

Remedicare Education Services

Grievance Procedure

Organisation: Remedicare Education Services

Policy Owner: Directors

Effective Date: September 2026

Review Date: September 2027

1. Purpose

Remedicare Education Services is committed to maintaining a professional, respectful, inclusive and supportive working environment in which staff feel able to raise concerns about matters affecting their employment.

The purpose of this Internal Grievance Procedure is to provide employees with a clear, fair and transparent process for raising and resolving workplace grievances.

Remedicare recognises that workplace concerns can arise for a variety of reasons. Where possible, concerns should be addressed promptly and informally. Where informal resolution is not appropriate or does not resolve the matter, employees have the right to raise a formal grievance.

Remedicare will seek to ensure that grievances are:

- taken seriously;
- dealt with promptly and fairly;
- investigated objectively and impartially;
- handled sensitively and confidentially;
- managed in accordance with the principles of natural justice;
- considered without unreasonable delay;
- dealt with in accordance with relevant employment legislation and the ACAS Code of Practice;
- free from retaliation or detrimental treatment for raising a genuine grievance; and
- used, where appropriate, to identify improvements to working practices.

This procedure is intended to support resolution wherever possible and should not be used to discourage employees from raising legitimate concerns.

2. Scope

This procedure applies to employees working for Remedicare Education Services, including full-time, part-time, permanent, temporary and fixed-term employees.

Where appropriate, Remedicare may also consider concerns raised by workers, contractors or volunteers through another relevant organisational procedure.

A grievance may relate to matters including, but not limited to:

- working conditions;
- workload or working arrangements;
- management decisions;
- workplace relationships;
- communication;
- unfair treatment;
- bullying or harassment;
- discrimination;
- equality and diversity concerns;
- working hours or arrangements;
- pay or employment-related matters;
- health and safety;
- concerns regarding workplace culture;
- concerns about the application of workplace policies;
- concerns about changes to duties or responsibilities; or
- other matters affecting an employee's employment.

This procedure does not replace Remedicare's safeguarding, whistleblowing, disciplinary or other specific procedures where another process is more appropriate.

3. Relationship With Other Procedures

Some concerns may need to be dealt with under a different Remedicare procedure.

For example:

Safeguarding

Where a grievance raises a concern about the safety or welfare of a child or young person, the matter must be referred immediately to the appropriate safeguarding lead and managed in accordance with Remedicare's Child Protection and Safeguarding Policy.

The grievance process must not delay safeguarding action.

Whistleblowing

Where an employee raises concerns about serious wrongdoing, malpractice, unlawful conduct, serious risks to health and safety, safeguarding failures or other matters that may fall within the definition of a protected disclosure, the matter may need to be managed under Remedicare's Whistleblowing Policy.

Disciplinary Matters

A grievance may identify concerns about another employee's conduct. Where appropriate, Remedicare may consider whether the matter should be addressed through the Disciplinary Procedure.

A grievance and disciplinary matter may sometimes need to be considered alongside one another. Remedicare will determine the most appropriate approach depending on the circumstances.

Equality, Discrimination or Harassment

Concerns involving discrimination, harassment, victimisation or other unlawful treatment will be taken seriously and investigated appropriately.

Health and Safety

Concerns involving an immediate or serious health and safety risk must be reported without delay through the appropriate Health and Safety procedures.

4. Principles

Remedicare will follow the principles below when managing grievances.

4.1 Fairness

Employees will have a reasonable opportunity to explain their concerns and provide relevant information.

The person responding to or investigating a grievance will consider the available evidence objectively.

4.2 Impartiality

Where reasonably practicable, a grievance should be investigated and determined by someone who has had no prior involvement in the matter.

Where a grievance concerns an employee's line manager, the employee may raise the grievance with an alternative manager or senior leader.

Where a grievance concerns a Director or senior leader, an alternative Director or appropriately independent person may be appointed.

4.3 Confidentiality

Grievances will be handled sensitively and confidentially wherever possible.

Information will only be shared with those who need it for legitimate reasons, including where information needs to be shared for safeguarding, legal, regulatory, health and safety or other lawful purposes.

Employees involved in a grievance are expected to respect the confidentiality of the process.

Confidentiality cannot be guaranteed where information needs to be disclosed to protect a child or another person, meet a legal obligation, or enable an appropriate investigation.

4.4 Timeliness

Remedicare will seek to deal with grievances without unreasonable delay.

Timescales set out within this procedure are intended as reasonable targets rather than absolute deadlines. Complex matters may require additional time.

Where there is a delay, the employee will be informed of the reason and, where possible, provided with an expected timescale.

4.5 No Retaliation

An employee who raises a genuine grievance in good faith must not be subjected to retaliation, victimisation or detrimental treatment because they have raised the concern.

Any concern about retaliation should be reported to a manager, Director or other appropriate senior person.

4.6 Reasonable Adjustments

Remedicare will consider reasonable adjustments where required to enable an employee to participate fairly in the grievance process.

This may include adjustments relating to disability, communication needs or other relevant circumstances.

5. Informal Resolution

Where appropriate, employees are encouraged to raise concerns informally in the first instance.

An informal approach may be appropriate where:

- the issue is relatively straightforward;
- the employee feels comfortable raising it informally;
- there is a reasonable prospect of resolving the matter through discussion; or
- the matter does not require a formal investigation.

An employee may speak to:

- their line manager;
- another appropriate manager;
- a member of the Senior Leadership Team; or
- a Director.

The manager should listen carefully to the concern and seek to understand:

- what has happened;
- how the issue has affected the employee;
- what outcome the employee is seeking; and
- whether the matter can reasonably be resolved without formal action.

Possible informal resolutions may include:

- clarification;
- an agreed change in working arrangements;
- facilitated discussion;
- mediation;
- additional management support;
- clarification of responsibilities;
- additional training; or
- another reasonable management action.

An employee will not be required to attempt informal resolution where this would be inappropriate, including where:

- the matter is serious;
- the concern involves harassment, discrimination or victimisation;
- there is a significant conflict of interest;
- the concern involves a safeguarding issue;
- the employee does not feel safe raising the matter informally; or
- the employee wishes to raise a formal grievance.

6. Mediation

Where appropriate, Remedicare may consider mediation as a means of resolving workplace disagreements.

Mediation is voluntary and involves an impartial person helping those involved to discuss the issue and explore possible solutions.

Mediation will not normally be appropriate where:

- there is an allegation of serious misconduct;
- there is a safeguarding concern;
- there is a serious power imbalance;
- an investigation is required to establish facts; or
- another formal process is more appropriate.

Participation in mediation does not prevent an employee from raising a formal grievance where appropriate.

7. Formal Grievance

An employee may raise a formal grievance where:

- informal resolution has not resolved the matter;
- the employee does not feel informal resolution is appropriate;
- the matter is sufficiently serious to require formal investigation; or
- the employee wishes the matter to be dealt with formally.

The grievance should normally be submitted in writing.

It should include, where possible:

- the nature of the grievance;
- the key events or circumstances giving rise to the grievance;
- relevant dates;
- names of people involved;
- any steps already taken to resolve the matter;
- relevant supporting information or documents; and
- the outcome the employee is seeking.

Employees are not expected to use legal or technical language when raising a grievance.

If an employee has difficulty putting their grievance in writing, Remedicare will consider reasonable assistance or an alternative method of recording the grievance.

8. Where to Submit a Formal Grievance

Formal grievances should normally be submitted to the employee's line manager.

Where the grievance concerns the employee's line manager, it should be submitted to an alternative manager or member of the Senior Leadership Team.

Where the grievance concerns a member of the Senior Leadership Team or a Director, the grievance should be submitted to another Director who has had no prior involvement in the matter.

Where all Directors have a conflict of interest or prior involvement, Remedicare may appoint an appropriately independent person to oversee or investigate the grievance.

9. Acknowledgement

Remedicare will normally acknowledge receipt of a formal grievance within **5 working days**.

The acknowledgement should normally confirm:

- that the grievance has been received;
- who will manage or investigate the grievance;

- the next steps;
- whether a grievance meeting will be arranged; and
- an anticipated timescale.

Where the grievance is unclear or further information is required, Remedicare may ask the employee for clarification.

10. Investigation

Where a formal investigation is required, Remedicare will appoint an appropriate person to investigate the grievance.

The investigator should be sufficiently senior and, wherever reasonably practicable, independent of the matter being investigated.

The investigation may include:

- reviewing relevant documents;
- reviewing emails or other work-related communications;
- speaking with the employee who raised the grievance;
- speaking with other relevant employees;
- speaking with witnesses;
- reviewing relevant policies and procedures;
- considering records held by Remedicare; and
- considering any other relevant evidence.

The investigator will seek to establish the relevant facts and will not assume that the grievance is either justified or unfounded before considering the evidence.

Employees involved in the investigation are expected to cooperate honestly and appropriately.

11. Grievance Meeting

Where appropriate, the employee will be invited to a grievance meeting.

The purpose of the meeting is to provide the employee with an opportunity to explain their grievance, provide relevant information and discuss the issues being considered.

The meeting may be held in person or remotely where appropriate.

The employee should be given reasonable notice of the meeting and, where appropriate, sufficient information about the matters to be discussed.

The employee should make reasonable efforts to attend.

If the employee is unable to attend for a genuine reason, Remedicare will consider whether the meeting can reasonably be rearranged.

12. Right to Be Accompanied

An employee who is required or invited to attend a formal grievance meeting has the statutory right to be accompanied where the statutory conditions apply.

The employee may normally be accompanied by:

- a workplace colleague; or
- a trade union representative; or
- an official employed by a trade union.

The companion may provide support, take notes, ask questions and summarise the employee's position where appropriate.

The companion will not normally be permitted to answer questions on the employee's behalf.

Remedicare may also consider reasonable requests for another appropriate companion where this supports accessibility or fairness.

13. Further Investigation

Following the grievance meeting, further investigation may be required.

This may include:

- obtaining additional information;
- speaking to additional witnesses;
- reviewing further documentation;
- seeking clarification from the employee; or
- taking advice from HR or another appropriate professional.

Where significant new information is identified, the employee will normally be given a reasonable opportunity to comment on information that is directly relevant to the grievance.

14. Outcome

Following the investigation and consideration of the available evidence, Remedicare will determine the outcome.

The grievance may be:

- upheld;
- partially upheld; or
- not upheld.

In some circumstances, Remedicare may conclude that the matter is more appropriately dealt with under another procedure.

The employee will normally receive the outcome in writing.

The outcome will normally explain:

- the grievance considered;
- the main findings;
- the decision;
- the reasons for the decision;
- any appropriate actions arising from the grievance; and
- the employee's right to appeal.

Remedicare will not normally disclose confidential information about another employee, including details of disciplinary action or other confidential employment matters.

15. Actions Following a Grievance

Where a grievance is upheld or partially upheld, Remedicare will consider what action is appropriate.

This may include:

- an apology;
- clarification of expectations;
- changes to working arrangements;
- management action;
- mediation;
- additional supervision;

- training;
- changes to policies or procedures;
- review of workplace practices;
- additional support;
- risk assessment;
- safeguarding action where appropriate; or
- another proportionate remedy.

The action taken will depend on the circumstances of the individual case.

16. Grievances Involving Safeguarding

If a grievance raises an allegation that a member of staff has harmed, abused or otherwise posed a safeguarding risk to a child or young person, the matter must immediately be referred through Remedicare's safeguarding procedures.

The grievance process must not delay safeguarding action.

Where relevant, Remedicare will consider referral to:

- the Local Authority Designated Officer (LADO);
- Children's Social Care;
- the police;
- the child's allocated social worker;
- the commissioning school;
- another safeguarding partner; or
- another relevant statutory agency.

The employee raising the grievance will be informed, where appropriate, that the matter has been referred through the relevant safeguarding process.

Confidential safeguarding information will only be shared where there is a lawful and appropriate reason to do so.

17. Grievances Involving Another Employee

Where a grievance concerns the conduct of another employee, Remedicare will determine whether the matter should be dealt with:

- entirely through the grievance procedure;
- through the disciplinary procedure;
- through both procedures in a coordinated manner; or
- through another appropriate process.

The employee who is the subject of the grievance will be treated fairly and will have appropriate procedural rights.

Remedicare will not normally disclose the details of any confidential disciplinary action taken as a result of a grievance.

18. Grievances Concerning a Manager or Senior Leader

An employee does not have to raise a grievance with the person who is the subject of the grievance.

Where a grievance concerns:

- the employee's line manager;
- a Centre Manager;
- a Team Leader;
- a member of the Senior Leadership Team;
- a Service Director
- the Director of Education; or
- another Director,

the grievance should be referred to an alternative senior person who has no prior involvement in the matter, wherever reasonably practicable.

Where appropriate, Remedicare may appoint an investigator.

The investigator must declare any conflict of interest and must not investigate a matter where they cannot act impartially.

19. Grievances Concerning Directors

Where a grievance concerns a Director, it will normally be considered by another Director who has had no prior involvement in the matter.

Where more than one Director is involved, or where the Directors are unable to provide sufficient independence, Remedicare may appoint an independent person to investigate or review the grievance.

This may include an appropriately qualified:

- HR professional;
- employment adviser;
- governance professional;
- safeguarding professional; or
- other suitably experienced independent person.

20. Appeals

An employee has the right to appeal against a formal grievance outcome.

An appeal should normally be submitted in writing within **10 working days** of receiving the grievance outcome.

The appeal should explain:

- the reason for the appeal;
- which aspect of the decision is being challenged;
- any relevant new evidence, where applicable; and
- the outcome the employee is seeking.

An appeal should not normally be a repetition of the original grievance.

21. Grounds for Appeal

An appeal may be appropriate where the employee believes:

- the procedure was not followed fairly;
- relevant evidence was not properly considered;
- significant new evidence has become available;
- the outcome was unreasonable based on the information available;
- there was a conflict of interest or lack of impartiality; or
- the actions arising from the grievance were not appropriately implemented.

22. Appeal Meeting

Where appropriate, the employee will be invited to an appeal meeting.

The employee will have the right to be accompanied where the statutory conditions apply.

The appeal will normally be heard by someone who has had no prior involvement in the original grievance.

Where possible, the person hearing the appeal should be more senior than the person who made the original decision.

The appeal may consider:

- the original investigation;
- the grievance outcome;
- the grounds of appeal;
- relevant new evidence;
- whether the procedure was followed fairly; and
- whether further action is required.

23. Appeal Outcome

Following the appeal, the decision may:

- uphold the original outcome;
- partially uphold the original outcome;
- overturn the original outcome;
- require further investigation; or
- recommend further action.

The appeal outcome will normally be provided in writing.

The appeal will normally represent the final stage of Remedicare's internal grievance procedure.

Where exceptional circumstances exist, Remedicare may consider whether further independent review is appropriate.

24. Timescales

Remedicare aims to deal with grievances promptly.

As a general guide:

- formal grievances will normally be acknowledged within **5 working days**;
- investigation and grievance meetings will normally be arranged as soon as reasonably practicable;
- formal outcomes will normally be provided without unreasonable delay following completion of the investigation;
- appeals should normally be submitted within **10 working days** of the original outcome; and
- appeal outcomes will normally be issued without unreasonable delay following the appeal meeting.

The above timescales are not intended to prevent a thorough and fair investigation.

Where a grievance is complex, involves several people, requires external information or overlaps with another formal process, additional time may be necessary.

Employees will be kept informed where there is a significant delay.

25. Suspension or Temporary Working Arrangements

In some circumstances, temporary changes to working arrangements may be appropriate while a grievance is being considered.

This may include:

- temporary changes to reporting arrangements;
- temporary changes to work location;
- temporary separation of individuals;
- adjustments to duties; or
- other appropriate measures.

Such measures will be considered carefully and will not automatically imply that any allegation has been proven.

Where suspension is being considered, Remedicare will follow the appropriate employment procedures.

26. Stress, Wellbeing and Support

Remedicare recognises that raising or being involved in a grievance may be stressful.

Managers should consider the wellbeing of employees involved and, where appropriate, identify reasonable support.

This may include:

- regular communication;
- supervision;
- temporary adjustments to working arrangements;
- signposting to appropriate support;
- reasonable adjustments; or
- other appropriate measures.

Support provided to an employee does not indicate that Remedicare has reached a conclusion about the grievance.

27. Protection From Victimisation or Detrimental Treatment

Employees must not be treated unfairly because they have:

- raised a genuine grievance;
- supported another employee's grievance;
- provided evidence during an investigation;
- acted as a witness; or
- raised a legitimate workplace concern.

Any allegation of victimisation, retaliation or detrimental treatment will be taken seriously and may itself be investigated under the appropriate procedure.

This protection does not prevent Remedicare from taking appropriate action where an employee has deliberately made a knowingly false or malicious allegation.

28. Malicious or Knowingly False Complaints

Remedicare recognises that employees may raise grievances in good faith even where the grievance is ultimately not upheld.

A grievance will not be considered malicious simply because it is unsuccessful.

However, where there is clear evidence that an employee has deliberately made a knowingly false allegation with the intention of causing harm, the matter may be considered under Remedicare's Disciplinary Procedure.

Employees should therefore raise concerns honestly and provide information they reasonably believe to be accurate.

29. Confidentiality and Data Protection

All grievance records will be handled in accordance with UK data protection legislation and Remedicare's Data Protection and Privacy Policy.

Records may include:

- the written grievance;
- correspondence;
- investigation notes;
- meeting notes;
- evidence;
- witness statements;
- the outcome;
- appeal documentation; and
- records of actions taken.

Access to grievance information will be restricted to those who require it for legitimate organisational, employment, safeguarding, legal or regulatory purposes.

Employees should not share confidential grievance information through social media, messaging applications or with individuals who have no legitimate involvement in the matter.

30. Record Keeping

Remedicare will maintain appropriate records of formal grievances.

Records will be retained securely and in accordance with Remedicare's data retention requirements.

Where a grievance contains safeguarding information, safeguarding records will be managed in accordance with Remedicare's safeguarding record-keeping requirements.

31. Grievances Raised After Employment Ends

Where an employee raises a grievance shortly before or after their employment ends, Remedicare will consider whether it is appropriate and proportionate to investigate the matter.

This will depend on:

- the nature and seriousness of the grievance;

- the timing;
- whether relevant evidence remains available;
- whether other employees are affected;
- whether there are legal, safeguarding or regulatory considerations; and
- whether investigation is reasonably practicable.

The fact that employment has ended does not automatically prevent Remedicare from considering a serious concern.

32. Raising Concerns in Good Faith

Remedicare encourages employees to raise genuine workplace concerns at an early stage.

Employees should not be disadvantaged for raising concerns appropriately and in good faith.

Employees are encouraged to use the appropriate Remedicare procedure depending on the nature of their concern.

Where an employee is unsure whether a concern should be raised as a grievance, whistleblowing concern, safeguarding concern or through another procedure, they may seek advice from a manager, Director or appropriate HR/employment adviser.

33. Responsibilities

Directors

The Directors are responsible for ensuring that:

- this procedure is implemented appropriately;
- grievances are dealt with fairly;
- appropriate independence is maintained;
- significant or serious grievances are appropriately escalated;
- appropriate records are maintained; and
- learning from grievances is considered.

Managers and Senior Leaders

Managers and senior leaders are responsible for:

- listening to employees' concerns;
- responding appropriately;
- maintaining confidentiality;

- avoiding conflicts of interest;
- following the procedure;
- escalating safeguarding or serious concerns immediately; and
- supporting employees through the process.

Employees

Employees are responsible for:

- raising concerns honestly and appropriately;
- providing relevant information;
- participating reasonably in investigations;
- maintaining appropriate confidentiality;
- treating others respectfully; and
- following reasonable instructions during the grievance process.

34. Monitoring and Learning

Remedicare will periodically review grievances to identify potential organisational learning.

This may include identifying:

- recurring workplace concerns;
- communication issues;
- management issues;
- training needs;
- equality and diversity themes;
- wellbeing concerns;
- weaknesses in procedures; or
- areas where working practices could be improved.

Information used for organisational learning will be handled appropriately and will not unnecessarily identify individuals.

35. Relationship With the ACAS Code

Remedicare intends to follow the principles of the **ACAS Code of Practice on Disciplinary and Grievance Procedures** when dealing with formal grievances.

The ACAS principles include:

- dealing with issues promptly and without unreasonable delay;
- establishing the facts;
- informing employees of the basis of the grievance;
- allowing employees to put forward their views;
- allowing employees to be accompanied where the statutory right applies;
- making decisions based on available evidence; and
- providing an appropriate opportunity to appeal.

Where a situation is not specifically addressed by this procedure, Remedicare will seek to act reasonably, fairly and proportionately.

36. External Advice

Employees may seek independent advice about employment rights where appropriate.

This may include advice from:

- ACAS;
- a trade union;
- an employment adviser;
- an appropriately qualified legal adviser; or
- another appropriate organisation.

Employees are not required to obtain external advice before raising a grievance with Remedicare.

37. Review of Procedure

This procedure will be reviewed annually, or sooner where required.

The procedure may be updated following:

- changes in employment legislation;
- changes to the ACAS Code;
- relevant case law;
- organisational changes;
- learning from grievances;
- changes to Remedicare's services; or
- other relevant developments.

Effective Date: September 2026

Review Date: September 2027

38. Related Remedicare Policies

This procedure should be read alongside:

- Staff Code of Conduct Policy;
- Disciplinary Procedure;
- Whistleblowing Policy;
- Equality, Diversity and Inclusion Policy;
- Child Protection and Safeguarding Policy;
- Health and Safety Policy;
- Lone Working Policy;
- Social Media and Communication Policy;
- Data Protection and Privacy Policy;
- Complaints Policy;
- Staff Wellbeing Policy; and
- other relevant Remedicare policies and procedures.

39. Legislative and Guidance Framework

This procedure has been developed with regard to applicable UK employment legislation and guidance, including:

- Employment Rights Act 1996;
- Equality Act 2010;
- Employment Relations Act 1999;
- ACAS Code of Practice on Disciplinary and Grievance Procedures;
- Health and Safety at Work etc. Act 1974;
- UK GDPR;
- Data Protection Act 2018; and
- other applicable employment legislation and guidance in force at the time of review.