



East Coast College Policy & Procedure

Grievance Policy and Procedure

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Summary of changes	• The policy will aim to resolve most cases using the informal route, whilst still enabling the most serious cases to commence at the formal grievance stage where needed. • More guidance has been provided for the informal stage in terms of the managers response. • Additional paragraph about mediation.

	• Further guidance for the formal stage has been provided. • Details regarding investigations stage has been made clearer. • The addition of a formal outcome meeting following the completion of the investigation. Including the report being shared with the aggrieved staff member. • Clarity of what will be included in the outcome letter. • Moving the full details of the investigation to Appendix 2. This includes clarification on actions for 'aggrieved' staff member and the 'accused' staff member where relevant. Additional stage of formal outcome meeting & letter to the 'accused' member of staff. • Extending the appeal deadline to 10 days. • Full details for the Appeal principles moved to Appendix 3. • Additional guidance regarding overlapping procedures. • Additional information about support for staff. • Changes to the Appendix 1 – formal staff grievance form.
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This document can be provided in a larger font or electronically upon request.

1. Introduction and Purpose

The purpose of the Grievance Policy and Procedure is to ensure that staff with a concern relating to their employment can use a procedure to help resolve grievances as quickly and as fairly as possible.

Every effort should be made by all parties to resolve grievances through an informal process

2. Policy Statement

Staff and managers have a joint responsibility to foster positive working relationships. They are expected to have regular meetings to enable open and frank discussions regarding work, the work environment, colleagues and levels of supervision, where appropriate.

Grievances will be managed fairly and as swiftly as practicably possible to ensure that grievance resolution causes minimal disruption and stress.

The College will ensure that work concerns involving possible discrimination are approached with sensitivity and appropriate regard to dignity at work and equality.

Any timescales will be extended by mutual agreement. Due regard will be given to the personal circumstances of all parties involved in the procedure.

Occasionally more than one person may wish to raise the same complaint. In this situation the staff should elect a representative to put forward the grievance. The letter raising the grievance should state the names of those on behalf of whom the grievance is being raised. There will then be discussion with the representative as to an appropriate way of dealing with the grievance in the circumstances.

This Policy and Procedure has been written with reference to the ACAS Code of Practice on Disciplinary and Grievances. The ACAS Code of Practice does not apply to redundancy dismissals or the non-renewal of fixed-term contracts on their expiry.

3. Scope

This procedure applies to all current staff employed by East Coast College. Variations for Senior Post Holders can be found in clause 12.

4. Definitions

The term 'manager' is a general term and applies to any level of line management within the College.

5. Responsibilities

Managers are expected to ensure that;

- they have regular discussions about work and performance and that, where possible, any issues, on either side, are resolved informally and promptly
- staff are given the tools to undertake their role
- workloads are reasonable
- the work environment is free from harassment, bullying and discrimination
- staff are supported to undertake their role
- they engender a culture of high expectation and continuous improvement through supporting, directing and challenging their team
- College values are lived at all times
- they are aware of this Policy and process
- they have sought advice from the People Team as early as possible

Staff are expected to ensure that:

- they have regular discussions about work and performance and that, where possible, any issues, on either side, are resolved informally and promptly
- they live the College values at all times
- they work co-operatively with managers, colleagues and stakeholders
- they meet reasonable College expectations for job performance and targets
- they demonstrate appropriate workplace behavior
- they handle complaints from colleagues, learners or stakeholders in a professional, calm and non-confrontational manner
- they adhere to the College's rules, policies, procedures and processes
- they are aware of this Policy and process and remain confidential throughout.

People Team

- will provide advice and support in connection with the management of staff.
- have a set of template letters and will be responsible for advising on the content of all correspondence in connection with this Policy.

6. Procedure

6.1 Informal stage

Employees should aim to settle most grievances informally with their line manager. Many problems can be raised and settled during the course of everyday working relationships. This also allows for problems to be settled quickly.

Raising informally does not mean that it is not important, rather that open honest dialogue may be an easy and appropriate route to solve a concern before it escalates further.

If a staff member has a grievance relating to their employment this should be discussed informally with their Line Manager. The discussion should include what is causing the problem and how the member of staff feels it should be resolved. It is hoped that the majority of concerns will be resolved in this way with no further recourse for grievance procedure to be used. The line manager should take notes of this conversation. The notes must include the date the issue was raised, the date of the meeting, the nature of the grievance, any advice given and the outcome. Meetings may be held virtually.

If the grievance is related to the staff member's line manager, then the staff member should speak to their line manager's manager who will seek to resolve the matter informally.

In addition to meeting informally with the aggrieved employee, the manager considering the grievance may need to gather other evidence in order to better understand the nature of the grievance and be able to resolve the matter at this stage. They may also need to speak to other staff/the manager in order to gather additional information. Any meeting(s) at this stage will involve the employee and manager, People team will only be involved where needed. These meetings may be held virtually. In circumstances where it becomes apparent that an investigation into the grievance may need to be commissioned, this will follow the formal stage of a grievance investigation.

Mediation can be used at any stage of the grievance procedure. Mediation involves an independent, impartial person working with both sides to find a solution. This can be particularly helpful in resolving problems especially those involving working relationships.

7. Formal stage

7.1 Stage One

Where the informal stage has not resolved the grievance, the formal stage should be used.

In exceptional circumstances only, it may be considered appropriate for the grievance to be handled formally without the requirement to have completed the informal stage. These will be treated on a case-by-case basis and will be of a serious nature, this decision will be made by People team and the relevant Senior Manager. .

Any formal grievance should be in writing to People team. The written grievance should clearly set out the grounds of the grievance. A form is available at Appendix 1 to use for this purpose. If any informal actions have taken place these details should be stated with reasons the outcome was dissatisfactory and given to People team.

Following receipt of the grievance a meeting will swiftly be arranged by People team to discuss the grievance with the individual and their line manager, if appropriate. Following this meeting it will be decided if a full investigation

needs to take place and an impartial manager will be appointed to investigate. This meeting will be followed up with a letter confirming details of the grievance and the investigation.

An independent Investigation Officer (IO) will be appointed by the People Team.

The IO will meet with the individual who has raised the grievance and any other parties they deem necessary to speak to. The Investigation will look into the facts surrounding the grievance and the Investigator will interview all relevant parties involved before writing the report.

7.2 Investigation

We will aim, where is reasonably practicable, to arrange the grievance investigation meeting within 10 working days of receiving the grievance. The individual will have the right to be accompanied by a Trade Union representative or a work colleague who is impartial to the investigation. Human Resources will be present at all meetings in the formal grievance process and a note taker will be present. These meetings may be held virtually. The details of the investigation are confidential and all parties involved are reminded of this.

Before any decision is made in response to the grievance, the matter will first be investigated by an Investigating Officer.

During the investigation, it is important to find out if there are any mitigating circumstances to be taken into account. For example, are there personal or other outside issues affecting conduct, performance or behaviour?

The IO will undertake the investigation within a reasonable amount of time. This is a fact gathering exercise, however the Investigator can make recommendations stating if any action is recommended in response to the allegations.

Having investigated all the facts the investigating manager should decide whether the allegation is warranted and if so whether:

- The grievance cannot be substantiated, no further action is to be taken,
- The grievance can be substantiated, the matter is minor, arrange informal resolution or coaching /counselling/training
- The grievance is partially substantiated, some of the matters are not minor and will be dealt with under the appropriate College Policy
- The grievance can be substantiated in full and the matter is not minor, arrange for the matter to be dealt with under the appropriate College Policy

Following receipt of the investigation report, People team will arrange a formal outcome meeting with the aggrieved individual, where the IO will present their report and any recommendations. The meeting may be held virtually.

Following the outcome meeting the aggrieved individual will receive written confirmation of the outcome and a copy of the investigation report (which may need to be redacted in parts if appropriate).

The outcome letter will include:

- The reason for the decision
- Any recommendations or agreed actions for the parties to take regarding resolution of the grievance
- The employee's right to appeal the decision, and the timescales involved in so doing
- In addition to the above, there may be a recommendation to mediation

Notes must be taken at all meetings (a note taker will be arranged by the People Team) and the individual's meeting notes will be provided to them afterwards.

Full details of the investigation process is found below in Appendix 2.

8. Appeal - Stage Two

If the employee is not satisfied with the outcome of the grievance investigation, they are entitled to appeal. This must be done by specifying the grounds for appeal in writing, within 10 days of receiving the outcome letter to the People Team.

The purpose of an appeal is to enable an independent review of the 'reasonableness' of the outcome at Stage One.

It is important the appeal does not become another hearing but focuses on reviewing the process followed and the appropriateness of the decision, however, where the appeal is against the process, it may be appropriate to undertake another hearing.

An Appeal Manager will be appointed by the People Team. The employee who is appealing will be advised, in writing, within 5 working days of submitting the appeal who this will be and a meeting will be arranged within 10 working days (this will be subject to timings, as College closures may have an impact on timescales).

An appeal hearing will be arranged and the IO will be invited along with the aggrieved employee. Where possible the appeal will be heard by a more senior member of staff to the IO. A note taker will be present and People team representative will also be present to advise the panel

The appeal manager will seek to understand:

- The employee's reasons for raising an appeal
- Their original concerns (the subject of the Grievance)

The Appeal Manager will receive a copy of the IO's report and any new evidence submitted prior to the appeal meeting.

The appeal will follow the process below in Appendix 3. The appeal manager will review all of the information that they have heard at the hearing and the investigation report. The rationale for the decision will be recorded in the notes

and the appeal manager will advise the People Team of the outcome. An outcome letter will be produced and sent to the employee within 5 working days of the appeal. The letter will include, whether the Appeal Manager:

- Upholds the decision made following the investigation
- Partially upholds the decision and will make minor adjustments to the outcomes
- Does not uphold the decision and believes that further actions are required and dealt with using the appropriate College policy

The decision of the appeal Manager is final.

Further details of the Appeal process id found below in Appendix 3.

9. Timescales

The College will not consider grievances raised more than 3 months after the instance causing the grievance occurred unless there are exceptional circumstances. This includes grievances raised by former employees.

10. Right to Be Accompanied

Staff have the right to be accompanied at a meeting under the formal stage and Appeal stage of this procedure by a Trade Union representative or work colleague. Any request to be accompanied at the informal stage will not be unreasonably refused.

All reasonable steps must be taken to attend a meeting within this procedure. If the chosen companion is not available on the proposed date of a meeting, an alternative date within 5 working days of the proposed date will be agreed. The meeting may only be postponed by the staff member once, after which the manager will go ahead with the meeting in the staff member's absence.

11. Complaints against a Senior Post Holder

The chart below shows who will deal with grievances by senior post holders;

	Informal Process	Formal Stage 1	Formal Stage 2/appeal
Deputy CEO	Principal	Chair/Vice Chair/Committee Chair	Special Committee of the Corporation
Deputy Principal	Principal	Chair/Vice Chair/Committee Chair	Special Committee of the Corporation
Principal	Chair/Vice Chair/Committee Chair	Chair/Vice Chair/Committee Chair	Special Committee of the Corporation

Director of Governance	Chair/Vice Chair/Committee Chair	Chair/Vice Chair/Committee Chair	Special Committee of the Corporation
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Where the grievance relates to the Principal, the grievance should be addressed to the Director of Governance.

The decision of the special appeal committee will be final.

The Corporation will appoint an appropriate Investigating Officer to investigate the complaint. This may be the Principal/CEO, a member of the Corporation, or an external investigator, depending on the circumstances.

12. Collective Grievances

Where a grievance is raised by more than one employee and the nature of the grievance and the desired resolution are the same, the grievance will be treated as a collective grievance. The employees with a collective grievance may elect a spokesperson or a trade union representative can act on the employee's behalf.

At the formal stage the grievance form should be completed and signed by all employees and forwarded to the People Team. The process will follow the steps as listed above.

13. Vexatious Grievances

A vexatious grievance is one which is raised maliciously or in bad faith, for example, where a grievance is based on deliberate misrepresentation or untruths with the malicious intent of causing harm to the person against whom the grievance is raised. Similarly, the raising of a series of unmerited grievances against many different people may also be considered vexatious.

Vexatious use of the Grievance Policy may result in disciplinary action being taken against the complainant.

14. Overlapping procedures

If an employee raises a grievance during the disciplinary process, the grievance procedure may be put on hold for a short time to consider the implications of the grievance on the disciplinary. If the grievance procedure is about a related matter, it may be possible to deal with two concurrently. Similarly, where another procedural policy applies, such as sickness or capability, it may be possible to cover the elements of both procedures at a combined meeting.

15. General

This Policy does not form part of the staff member's contract of employment and may be amended from time to time in consultation with the recognised unions.

Support for all employees who participate in the grievance process (whether they have raised it or they are the accused employee or a witness) will be offered by the People Team, this can include access to the Employee Assistance Programme (EAP).

16. Monitoring and Review

This Policy will be monitored by the People Team on a three yearly basis, unless changes in employment legislation require earlier review.

Appendix 1 – Formal Staff Grievance Form

If your grievance hasn't been resolved at the informal stage of the process then this form should be completed and passed to the People Team.

In exceptional circumstances only, it may be considered appropriate for the grievance to be handled formally without the requirement to have completed the informal stage. These will be treated on a case-by-case basis and will be of a serious nature, this decision will be made by People team and the relevant Senior Manager

Your name:	
Your job title:	
Department:	
What is the nature of your grievance? (Please include facts along with any evidence.)	
Have you spoken informally to your manager (or their line manager) about your grievance?	
YES / NO	Date:
If no, please explain why not:	
If yes, what actions have been taken to so far to resolve the grievance and why are you dissatisfied with the response of your manager?	
What do you want as a remedy to your grievance?	
Signed:	Date:

Appendix 2 – Investigation Process

Purpose of an investigation

The purpose of an investigation under the formal stage is to establish whether there is a case to answer, and therefore what further action, if any, is appropriate. The degree of investigation will depend on the seriousness of the alleged allegation. Whatever the circumstances, the investigation should be conducted without delay and within as short a timescale as possible.

The investigation should be conducted by a manager not previously involved in the case and must be carried out in an unbiased manner so as not to prejudice the issue. The People Team will decide who is appropriate to be the investigating Officer (IO) who will be called upon from a trained team of managers.

The investigation will involve holding an investigatory meeting with the staff member raising the grievance and may require:

- collating supporting documentation
- interviewing or obtaining statements of witnesses to obtain their accounts of relevant facts.
- collecting physical evidence e.g. damaged property, completed records. It is important that any supporting documentation is directly relevant to the investigation.

The Investigation Manager will if required convene separate meetings with witnesses and will carry out any other investigation necessary. The investigation should be completed in a timely manner and in strict confidentiality.

Where a grievance has been raised about another employee then the People team will inform the accused's line manager. This will be in order to offer support or make adjustments whilst the investigation process occurs. The People Team will offer support via the Employee Assistance Programme for all staff involved.

During the investigation, it is important to find out if there are any mitigating circumstances to be taken into account. For example, are there personal or other outside issues affecting conduct, performance or behaviour?

Investigatory meeting with the aggrieved staff member

As part of the investigation, it will be necessary for the investigating officer (IO) to discuss with the staff member the allegation to obtain their account of events.

We will aim, where is reasonably practicable, to arrange the investigation meeting within 10 working days of receiving the grievance.

The IO conducting the investigatory interview should open the meeting by explaining the purpose of the meeting and roles of those present. The role of the

investigating manager is to act impartially and to establish the staff member's version of events.

The investigating manager should then ask the staff member to provide their version of events and ask adequate questions to ensure that they have provided a clear and detailed account.

The investigating manager should not make or convey any judgment on the staff member's version of events. Doing so may prejudice the outcome of the investigation. The purpose of the investigation is purely to establish whether there is a case to answer.

The investigating managers should check with the staff member whether they are aware of any other witnesses to the incident or any other documents or issues that may be relevant, so that these can be followed up.

The investigating manager should also explore what the staff member wants as a remedy to their grievance.

A copy of the meeting notes should be provided to the employee following the meeting, which they should check/approve and return.

Investigatory meeting with the accused staff member

Where a grievance is raised against another staff member (i.e. if they are accused of wrong-doing) then they will need to be notified that a formal complaint has been made and that an investigation will take place. A summary of the allegation will be provided to the employee. People team will arrange a meeting between them and the IO as soon as practicably possible. Although not a legal requirement a Trade Union or workplace colleague may be able to accompany the staff member at any investigation meeting.

The staff member should be reminded about the need to remain confidential and support can be provided as per below.

The IO should open the meeting by explaining the purpose of the meeting and roles of those present. The role of the investigating manager is to act impartially and to establish the staff member's version of events.

The investigating manager should inform the accused employee about the allegations and ask them to provide their version of events and ask adequate questions to ensure that they have provided a clear and detailed account.

The investigating manager should not make or convey any judgment on the staff member's version of events. Doing so may prejudice the outcome of the investigation. The purpose of the investigation is purely to establish whether there is a case to answer.

The investigating managers should check with the staff member whether they are aware of any other witnesses to the incident or any other documents or issues that may be relevant, so that these can be followed up.

Where allegations are of misconduct or potentially gross misconduct People team will need to inform the accused staff member of the potential outcomes from the investigation. If the investigation finds that the allegations are true/upheld then there might be further recourse to the college's Disciplinary Policy when a hearing and sanctions may be issued.

A copy of the meeting notes should be provided to the employee following the meeting, which they should check/approve and return.

Support for Staff and Witnesses

In circumstances where the issue being investigated is sensitive, or potentially gross misconduct, it may be necessary to consider providing the staff members involved with some support whilst the investigation is taking place.

The support could be to provide somebody else to talk to about the process, or to talk to someone on a more general basis. A mentor, or another member of staff may be appropriate, or a named person within the People Team, but each case will need to be considered individually. Employees will be informed about the Employee Assistance Programme.

Gathering information from witnesses

Witnesses should be asked not to discuss the content of the meeting with colleagues, to avoid some of the issues outlined below.

There may be occasions when the witnesses are not the College's staff. If this is the case they should be asked to assist in the investigation, for example by providing a written statement. This will help to show that reasonable steps have been taken. However, the investigating manager will be reliant on their voluntary cooperation.

If witnesses request to be accompanied at the meeting, this should not be unreasonably denied.

Where possible, following meetings with the witnesses, statements should be typed up and the witnesses should be asked to check, make any amendments and sign them to indicate that they are an accurate account. Any original hand written or typed copies will not be destroyed as the investigating manager may disagree with the amendments made by the witnesses and need to submit both counts of the statements.

It is important that the witnesses are not led when establishing the facts as this could prejudice any subsequent action.

It will be necessary to ask probing questions to ensure the investigating manager is fully aware of exactly what happens;

- it's natural that stories will vary between witnesses
- the story will become distorted as people confer with each other
- people's stories will depend on their own interpretation of the event
- people may not be truthful

- people may exaggerate the story or miss things out

The investigating manager may need to re-interview people if more information is needed.

Confidentiality of witness statements

All statements provided by witnesses should be treated as confidential documents. However, the investigating manager cannot give an absolute guarantee of confidentiality because:

- the staff member who is the subject of the investigation will, in most cases, have the right to see the witness statement; and
- employment tribunals and courts may order the disclosure of documents, irrespective of whether or not they are confidential; and
- staff have the right under the Data Protection Act 2018 to request access to information about them including witness statements of which they are the subject; and.
- the College has a duty to report any safeguarding concerns that may come to light during a grievance investigation, in accordance with the Safeguarding Children and Vulnerable Adults Policy and Procedure

In some circumstances, e.g. in bullying or harassment cases, it may be appropriate to protect the anonymity of a witness, by:

- blanking out the witness's name and any other distinguishing features before disclosing the document to the staff member (through, for example, photocopying the document);
- editing the statement to conceal the identity of the witness; or
- preparing a summary of the information contained in the statement.

However, the investigating manager should seek the People team's advice if considering the above.

New allegations that come to light during an investigation

If new allegations come to light, it is important that these are dealt with in line with the normal investigatory procedure.

The staff member is to be advised of the new allegation(s) in writing and given the opportunity to respond to them during the investigation.

Investigation Outcome

It is the responsibility of the investigating manager to make a decision at the conclusion of their investigation as to whether 'there is a case to answer,' based on the facts established during the investigation. The decision will be based on the 'balance of probability' rather than proving 'beyond all reasonable doubt.'

A statement of case report should be prepared which includes:

- The reason the investigation was undertaken

- The witnesses statements
- The evidence collected
- A chronology of events
- Statement of case
- Summary and conclusions
- Relevant policies

The conclusion will be either the facts support:

- The grievance cannot be substantiated, no further action is to be taken,
- The grievance can be substantiated, the matter is minor, arrange informal resolution or coaching /counselling/training
- The grievance is partially substantiated, some of the matters are not minor and will be dealt with under the appropriate College Policy
- The grievance can be substantiated in full and the matter is not minor, arrange for the matter to be dealt with under the appropriate College Policy

Where there is more than one allegation, there may be a different decision for each allegation.

Once the report is completed People team will arrange a formal outcome meeting with the aggrieved individual, where the IO will present their report and any recommendations. The meeting may be held virtually. Following the outcome meeting the aggrieved individual will receive written confirmation of the outcome and a copy of the investigation report (which may need to be redacted in parts if appropriate).

People team may provide a letter to the accused member of staff which details any outcome of the investigation which is relevant to them, including whether any further action is to be taken and what this will involve. People team may also discuss the findings of the report with the managers of the aggrieved or accused staff member if further action is required. A copy of the report will not usually be provided.

Appendix 3 - Appeal Principles

It is important that the Appeal Manager acts in good faith and not be unduly influenced by what has gone before, or be committed to upholding the previous decision.

The Appeal Manager should not have been involved in the grievance process against which the appeal is made, making them independent and impartial.

There must be opportunity to hear both sides of the case and to weigh up the pros and cons as objectively as possible.

The Appeal Manager should be satisfied that the procedure has been followed properly and if not use the appeal hearing to right earlier procedural deficiencies.

All matters raised relevant to the decision, whether or not they were known to the manager at the time of taking the decision, should be considered.

The Process

The purpose of an appeal is to enable an independent review of the 'reasonableness' of the outcome at Stage One.

It is important the appeal does not become another hearing but focuses on reviewing the process followed and the appropriateness of the decision, however, where the appeal is against the process, it may be appropriate to undertake another hearing.

A letter to the staff member should confirm:

- The date, time and venue of the appeal hearing (normally within 10 working days of receipt of the appeal)
- The person/s conducting the hearing
- The statutory right to be accompanied by a Trade Union representative or work colleague
- A request for any new or additional evidence they wish to present to be available to the Appeal Manager no later than two days before the meeting

Should the staff member, or their Trade Union representative or work colleague, not be available at the proposed time for the meeting, a mutually convenient alternative time may be arranged provided that this is within 5 working days of the original proposed date.

If it is difficult to find a date within this timescale the staff member should consider having a different Trade Union representative or work colleague to accompany them.

The appeal hearing

There may be some variation to how a meeting is conducted, the following is an indication of a typical process.

The Appeal Manager conducting the hearing will:

- introduce all those present, confirming their role
- confirm the reason for the meeting
- outline the format of the meeting
- confirm that adjournments may be requested by either party

If the staff member has chosen not to be accompanied, the manager should reiterate their right and confirm that they understand it and have decided not to exercise this right.

Where an adjournment is requested, it should not be unreasonably denied.

The manager who conducted the Stage One grievance hearing will outline how and why they came to decide the outcome of the hearing.

Where appropriate witnesses may be called.

The staff member, or their representative, may ask questions of the manager and/or any witnesses.

The Appeal Manager may ask questions of the manager and/or witnesses.

The staff member, or Trade Union representative or work colleague, will set out the ways in which they believe the conclusions of the hearing were flawed. They will present their findings, indicating the evidence gathered and refer to any documents previously circulated.

The staff member will call any witnesses.

The manager who made the original decision may ask questions of the staff member, their representative and/or any witnesses called.

The Appeal Manager may ask questions of the staff member, their representative and/or witnesses.

The Appeal Manager conducting the hearing will conclude the meeting.

The Appeal Manager should be satisfied that a thorough investigation has taken place and all reasonable efforts have been made to gather the relevant evidence. Where it is apparent that new evidence is available, it may be appropriate for the Appeal Manager to adjourn the hearing to enable the evidence to be fully investigated.

After the hearing

In making a decision the Appeal Manager should consider the following points:

- Has a thorough and sufficient investigation been conducted?
- Was the manager's decision to take action reasonable based on the evidence relating to the case?

- Was the action decided upon reasonable, given the circumstances of the case?
- Has the matter been handled fairly and appropriately and is it consistent with the appropriate policy?
- Is there any new evidence, which, if known at the time, would have altered the decision?
- Was due regard paid to any mitigating circumstances put forward?

There are three possible outcomes following the hearing:

- Not to uphold the appeal – the Appeal Manager must be able to justify that there is insufficient evidence to warrant overturning the original decision.
- To uphold the appeal – this is likely to occur when new evidence has been presented, a review of the process has uncovered flaws in how the original meeting was conducted or if mitigating circumstances have been uncovered which were not previously taken into account.
- There are some aspects which are upheld and others that are not.

Whatever decision is made, this must be confirmed to the staff member, with confirmation that the decision of the appeal hearing is final.