for a joint meeting will be as follows:-
- The Employee will be asked to present the case and to answer questions from the Responsible Person, the Respondent and their advisers.
 - The Employee can call upon named witnesses to provide information and answer questions if appropriate.
 - The Respondent will present their case and answer questions.

- The Respondent can call upon named witnesses to provide information and answer questions if appropriate.
- The Employee makes a closing statement, followed by the closing statement of the Respondent.

9.6.8 Once discussion is concluded, the Responsible Person will adjourn the meeting while they consider the information provided and how the grievance might be resolved. If practicable, the Responsible Person will invite both parties back to the meeting on the same day to sum up the main points, and to outline what action, if any, they feel is necessary to achieve an agreed resolution.

9.7 Step 3 – Confirmation of Outcome

9.7.1 The Responsible Person will write to the employee within five working days (not including holidays) of the meeting, with their decision and the reasons behind it. If the grievance is not upheld, the employee will have a right of appeal against that decision.

9.7.2 Where other individuals are affected by the outcome of the grievance, or some aspects of the outcome, they will be informed of the affect the outcome has on them and the reasons for it. The Employee who raised the grievance will be informed of who else will be told and what information they will be given. Confidentiality remains of upmost importance so only information which affects another individual(s) will be communicated.

9.8 Step 4 – Appeal

9.8.1 If the employee does not accept the Responsible Person's decision, they have the right of appeal to an Appeal Officer.

9.8.2 The Appeal Officer must not have prior involvement in the grievance. If the listed Appeal Officer has prior involvement, the Appeal Officer role will pass to the next level up.

9.8.3 If the employee wishes to lodge an appeal against the decision of the Responsible Person, they should, within ten working days of receiving written confirmation of the outcome, complete Appendix 3 setting out the grounds for appeal and enclosing any documents to be taken into account. Where the Appeals Officer is listed as Governor Appeal Committee, the appeal should be sent to the Vice Chair of Governors (or nominated governor) who will make arrangements for a Governor Appeal Committee to be established.

9.8.4 The employee and the Respondent will then be invited to another meeting which will normally take place within fifteen working days (not including holiday periods) of receipt of appeal. The employee has the right to be accompanied by a companion to the appeal meeting. The Respondent may also be supported. It is likely that the Responsible Person will also be required to attend.

9.8.5 The format for the meeting will follow that outlined in paragraph 9.6.7 above.

9.8.6 The Appeal Officer will consider the outcome from the first grievance meeting. They will listen to the grounds for appeal and consider any further statements provided by those involved.

- 9.8.7 The decision of the Appeal Officer is final. Appeal Officer will write to the employee within five working days to confirm this and to share the outcome of the meeting. The Appeal Officer will give the reasons behind the decision made.

10. Overlapping Procedures

- 10.1 If an employee raises a grievance after disciplinary proceedings have already started against them, the disciplinary proceedings may be temporarily suspended in order to consider the implications of the grievance (if any) on the disciplinary process. If the grievance and disciplinary proceedings address related matters, it may be possible to deal with the issues simultaneously as part of disciplinary proceedings.

11. Record keeping

- 11.1 The grievance and related papers will be stored on the file of the employee who raised the grievance.
- 11.2 If the grievance is against another named individual and is upheld, it may be appropriate for a disciplinary investigation to be undertaken and/or a professional guidance letter issued, in which case relevant papers may also be placed on that individual's personal file.

12. Data protection

- 12.1 Personal data collected and processed for the purpose of this policy and procedure will be handled in accordance with the data protection policy and applicable statutory obligations. Any personal data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of employee management or to comply with statutory reporting obligations. Inappropriate access to, or disclosure of, employee data constitutes a data breach and should be reported without delay, in accordance with the data protection policy. It may also constitute a disciplinary offence in which case it would be dealt with under the disciplinary policy and procedure.

Appendix 1 - Grievance Statement

Grievance details	
I wish to raise a grievance against (list all individuals):	
Name:	Post title:
The grievance is based on the following grounds: 1 2 3 4 5 6	
The following supporting evidence is attached:	
In order to try to resolve the grievance, the following action has been taken:	
Satisfactory outcome – I have identified the following to be my view of a satisfactory outcome to my grievance:	
Signed:	Date: / /

Where to send your statement	
If your grievance is against:	Send to:
A colleague other than the Executive Headteacher	Line Manager
The Executive Headteacher	The Chair of Governors
An individual Governor	The Chair of Governors
The Chair of Governors, a Governors' Committee or the whole Governing Board	The Clerk to the Governors (who will take advice from HR)

Appendix 2 - Collective Grievance Statement

Collective grievance party details		
Job titles:		No of employees involved:
School:		Spokesperson:
Names of those raising grievance:		
Collective Grievance details		
We wish to raise a grievance against (list all individuals):		
Name:		Post title:
The grievance is based on the following grounds: 1 2 3 4 5 6		
The reason for our Collective Grievance is:		
In order to try to resolve the grievance, the following informal action has been taken:		
Satisfactory resolution – We have identified the following to be a satisfactory outcome to our grievance:		
Signed (Spokesperson):		Date: / /
Where to send your statement		
If your grievance is against:	Send to:	
A colleague other than the Executive Headteacher	The Executive Headteacher	
The Executive Headteacher	The Chair of Governors	
An individual Governor	The Chair of Governors	
The Chair of Governors, a Governors' Committee or the whole Governing Board	The Clerk to the Governors (who will take advice from HR)	

Appendix 3 - Grievance Statement – Appeal Against Decision of Grievance Officer

Employee action:- Return this statement of appeal to the Executive Headteacher or Clerk to Governors, as appropriate, within 10 working days of receiving written confirmation of the outcome of the meeting.

Employee details
Full Name:
School:

Grievance appeal details		
I wish to appeal against the decision of the Grievance Officer, held on / / in relation to my grievance against the following:		
<table border="1"> <tr> <td>Name:</td> <td>Post title:</td> </tr> </table>	Name:	Post title:
Name:	Post title:	
The appeal is based on the following grounds: 1 2 3 4 5 6		
The following supporting evidence is attached:		
In order to try to resolve the grievance, the following action has been taken:		
Satisfactory outcome – I have identified the following to be my view of a satisfactory outcome to my grievance:		
<table border="1"> <tr> <td>Signed:</td> <td>Date: / / </td> </tr> </table>	Signed:	Date: / /
Signed:	Date: / /	