



Grievance, Bullying and Harassment Policy and Procedure

**For Trust Academies
Effective from March 2021**

Approval History

Approved By:	Date of Approval	Version Approved	Comments
Trust Board	13.09.2019	1	Base Trust document (Adopted from One Educations Policy) December 2016. This policy and procedure have been originally produced by One Education's HR and People service and adopted by The Greater Manchester learning Trust (GMLT) in September 2019 and has since had subsequent reviews.
Trust Board	24.03.2021	2	Draft pending JCNC agreement
JCNC	28.05.2021	2	Agreed policy subject to change from 3 months of incident to reasonable time limit.

Revision History

Revision Date	Previous Revision Date	Rev	Summary of Changes	Changes Marked	Owner/Editor
13.03.2019	n/a	1	Supersedes February 2015 Bullying and Harassment Policy and Procedure To take into account advice issued by the Department for Education (DfE) including Keeping Children Safe in Education (May 2016) which commenced on 5th September 2016. Updated protected characteristics under the Equality Act 2010.	N	EP
15.03.2021	13.03.2019	2	Review with legal partners Browne Jacobson / Internal Formatting also completed		

Under the public sector equality duty, all schools/academies must have due regard to the need to eliminate discrimination, harassment and victimisation and any other conduct prohibited by the Equality Act 2010: to advance equality of opportunity between those who do not share it and to foster good relations across all protected characteristics. This means academies must take into account equality considerations when policies are being developed, adopted, and implemented.

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1. Introduction

- 1.1. This Grievance, Bullying and Harassment Policy and Procedure (referred to as a procedure only hereafter) provides a process for addressing complaints by school employees including grievances and also including dignity at work issues involving alleged incidents of bullying and harassment.
- 1.2. This procedure accords with education and employment legislation and also takes into account the provisions of the ACAS Code of Practice on disciplinary and grievance procedures, the related ACAS Guide, the ACAS Guide on bullying and harassment at work and the rules of natural justice.
- 1.3. The objective of this procedure is to ensure that, as far as possible, complaints are dealt with and resolved informally through discussion between the aggrieved employee and his/her line manager or the individual who is the subject of any complaint (if different).
- 1.4. This procedure does not replace the normal interaction between management and employees and recognises that any complaint about the treatment an employee has received or about any aspect of his/her work should, in the first instance, be dealt with promptly and informally and without reference to formal procedures.
- 1.5. The formal stage of this procedure should only be used when it has not been possible to resolve an issue informally, or when it is not reasonably practicable for the matter to be resolved informally or when the informal process is not being progressed at a reasonable speed.

2. Key Principles

- 2.1 Every employee has the right to be treated with dignity and respect in the workplace and the governing body is committed to providing a supportive working environment. It is recognised and accepted however that there will be situations where employee complaints arise and accordingly, this procedure sets out a framework for the management of such complaints.
- 2.2 The governing body and headteacher will seek to:
 - Ensure that all employees are able to achieve their full potential at work by creating a working environment where everyone is treated with dignity and respect.
 - Increase awareness of the unacceptability of any form of unfair treatment including harassment and bullying.
 - Create a working environment in which employees feel confident to bring forward any complaints without fear of victimisation.
 - Ensure that complaints are dealt with effectively, investigated appropriately and without unnecessary delay.

- 2.3 GMLT recognises that employee disputes can be a stressful and upsetting experience for all affected parties. Everyone involved in the process is entitled to be treated with respect. The matters under investigation will remain confidential at all times throughout the procedure and putting pressure on or canvassing other parties to join in with a complaint will be seen as inappropriate and will be regarded as inconsistent with the key principles in this procedure. GMLT will not tolerate abusive or threatening behaviour at any time, including during the management of this process. Any such behaviour will be treated as misconduct and will be dealt with in accordance with GMLT's disciplinary procedure.
- 2.4 During any action, including any decisions taken under this procedure, the School/Trust will collect, process and store personal data in accordance with our data protection policy. The data will be held securely and accessed by, and disclosed to, individuals only for the purposes of completing the grievance procedure. Records will be kept in accordance with our Workforce Privacy Notice, our [Retention and Destruction Policy] and in line with the requirements and in line with the requirements of the **Data Protection Legislation** (being (i) the General Data Protection Regulation ((EU) 2016/679) (unless and until the GDPR is no longer directly applicable in the UK) and any national implementing laws, regulations and secondary legislation, as amended or updated from time to time, in the UK and then (ii) any successor legislation to the GDPR or the Data Protection Act 1998, including the Data Protection Act 2018).
- 2.5 This procedure is intended to deal with matters of genuine concern and substance where no other procedure would be appropriate. It cannot be used to challenge formal outcomes from other procedures which have their own agreed appeal process. This includes, but is not limited to, the outcomes of disciplinary, capability, ill health dismissal, application of the pay policy and/or redundancy proceedings.
- 2.6 Where an employee raises a grievance during a disciplinary process the disciplinary process may be temporarily suspended in order to deal with the grievance. Where the grievance and disciplinary cases are related it may be appropriate to deal with both issues concurrently
- 2.7 Employees who make complaints under this policy must not suffer any form of retaliation or victimisation as a result. However, anyone who attempts to use this procedure to pursue a personal grievance not related to their employment or who raises a vexatious claim will be dealt with in accordance with GMLT's disciplinary procedure.
- 2.8 All person(s) involved in the investigation of complaints under this procedure will be mindful of their obligations and duties under the Equality Act 2010. Reasonable adjustments will be made where required to assist an employee or his/her companion with a disability. If there are any language issues affecting an employee and/or his/her

companion, these will be reasonably addressed so matters can proceed fairly.

3. Scope

- 3.1 This procedure applies to all GMLT employees including those who are self-employed, contractors, external consultants, agency staff and school governors, trustees, or members.
- 3.2 The procedure applies to all **complaints** made by an employee relating to his/her employment which may be either: -
 - A **grievance** regarding a relevant issue arising in the workplace, or
 - Any dignity at work issue involving alleged incidents of **bullying and/or harassment**.
- 3.3 For ease of reference in this procedure, references to complaints will include grievances and bullying and/or harassment issues and will be referred to as grievances.
- 3.4 This procedure also applies to collective grievances concerning workplace issues and to collective dignity at work issues involving alleged incidents of bullying and/or harassment, where two or more employees have the same concerns.

4 Definitions

4.1 Grievance

A grievance is defined within the ACAS Code of Practice on Disciplinary and Grievance Procedures as *"concerns, problems or complaints that employees raise with their employers"*.

A grievance under this procedure could relate to any of the following: -

- Terms and conditions of employment
- Working environment
- Working conditions
- New working practices
- Organisational change
- Health and safety
- Working relationships
- Discrimination
- A breach of statutory employment rights

4.2 Bullying and Harassment

In the ACAS Guide on the management of bullying and harassment at work, bullying and harassment are defined as follows:

Bullying is characterised as: - **“offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient”**.

Power does not always mean being in a position of authority but can include both personal strength and the power to coerce through fear or intimidation.

Harassment is defined by reference to the definition in the Equality Act 2010, as: **“unwanted conduct relating to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading humiliating or offensive environment for that individual”**.

- 4.3 The relevant protected characteristics under the Equality Act 2010 are age, disability, gender reassignment, race, marriage and civil partnership, pregnancy and maternity, religion or belief, sex, sexual orientation.
- 4.4 Behaviour which constitutes bullying and/or harassment may occur on a single occasion although first-time conduct which unintentionally causes offence will not usually be harassment. Such behaviour may be sporadic or it may take the form of a continuing process. Where the complaint is about an employee and the allegations are of a serious nature, suspension on normal pay or reallocation of duties may be considered pending the outcome of the investigation, if circumstances require and there is no alternative to suspension. The school will consider any request from the employee making the complaint to change working arrangements during the process.
- 4.5 The ACAS Guide makes clear that bullying and harassment does not necessarily occur face to face. It may occur for example through written communications, social media, visual images (for example pictures of a sexual nature or embarrassing photographs of colleagues) by email or by telephone.
- 4.6 It should be noted that it is inevitable that there will be instances where an employee dislikes or disagrees with an instruction given by his/her manager. Notwithstanding the above, where a manager is legitimately carrying out his/her management responsibility in an appropriate and reasonable manner this will not constitute bullying and/or harassment. This procedure should not be used where the employee simply disagrees with a reasonable management instruction from a manager.
- 4.7 Examples of unacceptable behaviour as detailed in the ACAS Guide include, but are not limited to, the following:
- spreading malicious rumours or insulting someone by word or behaviour.
 - copying memos that are critical about someone to others who do not need to know.

- ridiculing or demeaning someone – picking on them or setting them up to fail.
 - exclusion or victimisation.
 - unfair treatment.
 - overbearing supervision or other misuse of power or position.
-
- unwelcome sexual advances – touching, standing too close, display of offensive materials, asking for sexual favours, making decisions on the basis of sexual advances being accepted or rejected.
 - making threats or comments about job security without foundation.
 - deliberately undermining a competent employee by overloading and constant criticism.
 - preventing an employee’s progress by intentionally blocking promotion or training opportunities.

5 Informal Resolution

- 5.1 Where the concern involves another individual or individuals, they may wish to try to resolve the matter by a direct approach to the individual(s) involved. There is an expectation that employees will, in the first instance, aim to resolve complaints informally. Managers should be willing to deal with an employee’s complaint at an early stage.
- 5.2 An informal complaint should be raised as soon as possible (and within a reasonable time frame) following the act or decision complained about or following the last act or decision complained about if the complaint relates to a series of linked events.
- 5.3 The employee’s line manager may be able to resolve a complaint informally as part of his/her day-to-day management responsibilities. It may be beneficial for the parties involved to explore the informal route to encourage them to communicate and agree a way of working together for the future.
- 5.4 If an employee has a complaint but a direct approach to the colleague who is the subject of the complaint is considered inappropriate or if the direct approach has failed and the matter remains unresolved, the employee may ask his/her line manager to look into matters and try to resolve the issue informally within a reasonable timeframe.
- 5.5 Employees, who feel they are being harassed, bullied, or made to feel uncomfortable at work and who feel confident enough, may choose to explain to the individual(s) involved that their conduct is unwelcome and offensive, and ask for it to cease. Employees may do so on their own or ask for a third party to accompany them, for example, a colleague, who may be able to help to resolve the complaint informally.

5.6 Mediation through an independent third party or mediator is a possible option as an alternative way to resolve employee complaints before invoking the formal procedure. Mediation is a voluntary process where the mediator helps two or more people in

dispute to attempt to reach an agreement. It is not the place of the mediator 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 will facilitate the process of seeking to resolve the problem. The overriding aim of workplace mediation is to restore and maintain professional working relationships. Any Mediation Guidance adopted by GMLT should be referred to. GMLT should also contact its HR provider for advice and guidance.

6 Initiating a Formal Complaint.

- 6.1 Where, for whatever reason, it is not possible to resolve a complaint informally then the employee may initiate a formal complaint. A formal complaint should be raised without unreasonable delay and in any event, **within a reasonable time limit** of the incident or decision which gives rise to the complaint. Employees should raise formal complaints in the first instance with the headteacher. The headteacher may investigate the complaint or may nominate a member of that school's senior leadership team to investigate the complaint. If the complaint concerns the headteacher, the formal complaint should be raised with the chair of governors who may investigate the complaint or who may appoint a governor from that school's governing body to investigate the complaint.
- 6.2 In this procedure, the employee raising a formal complaint is referred to as the Complainant. The person with responsibility for investigating and considering the Complainant's complaint is referred to as the Nominated Manager. The person(s) against whom the complaint(s) has/have been made is/are referred to as the Respondent(s).
- 6.3 The Nominated Manager may be assisted in the investigation process by GMLT's HR provider.
- 6.4 In all cases, to initiate the formal process the Complainant will be required to put his/her complaint in writing (see Appendix 1 - Statement of Complaint pro-forma). The written Statement of Complaint will form the basis of the formal complaint, the subsequent investigations and decision-making process, so it is important that it clearly sets out:
- The nature of the complaint – what is alleged to have occurred, where and when.
 - The reason for dissatisfaction with the informal solution (if the complainant has attempted to resolve the matter informally).
 - The remedy the Complainant is seeking.
 - Any witnesses to the matter(s) complained about.

The Complainant should be aware that the information contained in the statement will be put to the Respondent in order for them to provide a response to the complaint.

- 6.5 Following receipt of the written Statement of Complaint further attempts may be made to resolve the matter informally if this is considered appropriate and depending on the nature of the complaint.

7 The formal investigation

- 7.1 On receiving a formal Statement of Complaint the Nominated Manager should contact the Complainant **within five school working days** to arrange a date, time, and venue for a grievance meeting with the Complainant to explore the nature of the complaint and to determine how it can be resolved. The meeting should take place as soon as is reasonably possible. The Complainant is entitled to be accompanied at the meeting by a colleague or trade union representative. At the grievance meeting the companion may make representations and ask questions but should not answer questions on the employee's behalf.

If the chosen companion is unavailable at the time a meeting is scheduled, the employee may propose an alternative time for the meeting to take place and so long as the alternative time is reasonable and within five working days after the original scheduled date, the meeting will be postponed.

The Nominated Manager may be accompanied at the meeting by GMLT's HR adviser. The purpose of the meeting will be to clarify the nature of the formal complaint and any issues in relation to the information submitted. The Complainant should confine his/her explanations to matters which are directly relevant to the complaint. Focusing on irrelevant issues or incidents that took place long before the event(s) leading to the complaint is not helpful and can hinder the effective handling of the complaint.

- 7.2 In the case of collective complaints about the same issue, the grievance meeting should be held with a representative nominated by the Complainants. The representative may be one of the Complainants or may be a colleague or a trade union representative. A decision will be taken at the grievance meeting on how to approach the collection and presentation of evidence to the Nominated Manager.
- 7.3 At the grievance meeting the Complainant (or the Complainants' representative in the case of collective complaints) will be asked to confirm what the Complainant(s) is/are seeking by way of a resolution. The Nominated Manager will give serious consideration to the resolution sought by the Complainant(s) when looking at possible outcomes and recommendations.
- 7.4 If the Nominated Manager feels that a wider investigation is required following the grievance meeting then the scope of that wider investigation should be explored. An estimated and realistic date should

be set for the completion of the wider investigation and confirmed to the Complainant(s) in writing. The Nominated Manager may be assisted in the investigation by GMLT's HR adviser.

- 7.5 If a wider investigation is required, the Nominated Manager should explain to the Complainant or to the Complainants' representative that the details of the formal Statement of Complaint will need to be shared with the Respondent(s) in order to allow the Respondent(s) the opportunity to reply.
- 7.6 Where the matter involves a Respondent, the investigation carried out by the Nominated Manager will include interview(s) with the Respondent(s). The investigation may also include conducting interviews with other individuals including members of staff and/or witnesses external to GMLT.
- 7.7 The Respondent(s) shall be notified of the date, time, and venue for the investigation meeting in writing and be provided with details of the complaint made against him/her. These details should be provided to the Respondent(s) at least **five school working days** in advance of the investigation meeting. The Respondent(s) has/have the right to be accompanied at the meeting by a colleague or trade union representative. The Respondent(s) should confine responses to matters that are directly relevant to the complaint.
- 7.8 If further allegations or information come to light during the course of the investigation process the Nominated Manager will investigate them appropriately and document his/her findings.
- 7.9 The Nominated Manager will consider whether it is appropriate to hold a further meeting jointly with both parties present during the investigation in order to allow both parties the opportunity to present their complaint/response directly to one another.
- 7.10 Meetings should be held privately, in confidence and without interruptions and should be fully documented by the Nominated Manager.
- 7.11 If during the investigation process, counter allegations are made by the Respondent(s), where the counter allegations concern the same issues raised by the Complainant(s) in the Statement of Complaint, the matter will be investigated as part of the same process. If the counter allegations are unrelated to the issues raised in the Statement of Complaint, the issues will be dealt with separately. Advice should be taken from GMLT's HR provider in cases where counter allegations are made.

8 The Outcome

- 8.1 Following the completion of the formal investigation and grievance meeting, the Nominated Manager, with appropriate advice, should give the matter serious consideration and may wish to consider a number of

possible options focusing on how best to resolve the complaint. This will take into account the impact on the Complainant(s) and the Respondent(s) and on the school as a whole.

- 8.2 The Nominated Manager should consider any action that may help to re- establish positive working relationships for all parties to a complaint and the Complainant(s) and the Respondent(s) are expected to agree to any resulting recommendations.
- 8.3 The Complainant(s) should be notified of the outcome of the complaint within **ten school working days** of the conclusion of the investigation and the grievance meeting or within alternative timescales as previously agreed with the Complainant(s). If for any reason it is not reasonably possible to respond within the timescales detailed in this paragraph, the Complainant(s) should be advised when a written response can be expected.
- 8.4 The outcome may be given verbally to the Complainant(s) but should always be confirmed in writing along with the reasons for the decision reached. The written outcome letter will summarise the findings, will set out any recommendations and further action to be taken and will outline the right to appeal to an Appeal Manager or to an Appeal Committee as appropriate.
- 8.5 Where the Respondent(s) has/have been interviewed as part of the formal investigation process, a written outcome will also be sent to the Respondent(s) as appropriate. Depending on the outcome, the matter may then be dealt with under the Disciplinary Procedure and information obtained during this process will be used under the new procedure.

9 Appeal

- 9.1 If the Complainant(s) is/are dissatisfied with the outcome, there is a right of appeal to a governing body Appeal Manager or the Governing Body Appeal Committee. Confirmation of the position will be detailed in the outcome letter.
- 9.2 The Appeal Manager will be the headteacher or executive headteacher. In cases where the headteacher or executive headteacher has been involved in the investigation of the complaint as the Nominated Manager or where the complaint concerns the headteacher, the appeal will be heard by an Appeal Committee.
- 9.3 The Appeal Committee will be a committee of three governors from that school's governing body. Staff governors shall not form part of the committee. None of the governors sitting on the Appeal Committee will have had any prior involvement in the investigation of the complaint as Nominated Manager or otherwise.
- 9.4 The Appeal Manager/Appeal Committee may request the assistance of GMLT's HR adviser in connection with the appeal.

- 9.5 Detailed grounds for appeal should be submitted in writing to the Appeal Manager/Appeal Committee within **ten school working days** of receipt of the outcome letter. The Complainant should use the Appeal Form attached to this procedure at Appendix 2.
- 9.6 When lodging an appeal, the Complainant(s) should state the grounds for the appeal. Appeals will be considered on the following grounds:
- procedural irregularities prejudiced the outcome of the complaint.
 - there was bias amongst the original decision maker(s).
 - new information/evidence has come to light that should be investigated.
 - the proposed action (e.g., mediation) is inappropriate in all the circumstances.
- 9.7 Appeals should be heard without unreasonable delay and at a time and place which should be notified to the employee in advance.
- 9.8 The appeal meeting will, in normal circumstances, be held no later than **twenty school working days** following receipt by the Appeal Manager/Appeal Committee of the written appeal. If it is not possible for an appeal meeting to be held within this timeframe, the Complainant(s) should be advised when the appeal meeting can reasonably be expected to take place.
- 9.9 In the case of an appeal concerning collective complaints about the same issue, there should be a meeting with the representative nominated by the Complainants about how the appeal process will be managed and in particular whether an appeal meeting should take place and if so, who should attend the appeal meeting.
- 9.10 Where the Appeal Manager/Appeal Committee determines that further investigation(s) is/are necessary in order for the appeal to be considered, the Complainant(s) will be advised of this along with an estimated timescale for completion of the further investigation(s). If there has been an appeal meeting, the appeal meeting will be adjourned pending the outcome of the further investigation(s) and will be reconvened once the further investigation(s) has/have been completed.
- 9.11 The Appeal Manager/Appeal Committee will consider the grounds of appeal put forward by the Complainant(s) and will consider whether or not to uphold the grounds of the appeal. The appeal process will **not** involve a reconsideration of the original complaint(s) but will focus on the specific areas with which the Complainant(s) is/are dissatisfied.
- 9.12 The Appeal Manager/Appeal Committee will give the appeal serious consideration and following the conclusion of the appeal process, will write to the Complainant(s) within five working days to inform the Complainant(s) of the outcome of the appeal and of any action proposed.

- 9.13 The Complainant(s) will be informed that the decision of the Appeal Manager/Appeal Committee is final and that there is no further right of appeal.
- 9.14 Where appropriate, the written appeal outcome will also be copied to the Respondent(s).

Appendix 1 Statement of Complaint

Employee Name	
Job Title	
Work Location	
Outline of issues including what is alleged to have occurred, where and when. <i>(Please continue on a separate sheet if necessary)</i>	
Name(s) of any witness(es)	
Supporting documents attached (if any)	
Outcome sought: -	

This form should be submitted to the headteacher **within a reasonable time limit** of the issue/decision concerned for investigation and action. If the complaint concerns the headteacher, this form should be submitted to the chair of governors. You will be contacted within **five school working days** to arrange an grievance meeting to discuss your complaint. Information contained in this form may be shared with the person or persons to whom the complaint relates to.

Signature Date

