The Steadfast Security Group

Grievance Policy

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SSG.I.0051

GENERAL INFORMATION			
Organisation:	**Steadfast Security Group**		
Version:	**01**	**Document Owner:**	**HR Manager**
Issue Date:	**02 October 2025**	**Next Review:**	**02 October 2028**
Email Address:	**personnel@steadfastsecurity.co.uk**	**Tel Number:**	**0191 518 0837**

AMENDMENTS				
Ser No	**Section**	**Reason for Amendment**	**Amended By**	**Date**

REVIEWS				
Ser No	**Date**	**Reason for Review**	**Reviewed By**	**Next Review**

SCOPE

1. At Steadfast Security Group (Steadfast), we are dedicated to addressing employee grievances in a manner that is fair, consistent, and timely. We recognise the importance of providing a clear and structured process for employees to raise concerns related to their work environment or employment conditions.

2. This policy outlines the appropriate steps for employees to follow when submitting a grievance, as well as the procedures Steadfast will use to respond to and resolve such matters. It is designed to ensure that all complaints are handled with due consideration and without unnecessary delay.

3. Please note that this is a non-contractual policy and procedure. As such, Steadfast reserves the right to amend or withdraw it at any time, depending on organisational needs or changes in legislation.

4. If any employee has questions or requires further clarification regarding this policy or its procedures, they are encouraged to contact the HR Manager for guidance and support.

PRIMARY PRINCIPLES

5. Steadfast Security Group is committed to handling grievances with discretion and sensitivity. All grievance matters will be treated as confidential to the extent reasonably possible. Employees are also expected to maintain confidentiality regarding any information obtained during the grievance process.

6. The purpose of a grievance or appeal meeting is to provide the employee with an opportunity to present their concerns, explain how they believe the issue should be resolved, and support their position with any relevant evidence. This enables Steadfast to make a fair and informed decision.

7. Employees will not face any detriment for raising a grievance in good faith, regardless of whether the grievance is upheld. However, this procedure is not intended for challenging disciplinary or dismissal decisions. In such cases, employees should refer to the appropriate policy, which can be obtained from the HR Manager. It is important to note that knowingly providing false information, being dishonest, or making malicious complaints during the grievance process may result in disciplinary action.

8. Suspension during the grievance process is not standard practice. However, Steadfast reserves the right to suspend an employee if it is deemed reasonable and beneficial under the circumstances. During any such suspension, employees will continue to receive their normal pay and benefits, except for access to certain resources and performance-related entitlements. Specifically, the employee will not be permitted to use their work laptop, mobile phone, or company car. Additionally, bonuses and rights under any incentive plans may be withheld during this period.

9. Employees have the right to appeal any decision made in relation to a grievance, as outlined in the appeals section of this policy.

10. Steadfast processes personal data collected during both informal discussions and the formal grievance procedure in accordance with its Data Protection Policy. All data is stored securely and is only accessed or disclosed for the purpose of managing the grievance. Any inappropriate access or disclosure of employee data constitutes a data breach and must be reported immediately in line with the Data Protection Policy. Such breaches may also be treated as disciplinary offences and addressed under the company's Disciplinary Procedure.

INFORMAL DISCUSSION

11. Steadfast Security Group encourages open and constructive communication among employees. Wherever appropriate, employees are advised to attempt to resolve any concerns informally by discussing the matter directly with their manager. This approach often allows for a swift and mutually agreeable resolution.

12. However, if the grievance is of a serious nature, or if either the employee or Steadfast considers that informal resolution is not suitable under the circumstances, or if informal discussions fail to resolve the issue, the grievance will proceed through the formal process outlined in this policy.

13. At any stage during the grievance process, Steadfast may determine that an investigatory interview would be beneficial prior to holding or continuing with a formal grievance meeting. This may involve gathering statements from the employee or relevant witnesses or reviewing documentation. These steps are taken at Steadfast's discretion and are intended to support a fair and thorough assessment. Importantly, no final decision will be made until a formal grievance hearing has taken place.

14. Employees do not ordinarily have the right to be accompanied during investigatory interviews. However, Steadfast may, at its absolute discretion, permit the presence of a companion if deemed appropriate.

FORMAL PROCEDURE

Stage 1 - Statement of grievance

15. To initiate the formal grievance process, the employee should submit a written statement to their immediate supervisor. This statement should clearly outline the nature of the grievance, avoiding any offensive or inappropriate language. Wherever possible, the employee should include specific examples, relevant dates, names of individuals involved, and copies of any supporting documents or evidence.

16. If the grievance concerns the employee's immediate supervisor, the written statement should instead be directed to the HR Manager or another manager who is not the subject of the grievance.

Stage 2 - Grievance meeting

17. Upon receipt of the employee's written grievance, the manager will respond in writing within **five (5) working days**, inviting the employee to attend a meeting to discuss the concerns raised. This meeting provides an opportunity for both parties to explore the grievance in detail and seek a resolution.

18. The meeting will typically be conducted by the employee's manager, unless they are the subject of the grievance or it is otherwise impractical for them to do so. The employee will usually be given at least **five (5) working days**' notice of the meeting and will be informed of their right to be accompanied.

19. Employees may choose to be accompanied by a colleague, a trade union official, or a certified trade union representative. Steadfast will agree to the employee's choice of companion provided the request is reasonable under the circumstances. The employee must notify Steadfast of the identity of their companion, or any changes to their choice, and whether any adjustments are required for attendance, no later than 24 hours before the meeting.

20. While Steadfast encourages employees to bring a suitable companion, employees should consider the practicality of their choice, including the companion's availability and proximity to the meeting location. Preference should be given to individuals who are geographically closer, where possible.

21. The role of the companion is to support the employee by taking notes, conferring privately, and, if requested by the employee, addressing the meeting to present the employee's case or respond to points raised. The companion does not have the right to speak on the employee's behalf unless invited to do so and must not obstruct Steadfast's ability to present its position.

22. If the employee or their companion is unable to attend the meeting at the scheduled time, date, or location, they must inform the meeting chair in writing as soon as possible, ideally at least 24 hours in advance, except in emergencies. The employee should propose an alternative time within five (5) working days of the original meeting date. If the proposed time is reasonable, Steadfast will reschedule accordingly.

23. Employees are expected to make every effort to attend scheduled grievance meetings. If an employee is unable to attend more than two meetings, Steadfast reserves the right to decide regarding the grievance based on the available evidence, in the employee's absence.

24. Any documentation that either party intends to refer to during the meeting should be shared with the other party at least 24 hours in advance, to allow adequate preparation.

25. Steadfast may, at its discretion, adjourn the meeting to conduct further investigations. In such cases, the meeting will usually be reconvened once the necessary inquiries have been completed.

26. Following the meeting, the manager will provide the employee with a written decision, normally within 24 hours.

Stage 3 – Appeal

27. If an employee is dissatisfied with the outcome of their grievance and wishes to appeal the decision, they must submit a written appeal to a manager senior to their immediate supervisor. This should be done **within five (5) working days** of receiving the original decision. The appeal letter should clearly state the reasons for disagreeing with the decision and include any new evidence the employee wishes to present.

28. Upon receipt of the appeal, Steadfast will normally arrange an appeal meeting **within ten (10) working days**. The appeal will be heard by an impartial manager or, if necessary, an independent HR advisor who has not been involved in the grievance process up to that point. The appeal may take the form of either a review of the original decision or a full rehearing, at Steadfast's discretion.

29. The employee has the same right to be accompanied at the appeal meeting as outlined in Stage 2 of this procedure. This includes the right to bring a colleague, trade union official, or certified trade union representative, provided the request is reasonable.

30. Following the appeal meeting, the employee will be notified of the outcome in writing, normally within 24 hours. The decision reached at this stage is final, and there is no further right of appeal within Steadfast.

MODIFIED PROCEDURE

31. In most cases, grievances will be addressed through the standard procedure outlined above. However, where an individual has left Steadfast's employment, the modified procedure may apply.

32. Under the modified procedure, the former employee is required to submit their grievance in writing, clearly setting out the nature of the complaint and the basis for it. This written statement should be comprehensive and include all relevant details and evidence the individual wishes to rely upon, as it represents their sole opportunity to present the grievance.

33. Steadfast will review the written grievance and respond in writing. No meetings are required under this procedure, and the matter will be considered and concluded based solely on the written submissions.

AFTER EMPLOYMENT HAS CEASED

34. The grievance procedure does not apply to dismissals. However, in certain circumstances, such as where an individual believes they have been constructively dismissed, the standard grievance procedure may still apply even after employment has ended.

35. If a former employee has not previously raised a grievance or left employment before the procedure was completed, the modified procedure may be used, but only with Steadfast's prior agreement. Before proceeding under the modified procedure, the individual must request and obtain Steadfast's consent to do so.

36. Where the standard procedure remains applicable, or where Steadfast does not agree to the use of the modified procedure (except in exceptional circumstances), both parties will be expected to follow all steps outlined in the standard grievance procedure, unless it is not reasonably practicable to do so.

RECORDS

37. Steadfast Security Group will maintain a confidential record of any grievance raised, in accordance with the Data Protection Act 1998 and the company's Data Protection Policy. These records will include:

a. The nature of the grievance.

b. The response provided by Steadfast.

c. Any actions taken, along with the reasons for those actions.

d. Details of the outcome of any grievance hearing or employment tribunal, recorded at the earliest opportunity.

38. All records will be stored securely and accessed only by authorised personnel for the purpose of managing and resolving the grievance. These records may also be used to support future decision-making and ensure consistency in handling similar matters.

EXTERNAL GRIEVANCES PROCEDURE

Purpose of This Chapter

39. This External Grievances Procedure outlines how Steadfast Security Group, comprising **Steadfast Security Solutions Ltd, Steadfast Security Systems Ltd, and Steadfast Secure Storage Ltd**, manages, investigates, and resolves grievances raised by individuals or organisations outside the company. These may include clients, members of the public, contractors, partner agencies, or any third party who wishes to raise a concern regarding the conduct, performance, or behaviour of our employees or services.

40. This procedure ensures external grievances are handled **fairly, transparently, promptly, and professionally**, reflecting the Group's commitment to high standards, accountability, and continuous improvement.

What Constitutes an External Grievance?

41. An external grievance is any expression of dissatisfaction made by an individual or organisation **not employed by Steadfast Security Group**, relating to but not limited to:

- Conduct or behaviour of Steadfast personnel
- Service delivery, performance, or failure to meet expectations
- Breaches of policy, procedure, or professional standards
- Safety concerns, welfare concerns, or operational issues
- Data protection or confidentiality concerns
- Actions or omissions by subcontractors acting on behalf of Steadfast

42. External grievances may be raised formally or informally using the channels defined below.

Reporting Channels

43. External grievances can be submitted through the following methods:

a. Electronic Submissions

- Online complaints form available via the Steadfast Security website
- Direct email to the Contract Manager or generic contract inbox
- QR codes displayed at customer-facing sites directing users to a Microsoft Feedback Form

b. Verbal or Telephone Complaints

- Reported directly to Steadfast officers on site
- Reported via the 24/7 Central Control Room
- Reported to Contract Manager or senior manager

c. Written Complaints

- Submitted by email or letter from the complainant or client representative

44. All grievances received, regardless of the method, must be logged immediately by the receiving employee.

Recording and Acknowledging External Grievances

Logging the Grievance:

45. The receiving employee records the grievance in the **External Complaints Register**, noting:

- Date and time received
- Source and contact details
- Summary of grievance
- Method of submission
- Location or contract affected
- Initial priority level

Acknowledgement:

- An acknowledgement email or written confirmation is sent to the complainant **within 24 hours**.
- The complainant is informed that a full update will be provided **within seven calendar days**.

Investigation Process

Initial Review (Contract Manager)

46. All external grievances are initially assessed by **Contract Manager Danny Horseman**, who determines:

- The seriousness of the allegation
- Immediate safeguarding or operational risks
- Whether temporary measures are required (e.g., removal of employee from site)
- Appropriate escalation level

Escalation Levels

47. Depending on the nature of the grievance:

- **Stage 1 – Contract Manager Review**: For minor issues or service concerns
- **Stage 2 – HR Manager**: For conduct, behaviour, or welfare-related concerns
- **Stage 3 – Chief Compliance Officer**: For compliance breaches or serious allegations
- **Stage 4 – Managing Director**: For critical, high-risk, or legally sensitive matters

48. All escalations are recorded in the Complaints Register.

Evidence Gathering

49. The investigating manager may collect:

- Officer statements
- Body-worn camera footage
- NFC patrol data
- C247+ incident logs
- CCTV footage
- Client statements
- Site Assignment Instruction compliance records
- Risk assessment information

50. A formal case file is created for audit and transparency.

Resolution and Communication

Determining the Outcome

51. The investigating manager will:

- Conduct a root-cause analysis
- Identify corrective and preventative actions
- Produce a **SMART Action Plan**
- Document findings and decisions

Communicating the Outcome

52. The complainant receives:

- Summary of findings
- Actions taken or planned
- Confirmation of any disciplinary or procedural steps (if appropriate)
- Expected timelines for further updates (if applicable)

53. Steadfast aims to provide full resolution **within seven calendar days**, though complex cases may require additional time. Where an extended investigation is required, the complainant will be informed.

Closure and Follow-Up

54. A grievance is formally closed only when:

- The investigation is complete
- SMART actions have been implemented or scheduled
- The complainant confirms satisfaction (where possible)
- The Quality Assurance Manager has verified that improvements have been embedded

55. Unresolved grievances are escalated to the Managing Director.

56. The complaint is then logged in the **Improvement Register** for ongoing monitoring by the Chief Compliance Officer.

Continuous Improvement and Reporting

- All external grievances are reviewed during **monthly performance meetings** with key stakeholders.
- Trends or recurring concerns are escalated to senior leadership.
- Corrective actions may lead to updates in policy, procedures, training, or supervision.
- Statistics from the External Complaints Register contribute to annual ISO audits and contract performance reports.

57. This cycle ensures external feedback is used to drive meaningful improvement throughout the organisation.

Commitment to Fairness and Transparency

58. Steadfast Security Group is committed to:

- Treating every complainant with respect, discretion, and professionalism
- Ensuring impartial and evidence-based investigations
- Protecting confidentiality at all stages
- Adhering to legal, contractual, and regulatory obligations
- Using grievances as opportunities to strengthen service delivery

FEEDBACK

59. Steadfast encourages all employees to share feedback on its policies to support continuous improvement. If you have any comments, questions, or concerns regarding this policy, please contact the Compliance Manager by emailing steven.hope@steadfastsecurity.co.uk. Your input is valued and helps ensure our policies remain clear, effective, and inclusive.

APPROVAL

60. This policy has been formally approved by the Board of Directors of Steadfast Security Group and is authorised for distribution across the organisation. All employees are expected to familiarise themselves with its contents and adhere to the principles and procedures outlined herein.

Paul Harbord
Managing Director, The Steadfast Security Group
02 October 2025