



North West Ambulance Service



NHS Trust

Delivering the right care, at the right time, in the right place

INDIVIDUAL AND COLLECTIVE GRIEVANCES POLICY AND PROCEDURE

Individual and Collective Grievances Policy and Procedure		Page:	Page 1 of 23
Author:	HR Manager	Version:	3.0
Date of Approval:	11 May 2015	Status:	FINAL
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Responsible Director	Director of Organisational Development
Responsible Manager (Sponsor)	Deputy Director of Organisational Development
For use by	All Trust employees

This policy is available in alternative formats on request.
Please contact the Human Resources department on
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1. Introduction

- 1.1 The Trust aims to create a working environment where good working relationships enable the resolution of difficulties through normal management and staff discussion. It is recognised, however, that there may be times when staff feel aggrieved or when it has not been possible to resolve a matter through either individual or collective discussions. The Individual and Collective Grievance Policy provides a mechanism to deal with such matters.
- 1.2 It is in the interests of employees, the Trust and Trade Unions to resolve grievances as quickly as possible, to enable appropriate focus on the provision of high quality patient care.
- 1.3 The Policy has been written with reference to the Employment Act 2002 (Dispute Resolution) Regulations 2004 and to the ACAS Code of Practice 1: Disciplinary and Grievance Procedures.
- 1.4 The Policy has been developed in partnership with Trade Unions recognised under the NWS Recognition Agreement.

2. Scope

- 2.1 This policy applies to all staff employed within the North West Ambulance Service NHS Trust.
- 2.2 The Policy may also be applied to ex-employees, where their grievance was registered prior to the termination of their employment, unless mutual agreement is reached to adopt the modified grievance procedure in these circumstances (see Appendix 1).
- 2.3 The policy does not apply to matters which are already subject to separate policies and procedures in the Trust. In particular it cannot be used to address complaints arising from the application of the Disciplinary Policy and Procedure, except where the disciplinary action amounts to, or would amount to, unlawful discrimination or that the true reason for the action is not the reason given by the employer. In the majority of cases the appropriate appeals mechanism in the Disciplinary Policy and Procedure should be used for such matters.
- 2.4 If a grievance is raised during the course of a disciplinary process that is related to the case, consideration will be given to suspending the disciplinary procedure for a short period to enable the grievance to be dealt with. Each case will be considered on its merits. In the interests of fairness, the Trust will also consider bringing another manager in to deal with the disciplinary process in such cases.

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3. Definitions

- 3.1 An **individual grievance** is a concern, problem or complaint arising from an individual's employment, a management decision or the application/interpretation of a policy or procedure within the Trust.
- 3.2 A **collective grievance** is a concern, problem or complaint arising from, or connected with the employment of a group of staff, arising from a management decision or the application/interpretation of a policy or procedure within the Trust.
- 3.3 A **Trade Union** for the purposes of this policy is a Trade Union recognised under the NWSA Recognition Agreement.

4. General Principles

- 4.1 The aim of this policy is to ensure that grievances are settled fairly, consistently and as speedily as possible. It also aims to empower managers and staff to resolve matters as close as possible to their point of origin.
- 4.2 Individuals and groups of staff are encouraged to discuss matters of concern with their line manager with the aim of resolving difficulties without recourse to this policy. Although there will be occasions that the matter is too sensitive for such a discussion to take place, this should be the exception rather than the rule. In normal circumstances an individual or group will not be expected to use this policy without an informal discussion of the matter taking place first.
- 4.3 The Trust is committed to the elimination of discrimination on the grounds of race, gender, transgender, sexual orientation, religion and belief, disability, age, caring responsibilities and any other form of discrimination. The Trust actively promotes equality of opportunity for all and this policy must be applied equitably across all employees.

5. The Grievance Procedure

- 5.1 There are 3 stages to the grievance procedure:

- Stage 1: Initial Grievance Meeting
- Stage 2: Formal Grievance Review
- Stage 3: Grievance Appeal

Guidance on the conduct of meetings is provided at Appendix 4.

- 5.2 Whilst the policy outlines sequential stages for the consideration of grievances, individual or collective circumstances may dictate that one or more stages may be omitted. For example, where a matter concerns a decision made at a higher level than the line manager,

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then by mutual agreement the matter could be entered at Stage 2 or Stage 3 of the procedure.

5.3 The time limits expressed in this procedure will be regarded as the normal maximum time limits required. These may however be extended by mutual agreement and adjournments may be sought in appropriate circumstances.

5.4 Stage 1: Initial Grievance meeting

5.4.1 Where an individual or group of staff is aggrieved about any matter affecting their employment, they may raise this as a formal grievance. The complaint may be placed in writing using the form at Appendix 2 or it can be raised verbally with their manager or it can be sent by email. Where the matter is raised verbally, the individual must make it clear that they are raising a formal grievance and the reasons for that grievance. The manager should ensure the grievance is recorded on the form included in this policy and ask the individual to sign it. The timescales start from the point that the grievance is raised.

5.4.2 The line manager should send a copy of the form to the relevant HR Advisor to enable the grievance to be recorded for monitoring purposes.

5.4.3 Any employee who finds it difficult to place their grievance in writing, for example as a result of disability, may seek the help of a colleague, trade union representative or member of the HR department.

5.4.4 In the case of a group of staff the grievance should also state the names of all those staff who are joined in the grievance or define the group of staff.

5.4.5 The grievance should be sent to the line manager or if this is not felt to be appropriate it should be either presented via their Trade Union representative or sent to the Human Resources department.

5.4.6 The manager should agree a suitable date to meet with the employee and their representative where requested, within 14 calendar days of the grievance being lodged with the line manager to discuss the details of the grievance. In the case of a collective grievance the group should comprise of no more than 3 spokespersons from the collective group to meet with the manager to discuss the grievance.

5.4.7 The aim of this meeting will to be to discuss the concerns with the aim of trying to resolve the problem.

5.4.8 The manager will record the particulars of the grievance, any decisions taken and actions agreed. This will be confirmed to the employee in writing within 7 days following the meeting along with how they can proceed to the next stage of the process if they remain dissatisfied with the outcome.

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5.4.9 The initial grievance meeting should be completed within 14 calendar days from receipt of the grievance by the manager, taking into account duty commitments.

5.4.10 In grievances involving alleged discrimination on the grounds of race, gender, disability, sexual orientation, religion or belief or age, the complainant may request for the formal meeting to be facilitated by a Human Resources representative if they do not feel comfortable to discuss the matter directly with their line manager.

5.5 Stage 2: Formal Grievance Review

5.5.1 Where an employee is not satisfied with the outcome of the initial grievance meeting they should complete a new formal Grievance Form included at Appendix 2 or amend the form submitted originally at Stage 1. This should then be submitted to their line manager's manager, within 14 days of the initial grievance meeting, who should acknowledge receipt and also copy the form to the relevant HR Advisor.

5.5.2 Any employee who finds it difficult to complete a Grievance Form, for example as a result of disability, should seek the help of a colleague, trade union representative or member of the HR department.

5.5.3 The manager will, in conjunction with HR, agree the most appropriate hearing panel for the resolution of the grievance. As a minimum the panel will comprise one member of a Head or Service or appropriate Senior Manager supported by HR. The panel may also include one other appropriate manager, such as a Sector Manager for grievances from within the Service Delivery function.

5.5.4 A formal grievance hearing will be arranged and will normally be held within 21 calendar days of the grievance being received at Stage 2, unless exceptional circumstances arise in the availability of the parties or their representatives.

5.5.5 The individuals or their representative and the management representative should submit any written documentation in support of their grievance as soon as possible, but at least one week prior to the hearing to the HR Advisor to the panel. Documentation will be exchanged a minimum of 7 days prior to the hearing.

5.5.6 A record of the meeting will be kept, including any agreed actions. Normally the panel will confirm the decision on the day where it has been possible to conclude the grievance. If it is necessary to seek further evidence before reaching a final decision, an adjournment and appropriate timescales will be mutually agreed.

5.5.7 The outcome of the hearing will be confirmed in writing to the individual and management representative within 7 days of the hearing.

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5.6 Stage 3: Grievance Appeal

- 5.6.1 If the individual or group remains dissatisfied with the outcome of the formal grievance review, they should complete a new grievance form at Appendix 2 or amend the form submitted at previous stages. This should be received as soon as practical and a maximum of 21 days following receipt of the written confirmation of the outcome of the formal grievance hearing. The form should be submitted to the Head of Human Resources.
- 5.6.2 Any employee who finds it difficult to complete a Grievance Form, for example through disability, should seek the help of a colleague, trade union representative or member of the HR department.
- 5.6.3 It is important that appeals should be heard within a reasonable timescale. It is the intention of the Trust that all appeals will be heard as soon as possible from the date on which the appeal is lodged. Normally, this will be within 28 calendar days. The appellant will be given at least fourteen calendar days' notice of the date of the hearing.
- 5.6.4 The appeal will be heard by a panel consisting of two Directors, one of which will be a Trust Board Director or Non-Executive Director, and advised by the Head of Human Resources or Deputy Director of Organisational Development.
- 5.6.5 The individuals or their representative and the management representative should submit any written documentation in support of their grievance one week prior to the hearing to the HR Advisor to the panel. Documentation will be exchanged a minimum of 7 days prior to the hearing.
- 5.6.6 A record of the meeting will be kept, including any agreed actions. The outcome of the hearing will be confirmed in writing to the individual and management representative within 7 days of the hearing.
- 5.6.7 There is no further internal right of appeal following this hearing.

6. Status Quo

- 6.1 Any agreed practices or policies that exist prior to the grievance being raised will continue to operate pending conclusion of the internal grievance procedure. The Trust reserves the right to exercise its discretion in this respect where to continue the practice would be unlawful, would breach an existing jointly agreed policy, would place patient or employee safety at risk or where to do so would materially disadvantage another employee.

7. Representation

- 7.1 Employees have the right to be accompanied at all stages of the grievance procedure by a Trade Union representative, colleague or friend not acting in a legal capacity. It is the responsibility of the individual to arrange for their own representation. Where the Trust is

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advised of the name of the individual's representative then relevant documentation and arrangements for the hearing will be copied to them.

- 7.2 If the chosen representative cannot attend on the initial date advised for a hearing, an alternative time will be offered so long as this is within a reasonable timescale and at a maximum within 2 weeks of the original date offered. If the representative still cannot attend then the individual will be asked to find alternative representation. This does not preclude appropriate and reasonable arrangements being made by agreement with the parties concerned.

8. Panel composition and hearing arrangements

- 8.1 Normally the composition of panels will be the prerogative of the Trust in the context of the procedure outlined above. It is recognised, however, that there may be occasions when the panel may not be representative on the grounds of Diversity e.g. BME or gender, and that this may make the procedure more difficult for some individuals. This may be because of the particular content of the grievance (for example, a grievance relating to discrimination on the grounds of gender) or for reasons of personal comfort, for example a woman presenting to an all-male panel. In these circumstances the individual may request that consideration be given to the inclusion on the panel of someone more representative, for example on grounds of gender or BME background.
- 8.2 The Trust will make every endeavour to comply with this request if it is felt to be reasonable. Any additional panel members will have an advisory role unless they replace a full panel member e.g. the replacement of a male director by a female director.
- 8.3 The Trust recognises the value of both managers and staff representatives being able to learn from observing grievance meetings. As a result observers will be allowed to attend grievance meetings as long as attendance is mutually agreed in advance with the chair of the panel and the individual bringing the grievance.
- 8.4 In making arrangements for a hearing the Trust will seek to be sensitive to cultural and religious issues, for example, avoidance of dates which clash with religious holidays, where appropriate.

9. Roles and responsibilities

9.1 Human Resources

The Human Resources Team are responsible for the ensuring that this policy complies with current employment legislation and that the implementation of this policy remains consistent and in line with best practice. Members of the HR team will advise managers and panels on the implementation of the policy and the appropriate interpretation of other Trust HR policies in the consideration of grievances.

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9.2 Line Managers

Line Managers are responsible for ensuring that they take matters of concern raised by their staff seriously and to objectively and fairly review their decisions when such concerns are raised by staff. They must also keep appropriate records of matters raised. It should be noted that the time commences from receipt of the form by the manager

9.3 Other Managers

Managers generally are responsible for objectively reviewing decisions as part of a hearing panel and for ensuring that employees are aware of their rights.

9.4 Trade Union representatives

Trade Union colleagues are responsible for appropriately advising individuals of their rights and the context of managerial decision making. Representing individuals at hearings and supporting the submission of relevant documentation as part of the process.

10. Confidentiality

10.1 All individuals, managers and Trade Union representatives involved in the Individual and Collective Grievances Policy and Procedure are reminded of the requirement to respect confidentiality. Breaches of confidentiality will be treated seriously and could result in disciplinary action.

11. Monitoring and Review

11.1 The Director of Organisational Development is responsible for monitoring overall compliance with this policy. Information will also be collated on the number of grievances in the organisation and diversity analysis will be undertaken by the HR department. Statistical information relating to grievances will be presented in various management and partnership forums but this will be presented in such a way as to protect the confidentiality of individuals.

11.2 The policy will be formally reviewed after a maximum of 3 years, unless monitoring indicates the need for an early review.

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Appendix 1: Modified Grievance Procedure

This modified procedure will only apply in circumstances where the individual's employment has ended and:

- The individual had not registered the grievance prior to their employment ending
- The parties agree in writing, that the modified rather than the statutory grievance procedure shall apply

Stage 1: Statement of grievance

The ex-employee must set out their grievance in writing and send this to the Head of Human Resources. The letter must include a statement detailing the grievance and the reasons for it.

Stage 2: Grievance response

The Trust will consider the grievance and will set out their response in writing to the ex-employee.

This will be the end of the modified procedure.

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Appendix 2: FORMAL GRIEVANCE PROCEDURE FORM

This form should be completed by all the individuals wishing to pursue a grievance at any stage of the Trust's Individual and Collective Grievance. It should only be completed once the matter has been discussed informally with your line manager.

If your grievance proceeds through more than one stage, this form should be amended and resubmitted at each stage.

PERSONAL DETAILS	
Name:	
Job Title:	
Department:	
Location:	
Line Manager:	
Contact telephone no:	
Contact email address:	

Where there is more than one aggrieved individual then please provide further details of those affected on a separate sheet. Where reasonably practicable, this should be a list of the names of all the aggrieved staff but where there are a large number of staff an accurate description may be provided e.g. Paramedics employed in x Sector. The list must indicate who will be spokespersons for the group, up to a maximum of 3 individuals and must include the location, telephone and email details for these individuals.

GRIEVANCE DETAILS			
Grievance stage (please circle)	1	2	3
Details of previous hearing officer (name and job title) – where appropriate	Stage 1		
	Stage 2		

REPRESENTATIVE DETAILS	
Name, organisation & Area:	
Contact telephone no.	
Email address	

THE GRIEVANCE

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Please detail the nature of your grievance

Briefly describe your grievance? Please identify any important dates, witnesses or comparator information (e.g. if you feel that you have been treated differently to another employee)

Who have you spoken to previously about your grievance? Please set out any reasons for the decision which have been discussed with you

Please outline the decision and reasons given at any previous formal stages or attach the outcome to this form.

How would you like your grievance to be resolved? What outcome are you looking for?

Are there any special arrangements which will need to be made for you, your

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representative or any witnesses to full participate in a formal hearing e.g. adjustments for a disability, language etc. (please detail)

Signature:

Date:

Date received:

Name and signature of line manager:

Once completed this form should be submitted to the following individuals for each stage where appropriate: You are advised to keep a copy for your own information

Stage 1: Line Manager

Stage 2: The next appropriate level of management

Stage 3: Head of HR

For hearing officer use:

Stage	
Outcomes and actions agreed	
Timescales for implementation	

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Appendix 3:

Guidance on the conduct of grievance hearings

The process for the conduct of grievance meetings under the terms of the Trust's Individual and Collective Grievance procedure will be as outlined below. Appendix 4 outlines the Scheme of Delegation in relation to hearing grievances.

In all cases managers must be aware of the impact of the environment on the conduct of the meeting and the opportunities for resolution. Managers must ensure an appropriate room is available for the meeting and that appropriate time is made available for an uninterrupted discussion.

Stage 1: Initial Grievance Meetings

The purpose of this meeting is to allow a full and frank discussion about the grievance, the reasons for the original decision which have led to the individual feeling aggrieved and to explore the options for resolving the grievance. It is important therefore that the meeting is conducted in an open and transparent way and that both parties feel able to contribute their views to the discussion. In this respect there is no one format to be used for this meeting. It will be dependent on the circumstances of the grievance and the nature of the existing relationship between the manager and their member of staff. The following gives some general guidance on the conduct of such meetings.

The line manager should provide the employee with the opportunity to explain:

- The background to their grievance
- Why they feel aggrieved
- The impact that the decision has had on them

The manager will then explain the reasons that the individual has been treated in a particular way and why he or she reached the decision that they did.

The manager and individual should then seek to discuss the problem with the aim of reaching, either:

- a better understanding of the reason for the decision
- an agreement about the resolution of the grievance

It will be normal practice for the manager to confirm their decision on the day. A record of the meeting will be kept by the manager and the outcome will be confirmed in writing to the employee within 7 days of the meeting taking place.

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Stages 2 and 3: Formal Grievance Review and Appeal

The member of staff will be advised how to access the Individual and Collective Grievance Policy and will be advised in writing of:

- i. The date, time and venue of the meeting, including who will chair the meeting, any other members of the panel and the HR representative on the panel
- ii. His/her right to representation.

It is the member of staff's responsibility to arrange appropriate representation, but where arrangements have been made with a representative and these have been advised to the Trust, then appropriate documentation will be copied to the representative.

In the case of the Grievance Review the individual and management representative from the formal stage will be expected to provide any additional documentation to support the case, 7 days in advance of the hearing to the HR representative. This will enable the exchange of documents 7 days prior to the meeting.

In the case of the Grievance Appeal the individual and management representative from the formal meeting will be expected to provide any additional documentation to support the case, one week prior to the hearing. This will enable the exchange of documents 7 days before the meeting.

Witnesses must also be advised within these timescales.

Before the meeting commences, the chair of the meeting will clearly explain the procedural arrangements for the meeting.

The chair of the meeting will invite the employee to present the reasons for their grievance, by explaining their Formal Grievance Form and presenting any evidence or witness testimony in support of their position.

Following the presentation of the individual's grievance, the management representative will be given the opportunity to ask questions relating to the individual's presentation.

Following this the panel may also ask any questions they feel relevant to the proceedings.

The Management representative will then be invited to present their statement of case outlining the reasons for their decision with any supporting evidence or witness testimony.

Following the presentation of the management representative's position, the individual employee and their representative will be given the opportunity to ask questions relating to the management representative's presentation.

Following this the panel may also ask any questions they feel relevant to the proceedings.

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When questioning has been concluded both sides will be invited to sum up their position, with the individual member of staff being asked to sum up first. No new evidence should be presented as part of this summing up.

Following this the panel will adjourn to consider their decision. If they require further clarification of any of the evidence or points presented they will recall all parties to the meeting to clarify those points. There are three possible outcomes from the meeting. These are:

- a. That a decision is reached on the day and relayed to all the parties. This will then be confirmed in writing to the individual employee and management representative within 7 days of the meeting.
- b. That a decision cannot be reached on the day. In this case all parties will be recalled and advised of this. The timescales for a response will be advised to the parties but in this case will not be longer than 10 working days following the meeting.
- c. That the panel requires further investigation. In these circumstances the meeting will be adjourned for further information. The timescales for reconvening the meeting will be confirmed to all parties and any further information gathered provided to all parties a minimum of 7 days before the reconvened meeting.

Written confirmation of the outcome of the meeting will include:

- i) The decision reached and an explanation of the reasons for the decision.
- ii) Any actions which have been agreed to be taken as a result of the meeting and the timescales for implementation.
- iii) The next stage of the procedure where appropriate.

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Appendix 4

SCHEME OF DELEGATION

Reference: **HR03**

Title: **Grievance Procedure**

Decision Maker Responsibilities

Trust Board:	Two Directors of the Trust Board (can include a Service Director) will be responsible for hearing Grievance Appeals (Stage 3). Approval of the Trust Grievance Policy
Chief Executive	Hearing Officer for grievance cases from Executive Directors
Non-Executive Directors	Hearing Grievance Appeals from Chief Executive.
Director:	All Executive Directors, Non Executives and Directors Hearing grievances from their immediate staff or at Stage 3 Grievance Appeal Panels (at least one member of the panel to be a Trust Board member). Director of Organisational Development & Human Resources Development and implementation of Trust Individual and Collective Grievance Policy and Procedure.
Senior Manager:	Band 8d Managers To hear grievances at Formal Grievance review (stage 2) and for their immediate staff Heads of HR/ Strategic HR Manager / HR Managers To advise the Grievance Appeal Panel (Stage 3) and to ensure appropriate arrangements are made for hearings. To ensure robust monitoring and application of the procedure locally. All Deputy Directors / Heads of Service/Senior Service Delivery Managers To hear grievances at Formal Grievance Review (Stage 2) and for their immediate staff. (In certain circumstances and in order to ensure reasonable timescales, these matters may be delegated to appropriate managers at a level one removed). HR Managers Ensure managers across the Trust are aware of their responsibilities under appropriate use of the Individual and Collective Grievance Policy and Procedure. To hear grievances from immediate staff and to advise at grievance hearings.
Other Managers:	Line Managers (PES Band 6 and above / PTS Band 4 and above) To hear grievances from staff at Initial Grievance Meeting (Stage 1) as appropriate. HR Advisors Provide advice to managers hearing grievances and to implement monitoring arrangements. Provide direct support at Stage 1 and 2 grievances (HR support is only required at Stage 1 for grievances of a sensitive nature).
All staff:	To use the grievance procedure where appropriate to raise issues of concern.

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Appendix 5

Equality Impact Assessment Report

Name of Policy, Service or Function

Individual and Collective Grievances Policy and Procedure

Equality Impact Assessment carried out by

Vickie Camfield

Date of Equality Impact Assessment

April 2015

Step 1: Description and Aims of Policy, Service or Function

Overall aims

The aim of this policy is to ensure that grievances are settled fairly, consistently and as speedily as possible. It also aims to empower managers and staff to resolve matters as close as possible to their point of origin.

Key elements of policy, service, process

The Policy covers the following:

- Principles
- Roles and Responsibilities
- Procedure
- The Policy has been written with reference to the Employment Act 2002 (Dispute Resolution) Regulations 2004 and to the ACAS Code of Practice 1: Disciplinary and Grievance Procedures.

Who does the policy, service or function affect?

All NWAS employees and the ex-employees who raise grievances prior to termination from the Trust.

How do you intend to implement the policy or service change (if applicable)

This is a review of an existing procedure so there is a general understanding of the content by both managers and staff. The implementation will focus on key areas of changes particularly around the timescales under which the policy operates. Managers will be updated on the changes and supporting documents will be reviewed in light of the changes, along with the Grievance HR Master class.

Step 2: Data Gathering

Summary of data available and considered

- Monitoring Data recording Grievances within the organisation using existing HR case logs. Further work is underway to consider additional options to ensure effective recording of all cases.
- Best practice guidelines
- Review of other policies

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Outcomes of data analysis

Equality Group	Evidence of Impact
Gender	Evidence from monitoring staff who raise a grievance does not indicate a specific adverse impact on any single group.
Race/Ethnicity	
Disability	
Sexual Orientation	
Religion or belief	
Age	
General (Human Rights)	

Outcomes of consultation

Step 3: Consultation

Please note you may want to return to this section following Steps 4 & 5

Summary of consultation methods

The Policy has been consulted through the normal management and Trade Union consultation routes.

Outcomes of consultation

Equality Group	Evidence of Impact
General	The Policy has been in operation since 2008 and no major concerns have been raised as a result of this review.
Gender	No issues identified in consultation
Race/Ethnicity	No issues identified in consultation
Disability	No issues identified in consultation
Sexual Orientation	No issues identified in consultation
Religion or belief	No issues identified in consultation
Age	No issues identified in consultation
Pregnancy	No issues identified in consultation

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Step 4 & 5: Impact Grid

Relevant Equality Area	Areas of impact identified	Is the impact positive or negative?	Key issues for action [Will form basis of action plan]
Gender	No indication of negative impact	Neutral	Monitoring of action taken
Race/Ethnicity	No indication of negative impact	Neutral	Monitoring of action taken
Disability	No indication of negative impact	Neutral	Monitoring of action taken
Sexual Orientation	No indication of negative impact	Neutral	Monitoring of action taken
Religion or belief	No indication of negative impact	Neutral	Monitoring of action taken
Age	No indication of negative impact	Neutral	Monitoring of action taken
General (Human Rights)	No indication of negative impact	Neutral	Monitoring of action taken

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Step 6: Action Plan

Name of Policy or Service:					
Issue identified and equalities group or communities affected	Action to be taken	By When	Who By	Expected outcome	Progress

Summary of decisions and recommendations

No advert impact has been identified in reviewing the Individual and Collective Grievance Policy and Procedure against any group. It is recommended that monitoring continues for all formal action on implementation of the Policy.

Step 7: Monitoring arrangements

The Director of Organisational Development is responsible for monitoring overall compliance with this policy.

Step 8: Date of next Equality Impact Assessment

At next review of the Policy is due in April 2018 unless the policy is reviewed earlier.

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