



Grievance Policy

2025 - 2027

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Annex 1 Grievance FLOW

Statement of Policy

At Integrating we aim to create a working environment in which all employees can freely raise concerns relating to their employment and seek a resolution promptly, fairly and informally wherever possible.

All allegations of unlawful discrimination will be treated seriously and dealt with confidentially. The Charity will not ignore or treat lightly any grievances or complaints.

Although it may not be possible to solve all problems to everyone's complete satisfaction, this policy states how Integrating will deal objectively and constructively with all employee concerns, and that anyone who decides to use the procedure may do so with the confidence that their problems will be dealt with fairly and in a timely manner.

This Policy is not a substitute for good day-to-day communication within the Charity where we encourage employees to discuss and resolve daily working issues in a supportive atmosphere. Many concerns can be solved on an informal basis highly satisfactorily if all employees are prepared to keep the channels of communication between themselves open and working well.

Where informal resolution is not possible, the grievance procedure exists to provide a means to achieve formal resolution. The emphasis of this policy is on problem solving and mediation in an atmosphere of trust and collaboration rather than confrontation or an adversarial process.

Signed:



Date: 01.12.25

Review date: 01.11.27

Grievance Procedure

1.1 Principles

The following principles apply:

- managers will try to resolve problems informally and deal with them at the earliest opportunity
- confidentiality will always be maintained by everyone involved
- the intention of this policy is not to apportion blame but to resolve grievances objectively, sensitively, consistently and fairly. This takes into account the fact that employment issues are not necessarily clear cut and responsibility cannot always be decisively established
- managers will make decisions based on the evidence presented, whether it is more likely than not that the complaint has been substantiated
- managers will assume that all grievances are raised in good faith.

1.2 Outcomes

The outcomes of this policy are that:

- managers are aware of the procedure to deal with work related complaints and do so effectively
- employees are aware how to formally raise a work-related complaint and there is trust that they will be dealt with appropriately
- work related complaints are resolved without recourse to the formal procedures, wherever possible.

1.3 Procedure

In the event of a member of staff wishing to raise a grievance, it is preferable for the grievance to be satisfactorily resolved as close to the individual and their line manager as possible. It is understood, however, that this is not always possible and that a formal procedure is required to ensure the swift and fair resolution of matters which aggrieve our employees. Any aggrieved employee has the right to representation by a work colleague.

Time scales have been fixed to ensure that grievances are dealt with in a timely manner. However, time scales may be extended if this is agreed upon by both parties.

This procedure is not intended to deal with:

- dismissal or disciplinary matters which are dealt with in a separate procedure
- disputes, which are of a collective nature, and which are dealt with in a separate procedure (see Complaints Procedure)

1.4 Using Mediation

An independent third party or mediator can sometimes help resolve grievance issues before it is necessary to invoke the formal procedure. 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 oversees the process of seeking to resolve the problem but not the outcome.

We will seek to identify Trustees and/or employees who have training or experience in mediation to act as internal mediators in addition to their duties. When this is not appropriate, the Charity will source an external mediation provider. Mediators will work individually or in pairs as co-mediators.

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 a line manager and their staff
- to rebuild relationships after a formal dispute has been resolved
- to address a range of issues, including relationship breakdown, personality clashes, communication problems and bullying and harassment.

Mediation is not part of our formal grievance procedure. However, if both parties agree to mediation, then the grievance procedure can be suspended in an attempt to resolve the grievance through that route. If mediation is not successful, then the grievance procedure can re-commence.

Grievance Stages

Stage 1

In the first instance, employees should raise any issues directly with their line manager immediately verbally or in writing. If the matter itself concerns the employee's immediate manager, then the grievance should be taken to their superior. At this informal stage, every effort should be made by all parties involved, including the employee who raised the concern, to resolve matters without recourse to the formal procedures.

At this stage, all those involved should keep a note of the actions/discussions in case they are needed to inform any subsequent formal stages. If any specific actions are agreed at the informal stage, these will be noted and agreed by both parties.

Stage 2

If the manager is unable to resolve the matter at this time, a formal written grievance form should be submitted (see appendix 1). The manager will respond within **2 working days** (i.e., the manager's normal working days) to the grievance unless an extended period of time is agreed upon by both parties. The response will give a full written explanation of the manager's decision in a letter.

In most instances, the Charity would expect the management's decision to be final and for the matter to be resolved. However, in some circumstances, the employee may remain aggrieved and can appeal against the decision of the manager concerned. The appeal process is outlined below and is included in the management response for reference.

The employee who raised the complaint may submit an appeal, in writing, within 7 working days of the date of the decision letter (see appendix 2) and contain the original formal grievance form (appendix 1).

An Appeal Manager (Vice-Chair) will consider the representations made by the employee. The Appeal Manager will consider:

- whether the procedure has been followed
- whether the decision was reasonable in the circumstances

A formal response and full explanation will be given in writing by The Appeal Manager to the aggrieved **within 7 days** of receipt of the appeal letter (appendix 2). The letter will include:

- the outcome of the appeal and the reasons for the decision
- any actions agreed to resolve the situation if the appeal is upheld

Stage 3

If the Appeal Manager is unable to make a decision based on the evidence submitted, it may then be appropriate to convene an Appeal Hearing where an appeal panel of Trustees (Vice-Chair plus 2 other Trustees) will meet the aggrieved to hear the appeal. All reasonable steps to attend the meeting should be made. The aggrieved may attend with a fellow employee of their choice.

Following the Appeal Hearing, the Vice Chair of Trustees will endeavour to respond to within **five working days** of the date of the Appeal Hearing. If it is not possible to respond within this time period, an explanation for the delay will be given and when a response can be expected.

The outcome of the appeal may be one of three options:

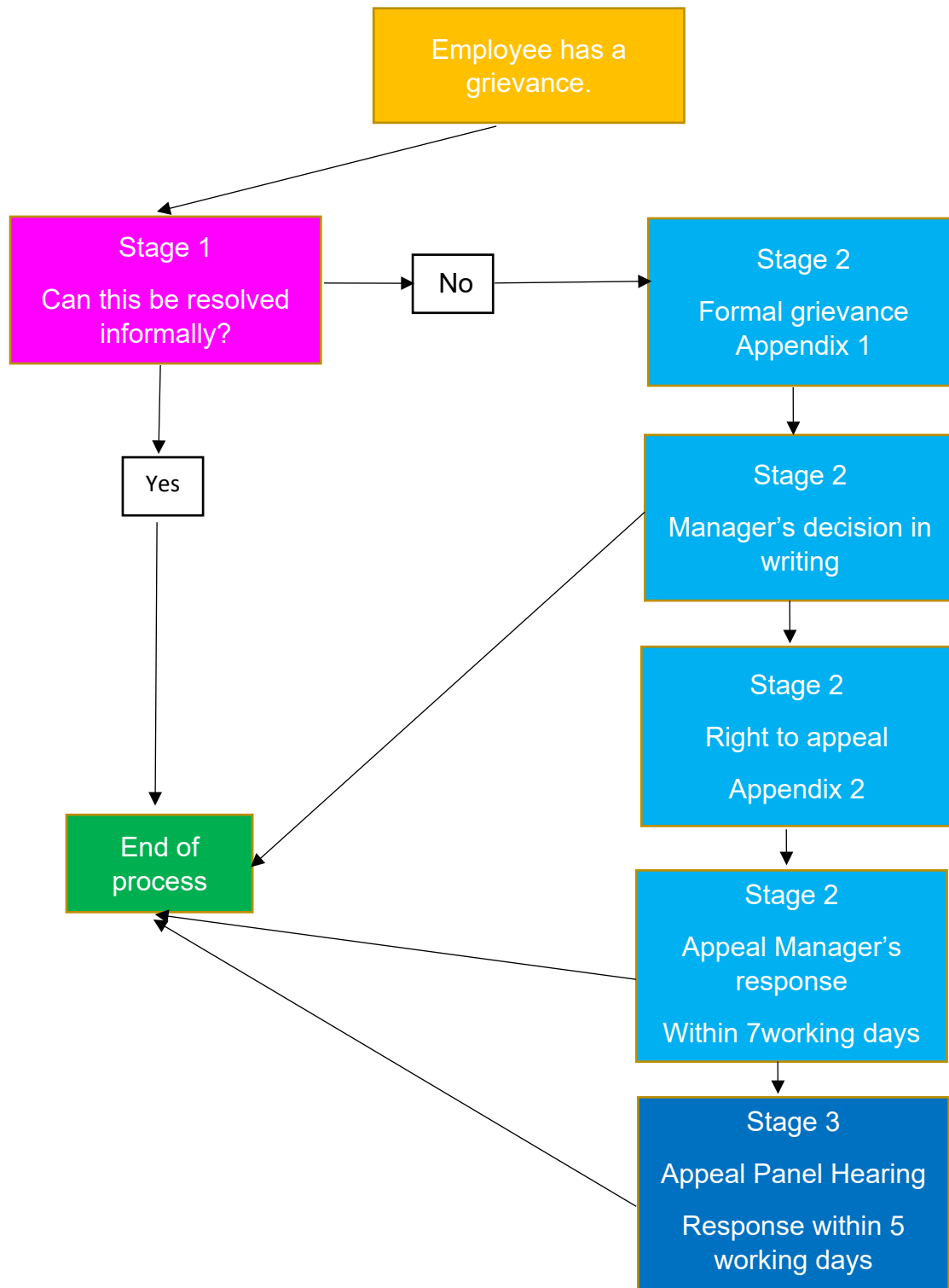
- the appeal is fully upheld and no further action to be taken
- the appeal is partially upheld and further action may be taken
- the appeal is dismissed and the outcome stands

This is the final stage of the procedure and the Charity's decision is final.

There is no further right of appeal. However, **both** parties may agree that there would be some merit in referring the matter to a third party for advice, conciliation or arbitration. If this is the case, arrangements will be made to find a mutually acceptable third party.

Annex 1

Grievance Flow Chart



Appendix 1 – Grievance letter

To:

From:

Date:

Dear

I wish to take a formal grievance out against:

in line with the Company Grievance Procedure. The details of my grievance are shown below:

Yours sincerely,

(The Charity will respond to this formal written grievance within 2 working days unless an extended period for response is mutually agreed)

Appendix 2 – Appeal letter

To (Manager):

From:

Date:

Dear

On *(insert date)* I appealed to against the decision made at my initial grievance against

I remain dissatisfied with the outcome of this meeting and would like to appeal to you for a further hearing of my grievance, in line with the Company Grievance Procedure.

I enclose a copy of the original letter regarding this matter and other correspondence and information related to it.

Yours sincerely,

(The Charity will respond to this formal written grievance within 7 working days unless an extended period for response is mutually agreed)