



Grievance Policy

Policy Owner: Lets Make Change

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Approved by: Joseph Fitzpatrick

Version	Date	Author/Reviewed By	Summary of Changes	Approved By	Review Date
1.0	01/09/26	Alex Fitzpatrick	Initial policy created	Joseph Fitzpatrick	Sept 2027

Let's Make Change (LMC)

Grievance Policy

1. Policy Statement

Let's Make Change (LMC) is committed to providing a working environment in which employees are treated fairly, respectfully and consistently.

LMC recognises that employees may occasionally have concerns relating to their work, management decisions, working relationships or working conditions.

Employees are encouraged to raise concerns promptly so that they can be addressed constructively and, where possible, resolved at an early stage.

Grievances will be handled:

- Fairly;
- Objectively;
- Sensitively;
- Without unreasonable delay;
- Confidentially where appropriate;
- In accordance with relevant employment law and recognised good practice.

No employee will be victimised or treated unfairly for raising a genuine grievance.

2. Purpose

The purpose of this policy is to:

- Provide a clear process for raising workplace concerns;
- Encourage early and informal resolution;
- Ensure formal grievances are handled fairly;
- Clarify roles and responsibilities;
- Provide employees with an opportunity to present their concerns;
- Ensure relevant evidence is considered;
- Provide clear outcomes and appeal arrangements;
- Promote healthy working relationships;
- Identify organisational learning.

3. Scope

This policy primarily applies to employees of LMC.

The principles may also be adapted where appropriate for:

- Workers;
- Self-employed tutors;
- Agency workers;
- Volunteers;
- Contractors.

The legal and contractual rights applying to these groups may differ according to their employment status.

Grievances may concern:

- Working conditions;
- Management decisions;
- Working relationships;
- Bullying;
- Harassment;
- Discrimination;
- Victimisation;
- Health and safety;
- Work allocation;
- Communication;
- Pay or contractual concerns;
- Professional development;
- Reasonable adjustments;
- Treatment by colleagues or managers;
- Application of LMC policies.

4. Matters Managed Under Other Procedures

Matter	Relevant Procedure
Safeguarding concern	Safeguarding and Child Protection Policy
Allegation against an adult working with children	Allegations Against Staff / LADO procedure

Suspected misconduct	Disciplinary Policy
External complaint	Complaints Policy
Public-interest disclosure	Whistleblowing Policy
Appeal against disciplinary action	Disciplinary Policy
Data protection request	Data Protection Policy

Where several procedures may apply, LMC will determine the fairest and most appropriate approach.

5. Principles

LMC will ensure:

- Concerns are raised and addressed promptly;
- Informal resolution is considered where appropriate;
- Employees receive a fair opportunity to explain their concerns;
- Relevant evidence is considered;
- No decision is predetermined;
- Appropriate impartiality is maintained;
- Employees may be accompanied at formal grievance hearings;
- Confidentiality is maintained where possible;
- Decisions are communicated clearly;
- Employees have a right of appeal.

6. Definitions

Grievance

A concern, problem or complaint relating to an individual's employment, working conditions or working relationships.

Grievance Manager

The person appointed to hear and determine a grievance.

Investigating Officer

The person appointed to establish relevant facts where an investigation is required.

Working Day

A normal LMC working day excluding weekends, public holidays and formal closure periods.

7. Roles and Responsibilities

Director

The Director is responsible for:

- Maintaining a fair grievance procedure;
- Appointing suitably impartial decision-makers;
- Ensuring serious concerns are escalated;
- Monitoring significant grievance themes.

HR Lead

The HR Lead is responsible for:

- Providing procedural advice;
- Logging formal grievances;
- Monitoring timescales;
- Arranging meetings;
- Maintaining records;
- Supporting managers;
- Ensuring consistency.

Managers

Managers must:

- Listen to concerns;
- Attempt informal resolution where appropriate;
- Escalate formal grievances promptly;
- Cooperate with investigations;

- Maintain confidentiality;
- Implement agreed actions.

Employees

Employees are expected to:

- Raise concerns promptly;
- Provide honest information;
- Cooperate with enquiries;
- Attend reasonable meetings;
- Maintain confidentiality;
- Treat others respectfully.

8. Equality and Reasonable Adjustments

LMC will apply this policy fairly and without unlawful discrimination.

Reasonable adjustments may include:

- Accessible venues;
- Remote meetings;
- Additional preparation time;
- Rest breaks;
- Interpretation;
- Communication support;
- Adjusted correspondence;
- Additional support at meetings.

Employees should inform the HR Lead of any adjustment they require.

9. Informal Resolution

Where appropriate, employees should first attempt to raise concerns informally with:

- Their line manager;
- Another manager;
- The HR Lead;
- The Director where appropriate.

Informal solutions may include:

- Discussion;
- Clarification;
- Apology;
- Mediation;

- Additional support;
- Changes to working arrangements;
- Training;
- Improved communication.

An employee does not have to attempt informal resolution where the concern is particularly serious or where doing so would be inappropriate.

10. Mediation

LMC may offer mediation where appropriate.

Mediation is normally:

- Voluntary;
- Confidential;
- Impartial;
- Focused on resolving working relationships.

It may be particularly useful for:

- Communication problems;
- Personality clashes;
- Relationship breakdowns;
- Misunderstandings.

Mediation may not be suitable for serious misconduct, safeguarding allegations or serious harassment.

11. Raising a Formal Grievance

Where informal resolution is inappropriate or unsuccessful, the employee should submit a formal grievance in writing.

The grievance should include:

- Employee's name and role;
- Nature of the concern;
- Relevant dates;
- Individuals involved;
- Relevant background;
- Action already taken;
- Supporting evidence;
- Desired outcome.

A grievance will not be rejected solely because it is not perfectly drafted.

12. Acknowledgement

LMC will normally acknowledge a formal grievance within three working days.

The acknowledgement should confirm:

- Receipt;
- Person managing the grievance;
- Next steps;
- Expected timescale;
- Right to be accompanied at a formal hearing;
- Any additional information required.

13. Initial Assessment

LMC will assess:

- Whether the matter falls under this policy;
- Whether safeguarding concerns exist;
- Whether another process is more appropriate;
- Whether interim arrangements are necessary;
- Whether an investigation is needed;
- Whether evidence must be preserved;
- Whether an independent investigator is required.

14. Interim Measures

Temporary measures may be introduced where necessary.

These may include:

- Changes to duties;
- Changes to reporting lines;
- Temporary separation of individuals;
- Alternative supervision;
- Remote working;
- Adjusted communication arrangements;
- Additional support.

Interim measures are neutral and are not disciplinary sanctions.

15. Investigation

Where required, the investigation may include:

- Reviewing documents;
- Reviewing communications;
- Interviewing the employee;
- Interviewing the person complained about;
- Speaking with witnesses;
- Reviewing policies;
- Seeking specialist advice.

The investigator must:

- Remain impartial;
- Gather evidence both supporting and contradicting the grievance;
- Avoid assumptions;
- Maintain confidentiality;
- Keep appropriate records.

16. Witnesses

Witnesses may provide:

- Written statements;
- Interview accounts;
- Relevant documents.

Witnesses must provide truthful information and maintain confidentiality.

Anonymous evidence will only be relied upon where necessary and fair.

17. Formal Grievance Meeting

A formal meeting will normally be arranged without unreasonable delay.

The employee will receive:

- Meeting date and time;
- Purpose of the meeting;
- Name of the grievance manager;
- Right to be accompanied;
- Relevant documents;
- Information about reasonable adjustments.

During the meeting, the employee may:

- Explain their grievance;
- Present evidence;
- Identify witnesses;
- Explain the outcome they seek;
- Respond to questions.

18. Right to Be Accompanied

At a formal grievance hearing, an employee may be accompanied by:

- A workplace colleague;
- Trade union representative;
- Appropriate trade union official.

The companion may:

- Address the meeting;
- Summarise the employee's case;
- Confer privately with the employee;
- Take notes.

They may not answer questions on behalf of the employee unless agreed as a reasonable adjustment.

19. Meeting Attendance

Employees should make reasonable efforts to attend.

Where attendance is not possible:

- LMC should be informed promptly;
- Alternative dates should be considered;
- Reasonable adjustments may be made;
- Written representations may be accepted.

Where an employee repeatedly fails to attend without good reason, LMC may determine the grievance from the available evidence.

20. Meeting Records

Written notes will normally be taken.

They are not intended to be a verbatim transcript but should provide an accurate record of the key discussion.

Audio or video recording will not normally be permitted unless agreed in advance or required as a reasonable adjustment.

21. Standard of Proof

Findings will be determined on the balance of probabilities.

Possible outcomes include:

- Upheld;
- Partially upheld;
- Not upheld;
- Unable to determine because of insufficient evidence;
- Resolved by agreement.

A grievance that is not upheld is not automatically false or malicious.

22. Bullying, Harassment and Discrimination

Concerns involving bullying, harassment, discrimination or victimisation will be treated seriously.

LMC will consider:

- Nature of the conduct;
- Frequency;
- Context;
- Impact;
- Power relationships;
- Relevant protected characteristics;
- Witness evidence;
- Documentary evidence.

Where possible misconduct is identified, the matter may be referred under the Disciplinary Policy.

23. Safeguarding-Related Grievances

Where a grievance raises safeguarding concerns, the DSL must be informed immediately.

The grievance process may be:

- Paused;
- Adapted;
- Run alongside safeguarding procedures.

Safeguarding referrals must never be delayed pending the outcome of a grievance.

24. Grievance Raised During Disciplinary Proceedings

Where an employee raises a grievance while disciplinary proceedings are underway, LMC will determine whether to:

- Pause the disciplinary process;
- Consider the grievance first;
- Consider both matters together;
- Continue both processes separately.

The decision will depend on the relationship between the issues and the need to maintain procedural fairness.

25. Collective Grievances

Where two or more employees raise substantially the same concern, LMC may manage the matter as a collective grievance.

Employees may nominate representatives.

LMC will confirm:

- Issues being considered;
- Individuals represented;
- Communication arrangements;
- How the outcome will apply.

26. Grievances Involving Third Parties

Employees may raise concerns about:

- Learners;
- Parents or carers;
- Commissioners;
- Contractors;
- Partner organisations;
- Members of the public.

LMC will take reasonable steps within its control.

This may include:

- Adjusting working arrangements;
- Reviewing risk assessments;
- Limiting contact;
- Raising concerns with another organisation;
- Providing additional support;
- Safeguarding or police referrals.

27. Outcome

Following consideration of the grievance, the Grievance Manager will normally provide a written outcome explaining:

- Issues considered;
- Evidence reviewed;
- Findings;
- Whether the grievance is upheld;
- Reasons for the decision;
- Actions or recommendations;
- Right to appeal.

LMC will normally aim to issue the outcome within 10 working days of the final meeting or completion of the investigation.

28. Possible Actions

Actions may include:

- Apology;
- Clarification;
- Mediation;
- Management guidance;
- Training;
- Additional supervision;
- Changes to communication;
- Review of duties;
- Reasonable adjustments;
- Policy review;
- Correction of records;
- Disciplinary consideration;
- Safeguarding referral.

Confidential disciplinary outcomes relating to another employee will not normally be disclosed.

29. Appeal

An employee may appeal where they believe:

- The procedure was unfair;
- Relevant evidence was ignored;
- Findings were unreasonable;
- New evidence has become available;
- The resolution is inadequate;
- There was bias or a conflict of interest.

Appeals should normally be submitted within 10 working days.

30. Appeal Hearing

The appeal will be considered by someone who:

- Was not the original decision-maker;
- Has not previously determined the grievance;
- Has sufficient authority and impartiality.

The employee may be accompanied.

The appeal manager may:

- Confirm the outcome;
- Vary the outcome;
- Overturn the outcome;
- Direct further investigation;
- Recommend different actions.

The appeal decision will normally be the final internal decision.

31. Confidentiality

Information will only be shared where reasonably necessary for:

- Investigation;
- Decision-making;
- Safeguarding;
- Support;
- Legal compliance.

Employees must not:

- Publish grievance material;
- Attempt to influence witnesses;

- Share confidential documents unnecessarily;
- Retaliate against anyone involved.

32. Protection From Victimisation

LMC will not tolerate retaliation against anyone who:

- Raises a genuine grievance;
- Acts as a witness;
- Supports another employee;
- Acts as a companion;
- Participates in an investigation.

Retaliation may itself amount to misconduct.

33. Malicious or Knowingly False Grievances

No action will be taken because an employee raises a genuine grievance that is not upheld.

However, action may be considered where there is clear evidence that an employee knowingly fabricated allegations or deliberately provided false evidence.

An unsuccessful grievance does not establish malice.

34. Records and Data Protection

LMC will maintain appropriate records, including:

- Formal grievance;
- Correspondence;
- Investigation documents;
- Meeting notes;
- Evidence;
- Outcome;
- Appeal;
- Agreed actions.

Records will be stored securely in accordance with data protection requirements.

35. Support and Wellbeing

LMC recognises that grievances can be stressful.

Support may include:

- HR guidance;
- Manager support;
- Occupational health where appropriate;
- Reasonable adjustments;
- Mediation;
- Temporary working arrangements;
- External support services where available.

36. Resignation During a Grievance

Where an employee resigns while a grievance is ongoing, LMC will decide whether to continue the procedure.

Factors may include:

- Employee's wishes;
- Seriousness of the concerns;
- Safeguarding issues;
- Risk to others;
- Organisational learning;
- Legal or regulatory obligations.

37. Monitoring and Organisational Learning

The HR Lead will monitor:

- Number of grievances;
- Types of concerns;
- Timescales;
- Outcomes;
- Appeals;
- Equality implications;
- Recurring issues;
- Management or training needs.

Information will be used to improve organisational practice.

38. Training

Managers involved in grievance procedures should receive appropriate guidance in:

- Informal resolution;
- Investigation;
- Equality and reasonable adjustments;
- Safeguarding triage;

- Grievance meetings;
- Decision-making;
- Confidentiality;
- Outcome writing;
- Appeals.

39. Related Policies

This policy should be read alongside:

- Disciplinary Policy;
- Complaints Policy;
- Employee Code of Conduct;
- Whistleblowing Policy;
- Safeguarding and Child Protection Policy;
- Equality, Diversity and Inclusion Policy;
- Health and Safety Policy;
- Data Protection, Privacy and Information Security Policy;
- Lone Working Policy.

40. Monitoring and Review

This policy will be reviewed:

- Annually;
- Following changes to employment law or relevant Acas guidance;
- Following significant grievance cases;
- Where monitoring identifies recurring issues;
- Following recommendations from professional advisers or auditors.