

Grievance and Dispute Policy

Our approach

If something at work is not right - whether it is about your treatment, your working conditions, a decision that has been made, or a relationship with a colleague - we want to help you resolve it.

We encourage you to raise concerns early and informally where possible. Most issues are best resolved through conversation. But if that does not work, or if the issue is too serious for an informal approach, you have the right to raise a formal grievance.

Step 1 - Try to resolve it informally

Before raising a formal grievance, consider whether the issue can be resolved by speaking directly to the person involved, or to your manager. Many workplace problems arise from misunderstandings and can be sorted out through an honest conversation.

If you would like help with the informal conversation, the People Team can offer guidance and support.

Step 2 - Raise a formal grievance

If the informal route does not resolve things, or if the issue is too serious, you can raise a formal grievance in writing. Set out what the issue is, what has happened, and what outcome you are looking for.

Send your grievance to your manager, or to the People Team if your manager is involved.

Step 3 - Grievance meeting

We will arrange a meeting to discuss your grievance. You can bring a colleague or trade union representative with you.

The meeting is your chance to explain your concerns fully. We will listen, ask questions, and investigate as needed.

Step 4 - Outcome

After the meeting (and any investigation), we will let you know the outcome in writing. We will explain what we found, what action we are taking (if any), and your right to appeal. We aim to complete this step within 10 working days.

Step 5 - Appeal

If you are not satisfied with the outcome, you can appeal in writing. The appeal will be heard by a more senior manager who was not involved in the original decision, and we aim to communicate the appeal outcome within 10 working days. The appeal outcome is final.

Timescales

We will deal with grievances as quickly as possible, but complex issues may take longer to investigate. We will keep you informed throughout.

No retaliation

You will not be treated unfairly for raising a grievance. We want you to feel safe to raise concerns - even if they turn out to be unfounded.

Questions

If you are unsure whether to raise a grievance, or if you want to explore the informal route first, contact peopleteam@milbank.co.uk.

milbankgroup.co.uk

Version	Date	Author	Changes
V1	-	Milbank Group	Creation
V2	30/04/2026	Milbank Group	Tone rewrite - person-centred. No substantive changes.