

STAFF CONDUCT AND BEHAVIOUR POLICY

Introduction and Terms of Reference

The first priority of all adults working at Yarm School is to safeguard the welfare of all pupils. This Code of Conduct is intended to support adults in discharging that overriding duty and sets out guidelines on appropriate behaviour and safer practices for adults working in an environment where young people are being educated.

We place great value on good working relationships between employer and employee and between employees. Efforts are continuously directed towards maintaining a constructive relationship and finding mutually acceptable solutions to any workplace problems and issues.

This Code of Conduct applies to all adults working at Yarm School, whether paid or unpaid, and in whatever position and where it refers to "staff" it means all adults. There are no exceptions to this. The school has a range of policies which are crucial in supporting this duty of care. Staff should, in particular, be fully acquainted with the following policies:

- Staff Induction Policy
- Child Protection and Safeguarding Policy
- Health Care Policies and Procedures
- Equal Opportunities Policy
- Anti-Bullying Policy
- Discipline and Behaviour Policy
- IT policies relating to laptop use, staff BYOD, use of e-mail, social media guidelines and procedures
- Trips and Excursions Policy
- Data Protection Policies
- Anti-Corruption and Bribery Policy

Staff should, at all times, conduct themselves in a professional manner and in accordance with the reasonable expectations of the behaviour of adults employed in a position of trust. Professional expectations imply that staff should, at all times, seek to ensure that relationships with colleagues, pupils, parents, governors and other stakeholders are mutually respectful.

The Code of Conduct provides a frame of reference for staff for ensuring that pupils' welfare is safeguarded at all times and to support them in engaging in safe practices so that the risk of false allegations of improper conduct is minimised.

General Guidelines

In order to ensure public trust both in the school and in the broader educational system, staff must at all times, whether inside or outside of normal school hours and whether on or off the school site, including online, maintain the standards of behaviour expected of an adult employed in a position of trust in a school setting.

They must at all times ensure an appropriate distance is maintained between themselves and the pupils. Adults working in schools must recognise that, by the very nature of their position, they are in a position of influence. The relationship between adults and pupils, whilst mutually respectful, is not a relationship of equals. This position must always be used to support the pupils, and never to intimidate, harass, humiliate or threaten them.

All adults working in the school are responsible for creating an environment which is tolerant, respectful, fair and inclusive and for acting on any concerns they may have if this responsibility is not being responsibly discharged by others.

Staff / Pupil Relationships

Staff should act in a professional manner at all times and should not engage in over-familiar behaviour with pupils. Engaging in inappropriate relationships with pupils which blur the appropriate professional boundaries is likely to give rise to concerns that an adult cannot be trusted to work in a school setting. Such behaviour may also be regarded as gross misconduct. This relates not only to relationships with pupils or young people at Yarm School, but also to relationships with pupils or young people at other educational institutions. Please note, similar care must also be taken with former pupils, as inappropriately close relationships might be viewed as an abuse of power, whether intentional or otherwise.

Staff must not discuss their own personal relationships with a pupil and nor should they instigate any discussion about a pupil's own personal relationships.

Staff must not have any type of physical or sexual relationship with a pupil. They must not engage in any sexually suggestive communication with a pupil via any means, make any sexual remarks to or about a pupil or discuss their own sexual relationships with a pupil. Any engagement in a sexual relationship with a pupil or in behaviour which encourages a relationship to develop in a way which might lead to a sexual relationship is a serious breach of trust that will lead to serious disciplinary sanctions, possible referral to the Disclosure and Barring Service or Teaching Regulation Agency and possible criminal prosecution. (Sexual Offences Act 2003).

Physical Contact

There are some occasions when physical contact between an adult and a pupil can be deemed appropriate, but it is crucial that any such occasion is clearly related to the professional role of the adult and is in response to the pupil's reasonable needs.

Staff must be certain to avoid physical contact which might in any way be deemed inappropriate or ambiguous in intention. They should be aware that minor forms of friendly physical contact can easily be misinterpreted. Staff should avoid any demonstration of affection.

The following guidelines should be followed on occasions where professional judgement has deemed physical contact to be appropriate:

- Explain to the pupil why physical contact is needed and ensure the pupil is content.
- Where possible, ensure another colleague is present. Where this is not possible, follow closely the guidelines under 'One-to-one meetings with pupils'.

Physical contact may be appropriate where a pupil is clearly in distress and needs comforting. Staff should, however, proceed cautiously before offering support in this way and use their professional judgement carefully. Comforting a child or young person can be done effectively verbally without physical contact.

Physical contact must never be secretive, or for the gratification of the adult, or represent a misuse of authority. If a member of staff believes that an action may have been open to misinterpretation, the incident should be recorded in writing and reported immediately to the Designated Safeguarding Lead (DSL) or the Headmaster / Head of Preparatory School.

Reasonable Force / Physical Restraint

The use of reasonable force for any physical restraint is only permissible when a child is in imminent danger of inflicting an injury on himself / herself or on another, to prevent a pupil from damaging property or from causing serious disorder, and then only as a last resort when all efforts to diffuse the situation have failed. Another member of staff should, if possible, be present to act as a witness. All incidents of the use of physical restraint should be recorded in writing and reported immediately to the DSL or the Headmaster / Head of Preparatory School. The use of restraint, force or physical contact can never be used as a punishment or sanction.

Communication with Pupils

All communication with pupils should conform to school policies, be limited to professional matters and always be professional in tone.

Staff should not give their personal mobile numbers or private email addresses to pupils, nor should they communicate with them via personal messaging services, including via online platforms, or personal email.

The group leader on school trips should take a school mobile phone with him/her and may ask the pupils, in the interests of their welfare, for their mobile phone numbers. The numbers must be deleted from the school mobile phone at the end of the trip.

Staff must generally not make arrangements to meet pupils outside school except on authorised school trips. If a legitimate reason arises for meeting a pupil outside school, permission must be

obtained from the Headmaster / Head of Preparatory School or Senior Deputy Head. This will be logged and Parents must be informed. Further guidance on communication is contained within the School's IT and Acceptable Usage Policy, which must be signed by all staff.

Transporting Pupils

It is inadvisable for a member of staff to give a lift in a car to a pupil alone. If there are circumstances which make unaccompanied transportation of a pupil unavoidable, permission must be sought from the Headmaster / Head of Preparatory School or Senior Deputy Head. This will be logged and parents must be informed. A pupil should always be seated in the back of a vehicle, with a seatbelt on, if being driven alone by a staff member, regardless of the age of the pupil.

In accordance with the Schools' Trips and Excursions policies, staff given permission to use their own vehicle to transport pupils must produce for the School Manager their motor insurance documentation confirming that they are insured for business use before permission to travel will be granted.

Staff should also refer to the guidance given in the Staff Handbook regarding the transport of pupils when using either school or hire vehicles.

One-to-One Meetings with Pupils

In order to ensure pupils are fully supported pastorally and academically, one-to-one meetings with pupils will be at times both necessary and desirable. The following guidelines should always be considered:

- Meetings should only be held with a specific purpose that is understood by the pupil involved.
- Meetings should be held within the school environment and where there are other members of staff in close proximity in the same building.
- Where possible, meetings should be held in a room where the pupil and member of staff can
 easily be seen or if not, at least one other colleague, and preferably a line manager, should be
 informed that the meeting is due to take place.
- When conducting the meeting, staff should avoid all unnecessary physical contact and avoid sitting or standing in unnecessarily close proximity to the pupil.
- Staff should report any concerns about the behaviour of a pupil in a one-to-one meeting to the appropriate member of the Senior Management Team.
- Meetings should not take place outside the School without the express permission of the parents of the pupil and the Headmaster / Head of Preparatory School.

<u>Language</u>

Staff must at all times be aware of the importance of using language appropriate to the context in which they are working. In conversations or written communications with pupils, staff should:

- Refrain from being over-familiar.
- Ensure language is not aggressive, humiliating or derogatory.
- Not swear or use any language which could be deemed offensive, including language that might be considered racist, sexist or homophobic.
- Avoid sexual content or innuendo.
- Avoid sarcasm.

In subjects where sexually explicit subject matter may reasonably be expected to arise, staff must ensure that appropriate boundaries are set and understood by all pupils.

Staff Dress and Appearance

Dress should always be appropriately professional. At Yarm, the expectation is that staff will wear appropriate business-style clothing which is suitable for a school in which pupils have a formal uniform code. Teaching staff are expected to wear clothing suitable for them to conduct their professional duties. This is in the form of a jacket and tie, (shirt top button fastened), for men and the professional equivalent for women. For safeguarding reasons, the school staff lanyard/reel with personalised identity badge must be worn at all times when on the school site.

In some subject teaching and games activities, alternative dress will be appropriate; guidance on this can be obtained from the Senior Management Team. Unless alternative dress has been agreed by SMT, normal business-style attire should be worn. Specific work-wear is also issued to some departmental groups. On certain formal occasions or events, Senior School teaching staff will be required to wear academic gowns and hoods, as directed by the Senior Deputy Head.

Hair styles and colour should also maintain appropriate professional boundaries. If a staff member has a tattoo that might be visible, they are encouraged to cover it if possible, particularly when working directly with pupils.

School Premises and Property

The school premises must only be used to carry out work as required by the School and in accordance with staff terms and conditions of employment. Any use of school premises which falls outside this must be agreed in advance with the Headmaster / Head of Preparatory School. Due care must be taken when using School property. School property should only be used in an authorised manner and must not be used for private gain. If in doubt about what entails appropriate use, please refer to the Headmaster / Head of Preparatory School.

The school has a 'No Smoking' policy. This includes the use of electronic vaping devices.

Staff must not smoke or vape on the school premises or anywhere in the presence of pupils.

Receiving and Giving Gifts

All staff should be fully familiar with the School Anti-Corruption and Bribery Policy and are required at all times to adhere to the guidelines given.

'Low level' concerns

To ensure an open and transparent environment in which all concerns about all adults working in or on behalf of the school or college (including supply teachers, volunteers and contractors) are dealt with promptly and appropriately, the School has a clear process to deal with any concerns (including allegations), which do not meet the harm threshold of referral, referred to as 'low-level' concerns. The term 'low-level' concern does not mean that it is insignificant, it is 'any concern – no matter how small, and even if no more than causing a sense of unease or a 'nagging doubt' - that an adult working in or on behalf of the school or college may have acted in a way that:

- is inconsistent with the staff code of conduct, including inappropriate conduct outside of work and online; and
- does not meet the allegations threshold or is otherwise not considered serious enough to consider a referral to the LADO.'

Examples of such behaviour could include, but are not limited to:

- being over friendly with children;
- having favourites;
- taking photographs of children on their mobile phone in a way which is contrary to the School's device policy;
- engaging with a child on a one-to-one basis in a secluded area or behind a closed door out of sight;
 or.
- humiliating pupils.

This is further defined in KCSIE (2025): 'Such behaviour can exist on a wide spectrum, from the inadvertent or thoughtless, or behaviour that may look to be inappropriate, but might not be in specific circumstances, through to that which is ultimately intended to enable abuse.'

It is crucial that any such concerns, including those which do not meet the harm threshold are shared responsibly with the Head or the DSL, and recorded and dealt with appropriately, sensitively and proportionately. To this end, the School will endeavour to create and embed a culture of openness, trust and transparency with the School's values and expected behaviour set out in the staff Code of Conduct, where staff are also confident to self-refer, should they have found themselves in a situation which could be misinterpreted.

All low-level concerns should be recorded in writing, held securely, kept confidential and comply with the Data Protection Act 2018 and the UK General Data Protection Regulation (UK GDPR). The record should include details of the concern, the context in which the concern arose, and action taken. The name of the individual sharing their concerns should also be noted, but if they wish to remain anonymous then that should be respected as far as reasonably possible.

Records should be reviewed so that potential patterns of concerning, problematic or inappropriate behaviour can be identified. Where a pattern of such behaviour is identified, the School will decide on a course of action, either through internal disciplinary procedures or where a pattern of behaviour moves from a concern to meeting the harm threshold, by referring it to the LADO for advice. Consideration should also be given to whether there are wider cultural issues within the School that enabled the behaviour to occur and where appropriate, steps should be taken to address this.

Other than in exceptional circumstances, the School will retain such information in line with our Data Retention Policy (i.e. for 6 years after their leaving date).

Whistleblowing

Yarm School is committed to ensuring that staff are confident that all concerns raised in good faith will be treated seriously, and that anyone raising these concerns is treated fairly. Staff should feel confident to raise concerns internally and in a confidential fashion about fraud, malpractice, health and safety, criminal offences, miscarriages of justice, a failure to comply with legal obligations, inappropriate behaviour or unethical conduct. Staff are able, if necessary, to raise such concerns outside the organisation. As detailed in the Child Protection and Safeguarding Policy, safeguarding concerns related to members of staff should be reported to the Headmaster, or the DSL if relating to a 'low level' concern (per the section above). If the concern is about the Head, this should be reported directly to the Chair of Governors.

Staff Sexual Harassment

Yarm School is committed to creating a safe, constructive working environment in which all employees are treated with dignity and respect. For this reason, we have a zero tolerance approach to sexual harassment in the workplace. Yarm School will aim to create a culture of equality and respect between all employees. As a School we have an awareness of sexual harassment and abuse issues through our Safeguarding regulations and KCSiE. In order to strengthen our support for employees, further supplementary reading is available HERE, and seeks to inform all staff on what is deemed as sexual harassment, how to report it and how we will address any concerns.

Sexual Harassment by definition is unwanted conduct of a sexual nature that has the purpose or effect of violating someone's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment for that person. There are clear protections against sexual harassment in the workplace under the Equality Act 2010, which Yarm School will seek to uphold through responding efficiently and promptly to any concerns or reports of sexual harassment from staff members. All staff should report any concerns to their line manager, HR team or Senior Management Team.

Staff are required, both in the interests of the pupils and in their own personal interest, to comply with all aspects of the Code of Conduct. A breach of any aspect of the Code of Conduct may amount to misconduct and this may lead to the invoking of disciplinary procedures.

Policy created 2015 (from existing sources)

Reviewed: July 2021, September 2021, July 2022, July 2023, July 2024, July 2025

Date of next review: July 2026 [PHW]



STAFF DISCIPLINARY AND CAPABILITY PROCEDURE

This procedure applies to all employees, and should be read in conjunction with the Performance

Management Policy

1 ABOUT THIS PROCEDURE

- 1.1 This procedure is intended to help maintain standards of conduct and performance and to ensure fairness and consistency when dealing with allegations of misconduct or poor performance.
- 1.2 This procedure applies to all employees regardless of length of service. It does not apply to agency workers or self-employed contractors.
- 1.3 This procedure does not form part of any employee's contract of employment and Yarm School may amend it at any time.

2 MINOR CONDUCT ISSUES

- 2.1 Minor conduct or performance issues can usually be resolved informally with your line manager, which may be a Head of Department or a member of the Senior Management Team. This procedure sets out formal steps to be taken if the matter is more serious or cannot be resolved informally.
- 2.2 These discussions should be held in private and without undue delay whenever there is cause for concern. Where appropriate, a note of any such informal discussions may be placed on your personnel file but will be ignored for the purposes of any future disciplinary hearings.
- 2.3 In some cases an informal verbal warning may be given, which will not form part of your disciplinary records.

3 CONFIDENTIALITY

- 3.1 Our aim is to deal with disciplinary matters sensitively and with due respect for the privacy of any individuals involved. All employees must treat as confidential any information communicated to them in connection with an investigation or disciplinary matter.
- 3.2 You, and anyone accompanying you (including witnesses), must not make electronic recordings of any meetings or hearings conducted under this procedure.

3.3 You will normally be told the names of any witnesses whose evidence is relevant to disciplinary proceedings against you, unless we believe that a witness's identity should remain confidential.

4 INVESTIGATIONS

- 4.1 Before any disciplinary hearing is held, the matter will be investigated by a Line Manager with sufficient experience, or a member of the HR Team, to handle such matters. Any meetings and discussions as part of an investigation are solely for the purpose of fact-finding and no disciplinary action will be taken without a disciplinary hearing.
- 4.2 You do not have the right to bring a companion to an investigative interview. However, we may allow you to bring a companion if it helps you to overcome any disability, or any difficulty in understanding English.
- 4.3 You must cooperate fully and promptly in any investigation. This will include informing us of the names of any relevant witnesses, disclosing any relevant documents to us and attending investigative interviews if required.
- 4.4 In some cases of alleged misconduct, we may need to suspend you from work while we carry out the investigation or disciplinary procedure (or both). While suspended, you should not visit our premises unless authorised to do so by the Headmaster, or contact any of our parents, pupils, suppliers, contractors or staff. Suspension is not considered to be disciplinary action. You will normally continue to receive your full salary during the period of suspension.

5 CRIMINAL ALLEGATIONS

- 5.1 Where your conduct is the subject of a criminal investigation, charge or conviction we will investigate the facts before deciding whether to take formal disciplinary action.
- 5.2 We will not usually wait for the outcome of any prosecution before deciding what action, if any, to take. Where you are unable or have been advised not to attend a disciplinary hearing or say anything about a pending criminal matter, we may nevertheless make a decision about your employment with us, having sought appropriate advice.
- 5.3 A criminal investigation, charge or conviction relating to conduct outside work may be treated as a disciplinary matter if we consider that it is relevant to your employment or if it brings the School into disrepute.

6 THE HEARING

- 6.1 We will give you written notice of the hearing, including sufficient information about the alleged misconduct or poor performance and its possible consequences to enable you to prepare. You will normally be given copies of relevant documents and witness statements.
- 6.2 You may be accompanied at the hearing by a trade union representative or a colleague, who will be allowed reasonable paid time off to act as your companion. You must tell the School Manager who your chosen companion is, in good time before the hearing.

6.3 You should let us know as early as possible if there are any relevant witnesses you would like to attend the hearing or any documents or other evidence you wish to be considered.

7 PROCEDURE AT DISCIPLINARY HEARINGS

- 7.1 If you or your companion cannot attend the hearing you should inform us immediately and we will arrange an alternative time. You must make every effort to attend the hearing, and failure to attend without good reason may be treated as misconduct in itself. If you fail to attend without good reason, or are persistently unable to do so (for example for health reasons), we may have to take a decision based on the available evidence.
- 7.2 The hearing will be chaired by a member of the Senior Management Team or a member of the HR Team, who has had no prior involvement with the investigation.
- 7.3 At the disciplinary hearing we will go through the allegations against you and the evidence that has been gathered. You will be able to respond and present any evidence of your own. Your companion may make representations to us and ask questions, but should not answer questions on your behalf. You may confer privately with your companion at any time during the hearing.
- 7.4 We may adjourn the disciplinary hearing if we need to carry out any further investigations such as re-interviewing witnesses in the light of any new points you have raised at the hearing. You will be given a reasonable opportunity to consider any new information obtained before the hearing is reconvened.
- 7.5 We will inform you in writing of our decision, usually within ten days of the hearing.

8 DISCIPLINARY ACTION AND DISMISSAL

- 8.1 Formal steps will be taken as detailed in this section 8, if the matter is not resolved, or if informal discussion or Management Advice is not appropriate (for example, because of the seriousness of the allegation). The usual penalties for misconduct or poor performance are:
 - 8.1.1 **Stage 1: First written warning.** Where there are no other active written warnings on your disciplinary record, you will usually receive a first written warning from the Headmaster. It will usually remain active for six months.
 - 8.1.2 **Stage 2: Final written warning.** In case of further misconduct or failure to improve where there is an active first written warning on your record, you will usually receive a final written warning from the Headmaster. This may also be used without a first written warning for serious cases of misconduct or poor performance. The warning will usually remain active for 12 months.
 - 8.1.3 **Stage 3: Dismissal or other action.** You may be dismissed for further misconduct or failure to improve where there is an active final written warning on your record, or for any act of gross misconduct. Examples of gross misconduct are given below (paragraph

10.2). You may also be dismissed without a warning for any act of misconduct or unsatisfactory performance during your probationary period.

We may consider other sanctions short of dismissal, including demotion or redeployment to another role (where permitted by your contract), and/or extension of a final written warning with a further review period.

9 APPEALS

- 9.1 You may appeal in writing to the Headmaster within one week of being told of the decision. You must state your full grounds of appeal. If you raise any new matters in your appeal, we may need to carry out further investigation or adjourn the appeal hearing if we need to carry out any further investigations in light of any new points you have raised at the hearing.
- 9.2 We will give you written notice of the date, time and place of the appeal hearing. This will be held as soon as reasonably practicable, having taken into account availability of panel members after you receive the written notice.
- 9.3 If you are appealing against a Stage 1 written warning, the appeal hearing will, where possible, be held by a member of the Senior Management team that has not been previously involved in the decision making or investigation. The School Manager may also be present. You may bring a colleague or trade union representative with you to the appeal hearing.
- 9.4 If you are appealing against a Stage 2 final written warning, the appeal hearing will, where possible, be held by the Headmaster, subject to the Headmaster having had no prior involvement in the investigation and decision making. If so, another member of the Senior Management team will hear the appeal. The School Manager may also be present. You may bring a colleague or trade union representative with you to the appeal hearing.
- 9.5 If you are appealing a Stage 3 decision, the appeal hearing will, where possible, be held by a panel of no fewer than three School Governors. The member of the Senior Management team who conducted the disciplinary hearing will also usually be present. You may bring a colleague or trade union representative with you to the appeal hearing.
- 9.6 We will inform you in writing of our final decision as soon as possible, usually within seven days of the appeal hearing. There is no further right of appeal.

10 GROSS MISCONDUCT

- 10.1 Gross misconduct will usually result in dismissal without warning, with no notice or payment in lieu of notice (summary dismissal).
- 10.2 The following are examples of matters that are normally regarded as gross misconduct:
 - 10.2.1 Serious neglect of duties, or a serious or deliberate breach of your contract of employment;

- 10.2.2 Theft or fraud, including but not limited to falsification of official returns, records and reports;
- 10.2.3 Physical violence or bullying including actual or threatened violence, or behaviour which provokes violence;
- 10.2.4 Deliberate and serious damage to School property, or the property of another employee, pupil, parent or visitor;
- 10.2.5 Serious misuse of the School's property or name;
- 10.2.6 Deliberately accessing internet sites containing pornographic, offensive or obscene material;
- 10.2.7 Serious insubordination;
- 10.2.8 Accepting or offering a bribe or other secret payment;
- 10.2.9 Unlawful discrimination or harassment;
- 10.2.10 Bringing the School into serious disrepute;
- 10.2.11 Serious incapability at work brought on by alcohol or illegal drugs including being under the influence of alcohol, illegal drugs or other substances during working hours;
- 10.2.12 Possession, use, supply or attempted supply of illegal drugs;
- 10.2.13 Unauthorised use or disclosure of confidential information, or failure to ensure that confidential information in your possession is kept secure;
- 10.2.14 Conviction for a criminal offence that in our opinion may affect our reputation or our relationships with our staff, parents, pupils or the public, or otherwise affects your suitability to continue to work for us;
- 10.2.15 Unauthorised entry into an area of the School to which access is prohibited;
- 10.2.16 Causing loss, damage or injury through serious negligence;
- 10.2.17 A serious breach of health and safety rules;
- 10.2.18 A serious breach of confidence.

This list is intended as a guide and is not exhaustive.

Author: School Manager

Date: July 2019

Reviewed: July 2020, July 2021, July 2022, July 2023, July 2024, July 2025

Next Review Date: July 2026



Employee Grievance Procedure

1. About this procedure

Most grievances can be resolved quickly and informally through discussion with your line manager or Head of Department. If you feel unable to speak to your line manager or Head of Department, for example, because the complaint concerns him or her, then you should speak informally to a more senior manager. If this does not resolve the problem you should initiate the formal procedure set out below.

This procedure applies to current employees regardless of length of service. It does not apply to agency workers or self-employed contractors.

This procedure does not form part of any employee's contract of employment. It may be amended at any time and we may depart from it depending on the circumstances of any case.

Written grievances will be placed on your personnel file along with a record of any decisions taken and any notes or other documents compiled during the grievance process.

2. Step 1: written grievance

You should put your grievance in writing and submit it to your line manager or Head of Department indicating it is a formal grievance. If your grievance concerns your line manager or Head of Department you may submit it to the School Manager.

The written grievance should set out the nature of the complaint, including any relevant facts, dates, and names of individuals involved so that we can investigate it. In some situations we may ask you to provide further information.

It may be necessary for us to carry out an investigation into your grievance. The amount of any investigation required will depend on the nature of the allegations and will vary from case to case. It may involve interviewing and taking statements from you and any witnesses, and/or reviewing relevant documents. You must cooperate fully and promptly in any investigation.

In other cases we may hold a grievance meeting before deciding what investigation (if any) to carry out. In those cases we will hold a further grievance meeting with you after our investigation and before we reach a decision.

3. Step 2: meeting

We will arrange a grievance meeting within a reasonable time of receiving your written grievance. You

should make every effort to attend.

You may bring a companion to the grievance meeting if you make a reasonable request in advance and tell us the name of your chosen companion. The companion may be either a trade union

representative or a colleague, who will be allowed reasonable paid time off from duties to act as your companion. At the meeting, your companion may make representations to us and ask questions, but

should not answer questions on your behalf.

If you or your companion cannot attend at the time specified you should let us know as soon as

possible and we will try, within reason, to agree an alternative time.

We may adjourn the meeting if we need to carry out further investigations, after which the meeting

will usually be reconvened.

We will write to you after the grievance meeting to confirm our decision and notify you of any further

action that we intend to take to resolve the grievance. We may carry out further investigations and hold further grievance meetings as we consider appropriate. Such meetings will be arranged without

unreasonable delay. We will also advise you of your right of appeal.

4. Step 3: appeals

If the grievance has not been resolved to your satisfaction you may appeal in writing to the next level of management appropriate to your department, stating your full grounds of appeal, within one week

of the date on which the decision was sent or given to you.

We will hold an appeal meeting, as soon as reasonably practicable after receiving the appeal. This will

be dealt with impartially by a more senior manager who has not previously been involved in the case.

You will have a right to bring a companion (see above).

We will confirm our final decision in writing as soon as possible after the appeal hearing. There is no

further right of appeal.

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