



## **BIRCHENSALE MIDDLE SCHOOL**

# **STAFF CODE OF CONDUCT, DISCIPLINE AND GRIEVANCE POLICY**

Date adopted by Governors: September 2020 LGB Meeting

Date of next review: September 2021

A handwritten signature in blue ink, appearing to be "WR", is positioned above the name of the Chair of Governors.

Mrs W Rigby  
Chair of Governors

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## 1. WORKING FOR BIRCHENSALÉ MIDDLE SCHOOL

### 1.1 Introduction

Welcome! This guidance is for employees of Birchensale Middle School whether they have worked in the school for many years or are new to post. Together with your statement of employment particulars and letter of appointment this booklet should provide you with most of the information you need relating to your employment; however please feel free to contact the Headteacher or Business Manager if you have any questions about your terms and conditions.

If you are a teacher your terms and conditions of employment are in accordance with:

The School Teachers' Pay and Conditions Document  
 And  
 The Conditions of Service for School Teachers in England and Wales

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If you are a member of the support staff your terms and conditions of employment are in accordance with:

- The NJC National Agreement on Pay and Conditions of Service

Your Headteacher or Business Manager will provide you with specific induction information about your school.

The Headteacher has responsibility for the day-to-day management of the school including staffing issues. If there are any issues which the Headteacher needs to refer to the Governing Body during the course of your employment, you will be advised accordingly.

**This document is to be read in conjunction with the school policies, please speak to your Headteacher or Business Manager for further details.**

## 1.2 Equality and Diversity

Birchensale Middle School is committed to preventing and eliminating all forms of unjustifiable and unlawful discrimination, both as an employer and a service provider, pursuing equality of opportunity for all. We undertake to ensure that everyone has fair access to employment with us and will take all possible steps to help our staff implement this commitment.

Every employee has a right to be treated with respect and dignity and if at any time you feel that you have been treated unfairly or harassed you should speak to your Headteacher / Business Manager or Human Resources.

**Serious offences such as harassment will be treated as misconduct or gross misconduct.**

**Please refer to the school's Equality Policy.**

## 1.3 Safeguarding

Birchensale Middle School is committed to safeguarding and promoting the welfare of children and young people and all staff are expected to share this commitment. You must familiarise yourself with all school procedures relating to safeguarding and child protection. Please speak to your Headteacher or Business Manager for further information.

Educational establishments play an important part in the prevention of abuse and neglect, through their own policies and procedures for safeguarding children, creating and maintaining a safe environment, and through the curriculum. They promote resilience in children by helping them to stay safe from harm and encouraging them to talk to someone if they have worries or

concerns. Staff members play a crucial role in this process in noticing indications of abuse or neglect and in reporting concerns to Children's Social Care. But in rare circumstances staff in educational establishments have been found to be responsible for child abuse. Given their daily contact with children in a variety of situations, staff are also vulnerable to accusations of abuse, leading to allegations from children, parents or other staff members. The following employee guidance refers directly to such allegations and how they should be dealt with:

- Safe Working Practice for Staff working in Education Settings (September 2015)

In addition there is statutory guidance available which is relevant for all staff working with children: 'Working Together to Safeguard Children' and 'Keeping Children Safe in Education'.

All staff working in regulated activity must be given appropriate safeguarding training, which includes safer working practice and management of allegations, which should be updated every three years.

## 1.4 Disclosure and Barring Service

All staff in schools working in regulated activity must have provided the school with a current DBS certificate before taking up their post. Any convictions, cautions or other information on the disclosure will be fully risk assessed and where these are relevant to the post, employees may be excluded from working in an exempt post.

You must immediately inform your Headteacher if, during the course of your employment, you are subject to any allegations of a criminal nature, any criminal proceedings or convictions or cautions in order that this risk assessment can be undertaken. Not all convictions will automatically exclude you from continuing in your role however failure to notify the Headteacher of any such occurrences may be viewed as a serious breach of conduct and be subject to disciplinary action, including dismissal.

You must notify your Headteacher or Chair of Governors immediately of anything that affects your suitability to work with children, including pending court appearances, cautions etc.

Every employee has a right to be treated with respect and dignity and if at any time you feel that you have been treated unfairly or harassed you should speak to your Headteacher or Business Manager.

**Serious offences such as harassment will be treated as misconduct or gross misconduct.**

**Birchensale Middle School does have its own Equal Opportunity Policy, which applies to staff as well as pupils.**

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## 1.5 What to do if you are sick

### 1.5.1 Notification of Sickness Absence

You should familiarise yourself with the procedures operating in your school and follow these at all times.

You, or someone acting on your behalf, if you are not available, must notify your Headteacher, or person designated for the purpose, of your absence from work as soon as possible, the reason for it and the likely duration. If your absence is for more than one day, you should make daily contact with school to advise of your likely return date.

If you return to work before the eighth consecutive day of sickness absence, including weekends, you will need to complete a sickness record form (self-certification). If you are absent for eight days or more, you must provide a medical certificate from your GP to cover all periods of absence thereafter.

### 1.5.2 GP's 'Fit Notes'

Since April 2010, the medical certification system allows a more proactive approach to managing a return to work. 'Fit Notes' allow for two options: the GP can either state that you are **not fit for work** or they can state that you **may be fit for work** taking into account advice on the note, such as amended duties, altered hours, workplace adaptations, etc. There is no longer a 'fit for work' option on the form.

### 1.5.3 On Return to Work

You must ensure the Headteacher or Business Manager is aware that you have returned to work and complete the sickness record form. This should be done immediately.

### 1.5.4 Sickness Allowances

Subject to the provisions of your conditions of service, you will be entitled to receive contractual sick pay on the following basis:

#### **Teaching Staff –**

During 1st year of service	- full pay for 25 working days and, after completing four months' service, half pay for 50 working days;
During 2nd year of service	- full pay for 50 working days and half pay for 50 working days;

During 3rd year of service - full pay for 75 working days and half pay for 75 working days;

During 4th and successive years - full pay for 100 working days and half pay for 100 working days.

### **Support Staff –**

During 1st year of service - full pay for one month and, after completing four months' service, half pay for two months;

During 2nd year of service - full pay for two months and half pay for two months;

During 3rd year of service - full pay for four months and half pay for four months;

During 4th and 5th year of service - full pay for five months and half pay for five months.

After 5 years' service - full pay for six months and half pay for six months.

If you are not entitled to sick pay as described above, or if you are sick for a long period and your entitlement runs out, you will be informed of this by the School Business Manager at the time. They can be contacted for further information and assistance.

If you are absent due to illness, your school has a right to refer you to Occupational Health for advice or alternatively to seek additional medical advice; or may ask you to undergo a medical examination and may refuse to allow you to return to work without a satisfactory result of such a referral.

## **1.6 Working time and holidays**

### **1.6.1 Teachers**

Your working time is in accordance with the School Teachers' Pay and Conditions Document, and as directed by your Headteacher.

You may not take holiday during term-time without prior written permission from the Governing Body.

### **1.6.2 Support Staff working term-time only**

Your working time will be in accordance with your Contract of Employment and as directed by your Headteacher or Business Manager. (Your salary

includes an element of holiday pay pro rata to the annual leave entitlement of a full-time, full year employee.)

You may not take holiday during term-time without prior written permission from the Governing Body.

### 1.6.3 Support Staff working 52 weeks

Your working time will be in accordance with your Statement of Employment Particulars, and as directed by your Headteacher or Business Manager.

Your annual leave entitlement is 25 days.

Part-time employees receive a pro-rata leave entitlement.

Requests for leave must be made to your Headteacher or Business Manager as far in advance as possible. Reasonable requests will usually be agreed but you must remember that you may be restricted if you seek leave at particularly popular times or when there is a high level of work. In many schools you may be required to take the majority of your annual leave during school holiday periods, please speak to your Headteacher for further details.

The annual leave year runs from 1st April to 31st March. Your annual leave should be taken in the leave year to which it applies. However, there are provisions available for you to be able to automatically carry forward up to 5 days leave (pro rata for part-time employees) from one year to the next. Payments in lieu of leave not taken are not made.

## 1.7 Resignation

If you wish to resign from your post, you must give the following minimum notice in writing to your Headteacher:

### 1.7.1 Teachers

To leave at the end of the Autumn term: resignation must be received by 31st October

To leave at the end of the Spring term: resignation must be received by 28th February

To leave at the end of the Summer term: resignation must be received by 31st May.

### 1.7.2 Support Staff

To leave at any time in the school year, unless your individual contract states otherwise you are required to give a minimum of one month's notice. For salary grades SO1/2 two months, PO1 and above – three months.

## 1.8 Leave of absence – all staff

You may from time to time need to ask your Headteacher for paid or unpaid leave of absence. There are arrangements covering time off for such things as jury service, local councillors, union duties, health screening, maternity and paternity leave, etc. Further information can be obtained from your Headteacher or Business Manager.

## 1.9 Travel and subsistence

You may be entitled to travelling and subsistence expenses related to approved journeys. Details are available in your school.

## 1.10 Trade unions

You have the right to be a member of any Trade Union or none if you wish. If you are a member you can take part in its activities at appropriate times and seek election to office or hold office in the union.

The unions currently recognised are:

### **Teaching:**

National Association of Headteachers (NAHT)

National Association of Schoolmasters Union of Women Teachers (NASUWT)

National Education Union (incorporating ATL and NUT)

VOICE

The Association of School and College Leaders (ASCL)

### **Support Staff:**

Unison

GMB

## 1.11 Concerns / grievances

If you have any issues about your employment which are causing you concern, you are advised to raise these directly with your Headteacher or Business Manager in the first instance. However, you may also seek advice from your union or Human Resources.

## 1.12 Other policies and procedures

Up to date and full copies of all policies and procedures for your school and other information relating to your employment including: Grievance and Harassment, Disciplinary, Whistleblowing, etc. are available on request from your Headteacher or Business Manager and made available in the Policy Channel on Whole School Teams.

## 1.13 Pensions

If you require information about your pension including contribution rates, benefit estimates or scheme details please contact the following:

### 1.13.1 Teachers

The pension scheme for teachers is administered by Teachers' Pensions and many of your questions can be answered through accessing their website at [www.teacherspensions.co.uk](http://www.teacherspensions.co.uk) or telephoning 0845 606 6166.

### 1.13.2 Support Staff:

The Local Government Pension Scheme for Worcestershire is administered at County Hall. The Pensions Section can be contacted by telephoning the main County Hall switchboard on 01905 763763. General information about the Local Government Pension Scheme can be found on the website at <https://lgpsmember.org/>

## 2. CODE OF CONDUCT

### 2.1 Introduction

This Code describes the standards of conduct and behaviour expected from our staff and any staff seconded or engaged from other organisations to undertake work within Birchensale Middle School. It also highlights some types of behaviour or conduct which might be considered incompatible with being a school employee. It is intended to help you by describing the standards expected of you and has been approved by Birchensale Middle School following consultation with the appropriate Trade Unions. Please take time to read it and ensure your conduct meets these requirements. If you are at all uncertain about what is expected, please seek further clarification from your Headteacher or Business Manager so that you do not unwittingly contravene this Code or otherwise act against the school's interests.

Contravening or failing to act within the spirit of the Code or behaving in a manner which could bring the good name of the school into disrepute, whether or not within the workplace or working time, might be seen as a breach of discipline and could lead to action being taken against you under the appropriate procedure.

While workers who are not employees of the school are expected to comply with the spirit of the Code, any action that may be taken in response to a breach will depend on the precise nature of their working relationship with the school.

This code relates to all staff working for Birchensale Middle School. Teachers must be aware that there are also published Teachers' Standards (DfE 2012) and are advised to familiarise themselves with the requirements of these.

## 2.2 Guiding principles

As a school employee, you should put the well-being, development and progress of children and young people first. You should recognise that you are in a position to influence children and young people through your slightest actions, comments or behaviour.

To the public you are a representative of the school. You are expected to maintain the highest standards of professional competence, knowledge, integrity, confidentiality, financial propriety and personal conduct. Contact with all members of the school community, including parents and outside visitors, should be courteous, efficient and impartial to all groups and individuals. You must also familiarise yourself with and adhere to any rules or codes of conduct or policies relating to your particular school and role and you should comply with all reasonable requirements or instructions from the Headteacher.

It is not appropriate for you when working within your role as an employee to oppose the stated aims and policies of the school or to undermine the performance of its duties and responsibilities. It is important for all employees to present a unified image to the public.

You should ensure that your relationships with your fellow employees and with pupils are always conducted in a professional and courteous manner; you should not censure other colleagues or criticise their work in the hearing of a pupil or parent/carer. It is not acceptable to use sarcasm or make jokes at the expense of pupils, embarrass or humiliate pupils, or discriminate against or favour pupils. It is also not acceptable to discuss personal or sexual issues with pupils outside of agreed curriculum parameters.

It is not acceptable for you to publicly criticise or blame school management, colleagues through any medium including internet 'blogs', websites or social networking tools such as Facebook or Twitter and you must be aware that the laws governing defamation, breach of copyright, etc. apply equally to on-200916 Staff Code of Conduct, Discipline and Grievance Statement (STAT) - Approved

line as to other forms of communications. Offensive, defamatory, discriminatory or otherwise inappropriate comments will not be tolerated and may constitute a disciplinary and/or criminal offence, as could the disclosure/publication of any confidential or personal information about the school, its staff, pupils or other members of the school community.

It is incumbent on you to ensure that you are aware of and comply with any relevant rules and instructions which pertain to your particular job, including the Teachers' Standards, Keeping Children Safe in Education, financial instructions etc. The Code cannot cover every situation but will be subject to reasonable interpretation. Any disagreement involving the interpretation or application of the Code as it applies to you should be discussed with your Headteacher or Business Manager in the first instance. However, if you feel the Code is being applied unreasonably you may be able to seek redress through the school's Grievance Procedure.

### 2.3 Staff/Student Relationships

You are expected to treat pupils with dignity and fairness, building relationships rooted in mutual respect and at all times observing proper boundaries appropriate to a person in a position of trust. You should comply with safe working practices, outlined in the guidance document "Safe Working Practice for Staff Working in Education Settings (2019)".

You must not communicate personally with students via email, mobile phone or internet other than on school-related matters in line with school policy

You must not arrange to meet students outside of the school day or off the school site at any time without the express permission of the Headteacher.

Any physical contact with pupils should be in accordance with any agreed school procedures, such as the intimate care policy or positive physical intervention. Any inappropriate physical contact, such as tickling, rough play, cuddling or sitting a child on your lap may be viewed as misconduct and lead to disciplinary procedures, dependant on circumstances.

### 2.4 Personal interests

**(see also notes 1 and 2 below)**

The interests of the school or the way you do your job must not be influenced by personal interests or those of relatives, friends or membership of external organisations or societies. There should be no grounds for suspicion that you are using your position with or knowledge of the school for personal gain or that you could be influenced by improper motives. If you belong to outside organisations, including voluntary organisations, there must be no conflict with your job or other school interests. You should advise your Headteacher or Business Manager in writing about anything which could give this impression.

**For Headteachers and other staff who have responsibility for placing orders and school expenditure, please see more detailed guidance in Section 2.24.**

## 2.5 Private work

School premises, equipment, working time or other resources must not be used to undertake private work.

The school needs to be aware if its employees undertake private work or voluntary activities in their own time to ensure that there is no conflict of interests with the school and to meet its obligations under Health and Safety legislation. Therefore, to protect yourself, the school from potential criticism you should not put yourself in a position where there is an actual or perceived conflict of interests. You should be aware that outside work or activity, whether or not you receive payment, could reduce your ability to safely and effectively carry out your employment with the school, e.g. through tiredness, and would be considered unacceptable.

You must advise your Birchensale Manager before engaging in any other work especially if it could reasonably be seen to conflict with your employment with the school or lead to misunderstanding or criticism (for example, private tutoring of students from your school).

You must not undertake private work for any individual, organisation, department or establishment which otherwise would be undertaken as part of your normal duties. Any charge raised as a result of undertaking work within another school or other establishment whilst in your normal working hours should be paid to your employing school.

You must not undertake private work when on sick leave without the express knowledge and prior written approval of your Headteacher and subject to appropriate medical advice.

You must not undertake private work for any school or establishment during a period of paid leave or suspension.

## 2.6 Expressing concern about irregularities and tackling malpractice

If you feel there is something seriously wrong at work please tell an appropriate person as a 'voice of concern'. It might be, for example, the conduct of another employee, the way a contractor is behaving, a work practice, something that is endangering the safety of pupils or staff. You might be the first to notice it and your intervention could stop things getting worse.

No matter how reticent you may feel, you should raise any serious concern e.g. a suspicion of fraud or corruption or reasonable belief that a child or adult's health, safety or well-being are in danger with your Headteacher so

that potentially serious problems or malpractice can be addressed without undue delay. If this is not appropriate, then you should contact the Chair of Governors. If the matter relates to fraudulent activity, you may inform the MAT. If you do raise a genuine concern in good faith all reasonable steps will be taken to respect your confidence and protect you from possible reprisals (see Confidential Reporting (Whistleblowing) Policy).

The school take this issue very seriously and will investigate and address any problems genuinely raised. However, any frivolous, malicious or mischievous use of the Confidential Reporting Policy will be treated as a serious disciplinary matter.

## 2.7 Copyright

You should be aware that 'intellectual property' such as software, ideas, documents, etc. created during your employment belongs to the school. All files, materials, the media upon which they are located and all software programmes or packages which are utilised or developed solely for or in connection with your job remain the property of the school.

## 2.8 Confidentiality

Birchensale Middle School is committed to open government and, in law, certain information must be made available to the local authority, government departments, service users and the public. However, you must make sure you know whether information is 'public' or confidential and treat it accordingly.

You may sometimes acquire information at work which has not been made public or is confidential. Examples include information about a pupil or family, a colleague, information on tenders or costs, the proceedings of confidential meetings.

You must ensure that sensitive and/or confidential information is properly secured and safeguarded at all times especially if being transported in paper or electronic formats. Particular care must be taken with information stored on portable electronic media such as laptops and memory devices which are often targeted for theft due to their high intrinsic value.

Confidential information which comes into your possession must not be used for personal benefit or divulged to other parties except in the proper course of duty, for example to other professionals working with the same child. If you have any doubt whether or not disclosure is appropriate, you must check with your Headteacher, DSL or Business Manager before releasing confidential information.

Some information can be extremely valuable in business and commerce and its publication loss or misuse could seriously disadvantage the school and its employees. Therefore, it is important that you do not, deliberately or

inadvertently, pass on information, including software, during or after your employment with the school, to anyone who has no right to receive it. You must not discuss, disclose, publicise or use such information for your own or anyone else's personal interest or advantage.

You must decline any approaches or offers made asking for information which could be detrimental to, or help others to gain a contract, grant or any other advantage from the school and/or its employees, e.g. a potential contractor could offer a financial reward for information leading to the award of a major contract. Approaches or offers of this kind must be declared to your Headteacher without delay.

You must not criticise the school, its policies or staff in open media such as internet 'blogs', websites, social networking sites, etc. where it may be seen by parents, children or others in the school community.

## 2.9 Contact with the media

Unless you are properly authorised to speak with, write or give interviews to the media you should refer any enquiries from the media on work related matters to your Headteacher.

## 2.10 Information Technology, Social Media and Data Protection

Everyone using computing equipment has a duty of care to use it according to prescribed arrangements, e.g. to avoid introducing computer viruses, to comply with the Data Protection Act, General Data Protection Regulations and to safeguard and ensure the security of information.

You must familiarise yourself with the schools' ICT policies, including use of the internet. In particular, all use of the internet and email facilities must be authorised, legal, appropriate and in accordance with the provisions of the school policies. Personal use of any facilities – including laptops – must be authorised and only undertaken at times deemed appropriate by your Headteacher.

**Users shall not use the internet or email for the following:**

- **to knowingly break the law**
- **to fail to comply with existing school policy**
- **to compromise the integrity of any network of system**
- **to access, display or transmit any kind of sexually explicit material or any offensive or discriminatory material of any kind**
- **to make unauthorised contact with outside bodies**
- **to download software or play games**
- **to bet or gamble**
- **to disclose private or confidential information.**

**Failure to comply with the policies in force or any unauthorised use of such facilities will be dealt with in accordance with relevant disciplinary procedure.**

**Employees should also take account of policies on cyber bullying.**

Employees should also be aware when they are using personal IT equipment for undertaking school related business that the same rules apply. Please refer to your Headteacher for a copy of your school's full policy on appropriate use of IT.

You must not photograph pupils using your own photographic equipment or mobile phone.

You should not use social media in any way that might bring your professional status or your school into disrepute or undermine the policies or ethos of the school. You must not share confidential information or mention specific students or members of staff on a social media site. You should not accept pupils as 'friends' or 'followers' and should not 'follow' or have any personal connections with pupils on any social media or other internet sites. If you are a 'friend' of a parent of a pupil at your school, you should be particularly careful not to share information about pupils, staff or working practices. You should ensure that full privacy settings are applied to all your social media accounts.

#### **2.11 Gifts, inducements, hospitality and sponsorship (see also notes 1 and 2 below)**

You must not accept any commission, discount, allowance, direct or indirect profit, inducement, payment, perk or benefit in connection with any professional work undertaken, other than any fee recoverable on behalf of the school.

Minor gifts and hospitality are sometimes part of the normal courtesies of life: the parent of a pupil may offer a modest gift, especially at Christmas or as a token of appreciation, and in an office situation simple items such as diaries and calendars are often distributed as advertising matter. As a guideline, any gift or hospitality with a value of £25.00 or more is highly unlikely to be viewed as a 'token'. With the exception of these 'tokens' and any special schemes (e.g. travel or discount schemes) all gifts, vouchers, fees, special discounts, rewards or preferential treatment must be refused. Collection of reward card points such as Nectar and Clubcard on a personal account in respect of school purchases is a benefit in kind which should be reported to HMRC and subjected to deduction of Income Tax. In situations where refusal of a gift is difficult or might offend you must inform your Headteacher or Business Manager who will decide on the appropriate action.

Where an outside organisation wishes to sponsor any activity or make a donation to the school, the basic principles relating to personal interests and the acceptance of gifts or hospitality apply.

You must not give gifts to particular pupils other than as part of an agreed reward strategy or given to all pupils equally, with the knowledge and permission of your Headteacher or Business Manager.

## 2.12 Use of School resources and equipment

Facilities, equipment, vehicles, materials and other resources provided by the school for use in your work must not be used for any other purpose without permission or appropriate payment, e.g. photocopying, private telephone calls. Mobile telephones are provided exclusively for business use and must not be used to make private calls. In this context a call 'home' to advise that you have been unavoidably delayed because of work would not be considered a private call.

## 2.13 Transporting Pupils

Any school policy on transporting pupils should be adhered to at all times. Circumstances where it is appropriate to transport pupils, e.g. for sports' matches, should always take place with the full knowledge and consent of the Headteacher and the pupils' parents/carers.

Any legal requirements must be adhered to, such as ensuring the vehicle is roadworthy with a valid MOT, business insurance is in place, seat belts are worn, car seats are used for younger children and the maximum capacity is not exceeded.

For journeys over fifty miles there should always be at least one adult additional to the driver as an escort.

It is inappropriate for adults to offer lifts to pupils outside their normal working duties, unless this has been previously arranged with the parent/carer and the Headteacher is aware of the arrangement.

## 2.14 Overseas travel on official business

Any proposal to travel overseas on official business must be approved by the Governing Body before the travel takes place.

## 2.15 Equality issues

All members of the community, including pupils, families and other employees have a right to be treated fairly and with dignity. You must make yourself aware of and comply with the school's Equality and Diversity Policies and procedures.

## 2.16 Political neutrality / extremism

All staff have a responsibility to ensure that they act appropriately in terms of their behaviour, the views they express (in particular political views) and the use of school resources at all times.

You must follow the school guidance and must not allow your own personal / political opinions to influence your work. In particular, you must not behave or act in any way that undermines fundamental British Values as defined within the Counter-Terrorism and Security Act 2015 as democracy; the rule of law; individual liberty; mutual respect; tolerance of different faiths and beliefs.

You must not express radical or extremist views; promote or permit the voicing of views or incitement of any action in support of extremism, terrorism, radicalisation or any prohibited organisations.

## 2.17 Standards of appearance

Staff are expected to present a reasonable and professional appearance and to dress appropriately to the circumstances within their working environment, bearing in mind that you are working with children and young people. Dress should not be offensive, revealing or sexually provocative, should not display political or other contentious slogans and should meet all health and safety requirements.

Where uniform or protective clothing is issued it must be worn as required when at work or representing the school. When wearing uniform or other items which identify you as an employee of the school you must maintain appropriate standards of conduct whether or not on duty, e.g. when travelling to and from work.

## 2.18 Relatives and close personal relationships within the workplace

In order to avoid any possible accusation of bias you should endeavour not be directly involved in the appointment, promotion, discipline or other employment decision relating to another employee to whom you are related or with whom you have a close personal relationship. If a situation arises in which you feel you may be in such a position, please seek the advice of the school's Human Resources representative.

If you work in close proximity with other employees or pupils to whom you are related or have a close personal connection you must maintain a strictly professional relationship at work. You should also be aware that if any relationship leads to disruption in the workplace, unacceptable conduct or performance or situations involving undue favouritism or detriment, action will be taken under the appropriate procedure which could lead to you being redeployed or your contract terminated.

## 2.19 Smoke free environment

All buildings, workplaces and vehicles are smoke free areas, this includes the use of vapes. Since July 2007, it has been against the law to smoke in workplaces; failure to comply is a criminal offence.

## 2.20 Drugs and alcohol

Employees must not take drugs, alcohol or any other substance before work, during a break or at lunch time that is capable of causing their behaviour, judgement or performance at work to be affected. This is particularly important for employees who drive, operate machinery, have responsibility for vulnerable adults or children, and who come into contact with members of the public and/or visitors. (N.B. It is equally inappropriate for those working in close proximity to children and vulnerable adults to have alcohol on their breath even though this may not amount to drunkenness.)

## 2.21 Health and Safety

Unsafe working can endanger you, your colleagues, pupils and members of the public. You must familiarise yourself with the school's Health and Safety Policy and guidelines for your particular work. Please speak to your Headteacher for further information. You must follow the rules, codes and safe practices they describe including reporting any accidents, incidents or near misses you have at work.

## 2.22 Essential training

You are expected to make every effort to comply with reasonable requests to attend training which is a statutory requirement or essential for your role.

## 2.23 Criminal charges, cautions and convictions

You must advise your Headteacher immediately if you are charged with or cautioned or convicted of any criminal offence whilst you are an employee of the school. While such proceedings will not necessarily affect your employment, the school needs to be sure there are no implications for the school, its reputation, the safety of children or in relation to the role you undertake.

You must also advise your Headteacher immediately if you have been arrested or appeared in court and released on bail in circumstances where bail conditions have been applied which could have consequences for your work, e.g. you are constrained from having contact with children. If you are in any doubt about whether you should report bail conditions, especially where safeguarding could be an issue, you must discuss it with your Headteacher so that any concerns can be addressed from the outset. Failure to report such conditions would be considered as serious misconduct and could potentially lead to breach of bail.

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## 2.24 Specific standards for staff with responsibility for expenditure

### 2.24.1 Personal interests:

The interests of the school must not be undermined by personal interests. The way you do your job must not be influenced by personal interests or those of relatives, friends or membership of external organisations or societies. There should be no grounds for suspicion that you are using your position with or knowledge of the school for personal gain or that you could be influenced by improper motives. If you belong to outside organisations, including voluntary organisations, there must be no conflict with your job or other school interests.

All orders, contracts and grants must be awarded on merit following fair competition. No favour should be shown because of personal interests and no part of the community should be discriminated against.

You must advise your Business Manager in writing about anything which could give the impression that you may be acting for personal gain, financial or otherwise, or in the interests of another person or organisation; or you are involved as an employee in matters which might reasonably be regarded as affecting the wellbeing or financial position of yourself, your spouse, partner, relative, a close friend or any person with whom you have a close association, e.g. if any of those persons

- hold an office or employment with
- have any connection or influence with
- have any financial interest in

any company or organisation doing or seeking to do business with or requesting grants or other funding from the school.

You should avoid being involved as an employee in matters which might reasonably be regarded as affecting the well-being or financial position of yourself (or the persons, companies or organisations referred to above) so significant that it is likely to prejudice your judgment of the school or public interest. (N.B. Holding shares in a company with which you know the school is likely to be dealing, or acting as an agent for them, could be regarded as a financial interest.)

You must advise your Headteacher in writing of any direct or indirect pecuniary interest in a contract or proposed contract with the school as soon as practicable after becoming aware of it so that it can be recorded in the 'Register of Officers' Interests'. Failure to do so may be a criminal offence as well as a disciplinary matter.

You must advise your Business Manager of any personal dealings of a business or private nature with existing or potential suppliers, consultants or contractors who you know (or could reasonably be expected to know) to have dealings with the school.

If you engage or supervise contractors or consultants on behalf of the school or have any other official relationship with them you must advise your Business Manager, prior to any contractual relationship beginning or work being undertaken, if you have or intend to have any private or domestic relationship with them or any of their employees.

#### 2.24.2 Gifts, inducements, hospitality and sponsorship:

(see also notes 1 and 2 below)

See information in 2.24.2 regarding the acceptance of gifts. As a guideline, a gift with a value of more than £25 is unlikely to be seen as only a 'token', so needs to be referred to your Headteacher or Business Manager.

Offers of hospitality, even if of a seemingly minor nature, must be treated with particular caution as they can leave both individuals and the school open to all manner of allegations of impropriety. The timing of offers of hospitality, e.g. in relation to purchasing, the award of contracts, granting of applications or other decisions, should be considered equally to the generosity of the hospitality offered. Accepting hospitality must be justified in the public interest, e.g. when there is a genuine need to represent the school. You must inform your Headteacher or Business Manager of an invitation or offer of hospitality before it is accepted.

#### 2.24.3 Personal purchases:

You should be aware of possible conflicts of interest when you buy goods or use the services of firms which have dealings with the school and follow any school procedures relating to the disclosure of any such transactions. You should neither seek, because of your position, nor accept, because of an organisation's dealings with the school, preferential rates, reductions or any other favourable treatment in the purchase of goods and services.

#### 2.24.4 Procurement of goods and services and disposal of school property:

(see also note 2 below)

Procurement procedures must be strictly adhered to and you must not accept any inducement or preferential treatment if you are responsible for procuring goods or services for the school or disposing of surplus property.

In addition, staff should always be in a position to demonstrate that 'Best Value' has been sought and achieved. Detailed guidance on procurement and tendering is set out in the MAT's Policy.

### 2.25 Conduct and Performance

Unacceptable behaviour and/or failure to maintain satisfactory standards of conduct or performance will lead to action being taken against you under the 200916 Staff Code of Conduct, Discipline and Grievance Statement (STAT) - Approved

appropriate procedure. This includes specifically the failure to behave at all times in accordance with the school's stated values.

You must ensure you understand the requirements of this Code of Conduct, the Safe Working Practice for Staff guidance and any terms and conditions, rules, standards and requirements that apply to you and your job (see also note 2 below). Any of the examples of unacceptable behaviour listed below may be considered as misconduct or gross misconduct depending on the relevance to your role, your seniority, the seriousness of the act and particular circumstances. Those underlined normally will be considered as gross misconduct. The list is not exhaustive and other unacceptable behaviour not specifically listed nevertheless may be considered as misconduct or gross misconduct:

(a) any form of unjustifiable discrimination, harassment, threatening or bullying behaviour, e.g. on the grounds of race, sex/gender, sexual orientation, marital status, disability, age, religion or belief; whether or not the subject of current legislation;

(b) any physical, emotional or sexual abuse of a child or other vulnerable person

(c) possession, displaying, viewing or downloading of offensive or extremist materials, playing or downloading games, accessing 'unacceptable' websites, e.g. websites of a sexual nature, gambling, betting or gaming, in the workplace or via any portable device, e.g. laptop, mass storage, which is the property of the school and has been provided in connection with the postholder's work;

(d) undertaking private activities during working hours;

(e) unpunctuality, misuse of time and time recording, unauthorised absence from work;

(f) refusing to comply with reasonable orders and instructions;

(g) deliberately causing damage to school property;

(h) harming or endangering other persons or property, e.g. by contravening safety rules;

(i) neglect of duty/lack of due care or diligence, disruptive behaviour, poor attitude;

(j) fighting, threatening or actual violence towards, physical assault or abuse of another person whilst at work (NOTE: this does not include reasonable physical restraint necessarily carried out in the course of duty);

(k) theft, unauthorised removal, misappropriation, improper or unauthorised use of school or council property, systems (including telephones, IT, email

and internet), vehicles, equipment, name or other resources. This may include loss by failing to properly secure or safeguard;

(l) failure to report criminal convictions, particularly those which may be relevant to the type of work undertaken, e.g. driving convictions where the work necessitates driving on school business, indecent assault where working with children or vulnerable adults;

(m) fraudulent or misleading practices and/or omissions in connection with official duties, e.g. deliberately falsifying school documents, reports, etc.;

(n) fraudulent or false claims for payment of salary, expenses and/or allowances, etc. or seeking financial gain by deception;

(o) acts involving bribery or corruption;

(p) any action for which it would be appropriate for the school or council as an employer to take legal proceedings (irrespective of whether such proceedings are taken);

(q) sexual misconduct at work;

(r) wilfully breaching any school policy or procedure;

(s) drunkenness, being unable to carry out duties through the influence of any substances including drugs, whether or not prescribed, and alcohol, or for any other avoidable reason. (N.B. It is equally inappropriate for those hosting visitors or working in close proximity to service users such as children and vulnerable adults to have alcohol on their breath even though this may not amount to drunkenness.);

(t) possession, buying or selling of weapons, illegal substances or materials at work;

(u) any breach of trust or security in respect of information or procedures;

(v) obtaining or attempting to obtain access to any information (including information held or stored by electronic means) to which the employee is not entitled;

(w) any action which may bring the good name of the school into disrepute;

(x) as an employee, public opposition to the stated aims and policies of the school, criticism or blame of colleagues, through any medium including on-line, such as internet 'blogs', websites, social networking sites, etc.;

(y) any action unconnected with work which brings in to question your suitability as an employee of the school;

(z) failing to report serious misconduct, aiding or inciting another employee to undertake any of the above actions or other act of wrongdoing.

**Note 1:**

Personal interests as set out in paragraph 2.24.4 (e.g. in contracts/procurement), other potential conflicts of interest and any offer of gifts and/or hospitality as set out, other than of a minor 'token' nature, are to be notified in writing to your Headteacher who will notify the MAT who will include them in the Register of Officers' Interests.

**Note 2:**

Under the Bribery Act 2010 it is a criminal offence if a person fails to prevent bribery, bribes another person with the intention of obtaining or retaining a business or a business advantage, or receives a bribe, whether or not unwittingly.

## 3. DISCIPLINARY PROCEDURE (including guidance and model letters)

### 3.1 Guidance on the disciplinary procedure

#### 3.1.1 Introduction

Schools have certain expectations of their employees' behaviour which should be specified within school procedures and handbooks and are also

This procedure is designed to help and encourage all employees to achieve and maintain high standards of conduct at work and to provide a mechanism for dealing with problems as and when they arise. Its aim is to provide a model procedure for adoption by the Governing Body which ensures consistent and fair treatment for all employees. This procedure complies with the ACAS Code of Practice on Disciplinary and Grievance Procedures.

#### **Probation – Support Staff only**

The purpose of the 6 month probationary period is to ensure that new employees understand and are encouraged to achieve and maintain the standards of conduct, performance and attendance required, within a reasonable time. If, after receiving sufficient guidance, support and training, an employee is unable to achieve and maintain acceptable standards his/her contract may be terminated without recourse to the full disciplinary procedures.

Headteachers (and Governors) are recommended to seek advice from Human Resources at an early stage when considering disciplinary action.

There are certain situations when it would not be appropriate to follow this procedure until further advice has been sought:

- a. when there is an allegation made against an employee of a **safeguarding nature** the 'Senior Adviser, Safeguarding Children in Education' should be contacted in the first instance and before any other action is taken. Basic enquiries may be made to determine whether the allegation could possibly have occurred or to establish the facts of the allegation.

Refer to the Allegations of Abuse against Teachers and Other Staff guidance document for further information;

- b. the Education Funding Authority must be notified as soon as operationally practical, of any instances of **fraud or theft** exceeding £5,000 individually or £5,000 cumulatively in any academy financial year. Any unusual or systematic fraud, regardless of value, must also be reported.

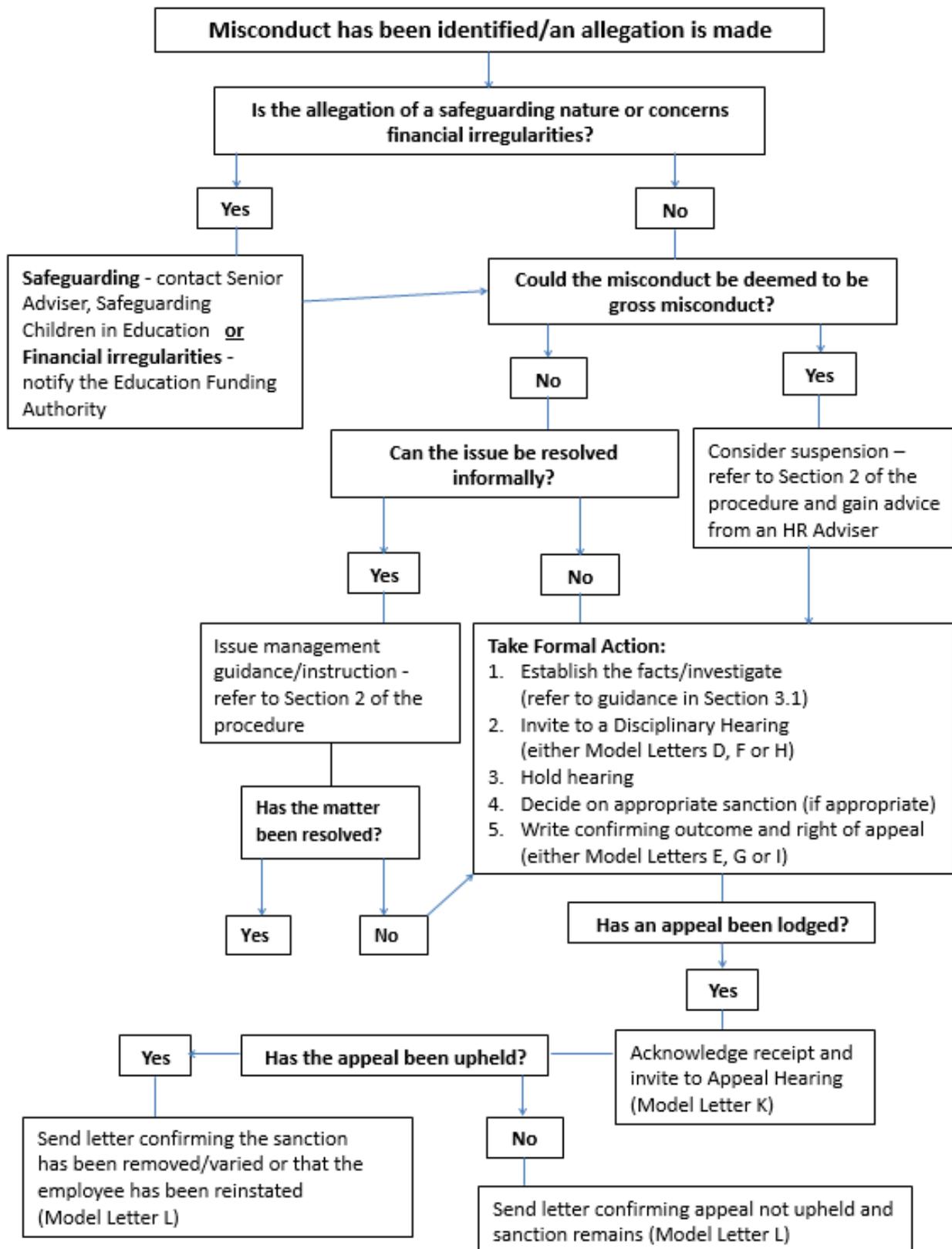
- c. where there may be **criminal proceedings**, schools should not take any action (investigation or disciplinary) without ensuring that it will not impact on the police investigation, although suspension (see Section 4) may be considered if it is felt that the employee's continued presence at work may pose a serious risk to safety or child protection.

Prior to taking any disciplinary action against employees who are **accredited trade union representatives** a discussion concerning the case should take place with a full-time senior trade union representative, after obtaining the employee's consent.

In some circumstances the school at which a person works will need to consider an allegation of misconduct where the person does not have an ongoing employment contract with them, for example: supply teachers, casual/agency workers, volunteers or contractors. It may be necessary to act jointly with another organisation or service provider.

In these cases the normal disciplinary procedures will not apply, but, **in the case of allegations relating to safeguarding**, it is necessary to investigate the allegation, reach a decision about whether to continue with the person's services and whether a referral to the DBS is needed. Contact Human Resources for further advice and refer to the document Managing Allegations of Abuse against Teachers and Other staff. When the allegation has been made it will be necessary to consider whether that person should be prevented from working in any school/educational establishment until the outcome of the investigation is known.

### 3.1.2 Flowchart – Managing Misconduct



### 3.1.3 Day to day management of inappropriate conduct

In some cases inappropriate conduct can be dealt with informally. Recourse to the formal procedure should only be necessary when informal measures have failed to resolve the situation or in cases of serious misconduct. Headteachers should first consider a "counselling approach" to improving conduct at work.

Headteachers or line managers should ensure that any issues are brought to the individual's attention without delay. Misconduct must not be ignored or tolerated and inaction may lead to matters becoming worse or even irreversible.

The Headteacher or line manager should identify the problem, ask for an explanation or any mitigation and propose support to improve the situation if possible, confirm timescales for improvement and explain how the situation will be monitored. The conversation should be documented and the employee should be given a letter (referred to as '**management guidance/instruction**') confirming the above and stating clearly that any further incident or a repeat of the incident could result in disciplinary action (refer to Model Letter C). If, during the discussion, it becomes obvious that the matter may be more serious, the meeting should be adjourned. The employee should be told that the matter will be continued under the formal disciplinary procedure.

As this is an informal meeting the employee does not have the right to be accompanied but the school could agree, in exceptional cases, to a work colleague accompanying them for support. It is advisable that the Headteacher/line manager has someone present to take notes so that there is no disagreement about what was said during the meeting. A copy of the letter issued to the employee (as above) should be kept on file and referred to in the future if a further incident occurs. The letter must make it clear that any breach of the instruction may lead to formal disciplinary action. Management guidance/ instructions relating to safeguarding should remain on the employee's file indefinitely.

### 3.1.4 Delegation of authority

It should be clear, from the outset, who is responsible for each stage of the disciplinary procedure, prior to any disciplinary action being taken.

#### *Investigation*

Careful consideration should be given at this stage to who conducts the investigation into any disciplinary matter as **the investigating officer should not normally be the person who hears the case at any future hearings**. Investigations may be undertaken by the Headteacher, a line manager, SLT member or other suitable person designated by the Headteacher. In some cases, the Headteacher may appoint an investigating

officer external to the school, e.g. a Deputy Headteacher from another school or nominate a Governor to act as the Investigating Officer.

In cases involving the Headteacher the investigation would normally be carried out by the Chair of Governors or a nominated Governor.

#### *Action short of dismissal*

By adopting these procedures the **Governing Body delegates responsibility for matters of discipline relating to employees based at the school to the Headteacher**. For the avoidance of doubt, this includes decisions on suspension, the imposition of all disciplinary sanctions short of dismissal, but powers of dismissal could also be delegated to the Headteacher (refer to Dismissal below).

Where it would not be appropriate for the Headteacher to impose a disciplinary sanction, e.g. where he/she is the investigating officer or is a key witness, the Chair of Governors or other nominated Governor may lead the hearing and issue a sanction.

By adopting these procedures the **Governing Body delegates responsibilities for matters of discipline relating to the Headteacher to the Chair or to one or more Governors**. For the avoidance of doubt, this includes decisions on suspension and the imposition of all disciplinary sanctions short of dismissal.

#### *Dismissal*

**All employees other than the Headteacher** - the Governing Body may delegate its power to dismiss its staff to either:

- a. Dismissal Panel comprising one or more Governors and the Headteacher;
- b. Dismissal Panel comprising one or more Governors (ideally three Governors);
- c. The Headteacher.

**Headteacher** - the Governing Body may delegate its power to determine that the Headteacher be dismissed to one or more Governors.

For ease of understanding, those who have delegated authority to dismiss will be referred to in these proceedings as Decision-Makers.

#### *Appeal*

For the purposes of appeal rights, the Governing Body must appoint an Appeal Panel to hear appeals against disciplinary sanctions other than dismissal (Disciplinary Appeal Panel) or appeals against dismissal (Dismissal Appeal Panel). This should be a panel of three Governors, other than in exceptional cases. No Governor to whom the power to dismiss was

delegated may sit on the Appeal Panel. The Headteacher may not sit on the Appeal Panel.

*Rights of Attendance/Advisory Rights*

Where the Governing Body has delegated powers to dismiss employees other than the Headteacher, to one or more Governors, the Headteacher may attend and give advice to all relevant meetings/hearings held by those Governors and they should consider that advice in coming to their decisions. That advice shall be given by the Headteacher in the course of the presentation of the case against the employee.

**Note:** The Clerk to the Governors will usually take notes at Dismissal Hearings. In the event of the Clerk to the Governors being unavailable notes may be taken by another person requested by the Decision-Makers.

## 3.2 Formal disciplinary procedure

### 3.2.1 Suspension

The decision to suspend an employee should be taken by the Headteacher or Chair of Governors (in the case of suspension of the Headteacher).

The decision should be given careful consideration and will usually only be appropriate:

- a. if an employee has acted in a manner which may constitute gross misconduct (refer to Section 3.2.6);
- b. if there is serious reason to believe that the employee's presence at work will hinder the investigation;
- c. where the employee's continued presence at work may pose a serious risk to safety or child protection.

Alternatives to suspension should always be considered and documented. These could include a temporary change of duties and/or location in school, if acceptable.

If suspension is deemed necessary, the Headteacher should meet with the employee and explain the following:

- a. the reason for the suspension and why alternative working is not feasible;
- b. they are required to leave school immediately;
- c. suspension is not intended as a disciplinary measure, nor does it pre judge the outcome of the investigation;
- d. the employee will receive full pay during the period of suspension;
- e. they should contact their Trade Union or Professional Association for advice and support;
- f. they should be allocated an internal point of contact (someone not involved in the investigation) who will keep the employee informed of everyday developments in school in order to minimise any sense of isolation during the period of suspension. They should also be given the name of an HR Adviser who may update them on the progress of the investigation;
- g. with prior permission from the Headteacher, they may collect any personal belongings or evidence or gather witness statements from colleagues that they may need in preparation for their case (school property is precluded and should not be taken away);
- h. they should otherwise keep matters relating to the allegations/investigation confidential;
- i. that they will be required to attend an investigation meeting during their usual working time or at another mutually agreed time;
- j. letter will be sent to them within one working day confirming the suspension (refer to Model Letter A).

If the employee is suspended, the investigation should be completed as soon as possible to determine that either:

- a. there is no case to answer and the employee returns to school;  
OR
- b. the employee returns to school and receives management guidance;  
OR
- c. the employee returns to school and a Disciplinary Hearing is convened;  
OR
- d. the employee remains suspended pending a Disciplinary Hearing.

In all cases the suspension should be regularly reviewed, every 20 working days as a minimum, by the Headteacher (refer to Model Letter A (i) ).

If a suspended employee is certified by his/her GP as being unfit for work they should be paid in accordance with their sick pay entitlement for that period of certification. If they exceed their sick pay entitlement they should go on to nil pay until they are certified fit to work and then full pay would resume for the remainder of their suspension (refer to Model Letter A (ii) ).

A suspension can only be ended by the Governing Body. However in certain circumstances the Governing Body may decide that it is in agreement for the Chair of Governors to undertake these functions on behalf of the Governing Body.

The Headteacher/Chair of Governors must inform the Governing Body as soon as reasonably practicable of any suspension and the ending of a suspension.

### 3.2.2 Investigation

Formal disciplinary action must not be taken until there has been an investigation to establish the facts. Please refer to Appendix 1 for guidance on conducting an investigation. An investigation should whenever possible involve a meeting with the employee concerned, who may be accompanied by a colleague or trade union representative (refer to Model Letter B). An HR Adviser should be contacted for further guidance and support which may include attendance at an investigation meeting.

Every effort should be made to ensure that an investigation is completed as quickly as possible and the employee made aware of the outcome without delay.

On completion of the investigation the investigating officer should make a recommendation to the Headteacher or Decision-Maker(s), that either:

- a. **there is no case to answer** : if there is no substance to the allegations;
- b. **management guidance or instruction should be issued and further support/guidance and training should be provided** : the allegation/concern is not serious enough to warrant disciplinary action or there are mitigating factors;
- c. **a formal hearing is convened** : concerns/an allegation is well founded and there is supporting evidence.

In order to facilitate a quicker outcome for all parties, if an employee and their representative are in agreement, then the **10 working day notice period required for the hearing can be waived**.

### 3.2.3 Disciplinary hearing

If the Investigating Officer, following an investigation, recommends that a Disciplinary Hearing is necessary then the employee will be sent a letter inviting them to a hearing to consider **either** a sanction short of dismissal (refer to Model Letter D) or dismissal (refer to Model Letter F or H as appropriate). The hearing should be arranged during their normal working hours as far as possible. The employee **must** be given 10 working days' notice of the hearing, unless agreed otherwise (see 3.2.2). The trade union representative may be consulted prior to the hearing date being set to determine their availability. If this is not possible and the trade union representative or the employee is unable to attend on the specified date, the employee may offer a reasonable alternative time within 5 working days of the original date. Otherwise the hearing should be re-arranged to be held as soon as possible after the original date.

The following key information should be included in the letter inviting an employee to a hearing:

- a. the date, time and location of the hearing;
- b. the nature of the allegation, giving enough detail to enable the employee to prepare a response, together with any documentary evidence which will be presented, including the investigation report/management statement;
- c. the right to be accompanied by a colleague or trade union representative; \*\*
- d. that the outcome could be a disciplinary sanction or dismissal.

\*\* In exceptional circumstances, e.g. where an employee's ability to pursue their career could be curtailed if the allegations are substantiated, consideration must be given to allowing representation by an alternative advocate, if requested.

The employee must provide a copy of any statements or documents and names of any witnesses they intend to call no later than 5 working days before the hearing.

The Headteacher or Chair of Governors/Governors (Decision-Makers) should follow the recommended procedure for a hearing (refer to Appendix 4) in order to ensure that the hearing is conducted in a fair and reasonable manner. An HR Adviser may be present for support and to advise on the procedure. The school should arrange for a note taker to be present who can take an accurate record of proceedings (usually the Clerk to Governors or the Headteacher's PA). A copy of the notes taken can be made available to the employee on request.

**NB:** if the case may result in dismissal, the decision **must** be formally minuted.

Sound and video recording is prohibited in the Investigation Meeting and Disciplinary Hearing, although appropriate adjustments may need to be made to assist employees or other attendees with disabilities.

### 3.2.4 Outcomes including disciplinary sanctions short of dismissal

After careful consideration of the case presented by both sides the Headteacher/Chair may decide on one of the following options.

#### **No further action**

The employee should be advised in writing why no further action is being taken, e.g. that the case has not been proved or that mitigating circumstances have been accepted.

#### **Management guidance/instruction**

The employee should be advised of the standards of conduct expected and what support and or training will be provided. He or she should be advised that disciplinary action may be taken if there is a repeat of the misconduct or further unrelated misconduct is proven (refer to Model Letter C).

#### **Written Warning**

If it is established that the misconduct is sufficiently serious to warrant formal action and there is substance to the allegations then a written warning may be issued.

#### **First Written Warning**

Will usually remain in force for a minimum of 6 months but could be given for up to 12 months in more serious cases (consideration should be given to the timing/length of school holidays). An employee must be advised in the letter confirming the outcome that any further serious acts of misconduct could lead to dismissal.

#### **Final Written Warning**

Will remain in force for 18 months but could be given for 3 years as an alternative to dismissal in matters verging on gross misconduct. An employee must be advised in the letter confirming the outcome that any further acts of misconduct of any kind could lead to dismissal.

Wherever possible the decision made by the Headteacher/Chair will be given verbally and must be confirmed in writing within 5 working days of the hearing (refer to Model Letter E). A copy of the letter should be sent to the employee's representative and to the HR Adviser for inclusion on the employee's file.

Any further incidents of misconduct occurring during the period of the warning should be investigated and could lead to further action being taken including:

- an extension of the warning;
- a first written warning being increased to final written warning;
- some other sanction appropriate to the particular circumstances, e.g. recovery of misappropriated funds, property or allowances, demotion, delay in incremental progression;
- dismissal, especially in the case of a final written warning.

### 3.2.5 Dismissal with notice

If, while a final written warning is still live, the employee's conduct is still unsatisfactory or there are further allegations of misconduct which are found proven, following an investigation and hearing the Decision Maker(s) can determine that the employee should be dismissed following contractual/statutory notice. Wherever possible this decision will be given verbally on the same day as the hearing. The decision must be confirmed in writing within 5 working days, stating the grounds for the decision and the right of appeal (refer to Model Letter G). The employee will receive full pay during the notice period.

Academies will need to issue the formal confirmation of dismissal and inform their payroll provider (refer to Model Letter J).

### 3.2.6 Summary dismissal (gross misconduct)

If, following an Investigation and Disciplinary Hearing, the Decision-Maker(s) is/are satisfied that an employee has committed an act of gross misconduct then a determination can be made to dismiss the employee without payment of notice or pay in lieu of notice. The decision must be followed up in writing within 5 working days confirming the reason for dismissal and the right of appeal (refer to Model Letter I). Schools must inform the employee and their payroll provider as outlined in Section 8 above.

Examples of gross misconduct are given in the Code of Conduct and may include:

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- abuse of children;
- physical violence or bullying;
- serious insubordination;
- serious incapability brought on by drugs or alcohol;
- theft, fraud, deliberate falsification of records.

### 3.2.7 Retention of warnings

Warnings will be kept on the employee's personal file and considered active for the specified period. When a warning or extended warning expires without further action being taken it will be considered 'spent' although it may remain on file for the purpose of providing any information required by statute or for DBS purposes. No further action may be taken in respect of an expired warning although it may be relevant to consider the overall disciplinary record if there is an occurrence of misconduct in the future, e.g. to identify a pattern of behaviour. In the majority of cases expired warnings would not be referred to in references, the exception being any issues connected to safeguarding.

### 3.2.8 Appeals

An employee has the right to appeal against any disciplinary sanction if they feel the action is wrong or unjust. An appeal should be lodged in writing using the appeal form (refer to Appendix 7) within 10 working days of an employee receiving the letter confirming the outcome of the hearing. The appeal form should be returned to the Headteacher or Chair of Governors (in the case of a Headteacher) and acknowledged.

The appeal should be heard by a panel of Governors appointed by the Governing Body. No Governor who has been involved in any previous stages of the case should sit on this panel. The recommended procedure for an Appeal Hearing is outlined in Appendix 6. An HR Adviser should be present to advise Governors.

An Appeal may take the form of a full re-hearing in some circumstances. By mutual consent this need not be the case, depending on the grounds of Appeal.

For all appeals the Appeal Panel will have available all the documents presented in the original hearing, the letter confirming the outcome of the original Disciplinary Hearing and the appeal form. Notes of the hearing may be available as appropriate.

The employee **must** be given 10 working days' notice of the Appeal Hearing and advised of their right to be accompanied by a colleague or trade union representative (refer to Model Letter K).

The respondent at an appeal hearing will normally be the Headteacher, even in cases where they were not the Decision-Maker at the first hearing. The chair of the decision making panel should be called as a witness.

The outcome of the appeal will usually be given verbally on the day. In any case it must be confirmed in writing within 5 working days (refer to Model Letter L).

The decision will either be:

- a. the appeal is upheld (either in whole or in part) and the panel either removes the sanction or reduces it;
- b. the appeal is dismissed and the original sanction is confirmed.

If an employee is reinstated following dismissal, reinstatement will be from the date of dismissal with continuity of service preserved. A copy of the letter should be sent to the Academy's payroll provider.

### 3.2.9 Further statutory requirements

Statutory guidance exists which requires employers to see disciplinary cases linked to child safeguarding through to a conclusion. Even in a situation where an employee resigns from the school when they could have been dismissed, the case should be heard in accordance with this procedure so that a decision is reached and a decision made about whether a referral should be made to the Disclosure and Barring Service (DBS) and/or National College for Teaching and Leadership (NCTL) as appropriate.

#### **Disclosure and Barring Service (DBS)**

The Safeguarding Vulnerable Groups Act (SVGA) 2006 places a duty on employers of people working with children or vulnerable adults to make a referral to the DBS in certain circumstances. This is when an **employer has dismissed or removed a person from working with children or vulnerable adults (or would or may have if the person had not left or resigned)** because the person has:

- a. been cautioned or convicted for a relevant offence;  
OR
- b. engaged in relevant conduct in relation to children and/or vulnerable adults, i.e. an action or inaction (neglect) that has harmed a child or vulnerable adult or put them at risk of harm;  
OR
- c. satisfied the harm test in relation to children and or/vulnerable adults, i.e. there has been no relevant conduct (no action or inaction) but a risk of harm to a child or vulnerable adult still exists.

*National College for Teaching and Leadership (NCTL)*

A referral should be made to the NCTL where the alleged misconduct is so **serious** that it warrants a decision on whether the teacher should be prevented from teaching. The decision on prohibition is made by the Secretary of State on a recommendation from the NCTL.

### 3.3 Model Letters

#### 3.3.1 Model letter A

##### **Letter informing an employee of his/her suspension from duty under Section 4 of the Disciplinary Procedure**

Dear

I am writing to confirm that you have been suspended from work until further notice pending an investigation into allegations made against you of/that you have **\*\*[insert brief description of the alleged misconduct]**.

The investigation is intended to establish facts about the allegations and you should be aware that it could result in action being taken against you under the Disciplinary Procedure. (I must also advise you that misconduct of this nature, if substantiated, could be considered as gross misconduct for which dismissal without notice is a possible consequence.)

The reason for your suspension is **\*\*[a reason must be provided, a list of suggestions is given below, please contact HR Consultancy for further advice]**.

- Until the investigation is completed, to protect [**you and/or other employees within the school and/or pupils**] for reasons of safety.  
**and /or**
- If found to be true, the allegations could amount to potential gross misconduct.  
**and/or**
- The matter must be investigated in as demonstrably fair way as possible and the school needs to minimise any risk that your presence in school could hamper the investigation either by interference or inhibiting colleagues from speaking openly.

Your suspension does not constitute disciplinary action in itself. Nor does it not imply any assumption that you are guilty of any misconduct. No conclusions have been made at this point in time, and will not be made until the outcome of the investigation is determined.

During the period of suspension you must not enter the school site, undertake work activities or discuss this matter with school staff, Governors, pupils or parents. If you require access to the school to collect personal possessions or to prepare your case you must seek my permission. You will continue to receive your full salary during the period of suspension and must remain available for interview during normal working hours unless you have permission to be absent.

The suspension will be regularly reviewed, as a minimum every 20 working days, taking into account any external influences on the process (**e.g. police investigations**), school holiday periods and the length of the

suspension, if no other action has been taken. It will not be necessary for you to attend although you, or your representative, may make written representations and may, if appropriate, be asked to discuss these at the review.

You will be contacted shortly by the investigating officer **[insert name of investigating officer]**, to arrange a suitable time to undertake an investigation meeting.

You have been given a copy of the Disciplinary Procedure / a copy of the Disciplinary Procedure is enclosed and are advised to familiarise yourself with it. You may wish to seek advice or support from an independent source such as a trade union representative or work colleague who is unconnected with the situation.

If there is anything you do not understand about the content of this letter, please speak to **[insert name and contact details of manager through whom any contact should be made]** or the Human Resources Adviser **[insert name and contact details]**.

I recognise that this will be a stressful time for you. Counselling support may be available through **[your school's Occupational Health provider or your school's Employee Assistance Programme, if such a programme is in place]**. Alternatively, you can contact the Education Support Partnership (previously Teacher Support Network) which offers practical and emotional support services to teachers and other staff in education. Its services can be accessed through its website: [www.educationsupportpartnership.org.uk](http://www.educationsupportpartnership.org.uk) or by calling the support line on 08000 562 561 (which provides confidential telephone counselling and coaching).

Yours sincerely,

\*\* in safeguarding cases, the following wording is recommended: "In the light of an allegation which is being investigated under locally agreed child protection procedures ..."

### 3.3.2 Model letter A (i)

#### **Example of a letter to an employee advising the outcome of a suspension review meeting**

Dear

#### **Review of Suspension**

I write further to my letter dated **[date]** notifying you of your suspension from duty. The circumstances leading to your suspension on **[date]** and subsequent actions taken were reviewed on **[date]**. The purpose of the review is to ensure that matters are moving forward and to advise you of progress. **(I have also taken account of [written] representations made by you (colleague/trade union representative) on [date].)**

**[Insert brief outline of how the investigation is progressing, e.g. [It is expected that all witness statements will have been taken by insert date after which the investigating officer, [name], will contact you to arrange an investigation meeting.]** I must remind you that you are to be available for interview during normal working hours and are expected to co-operate fully with the investigation.

I will keep you advised of further progress but if you wish to discuss the procedure, please contact me or the Human Resources Adviser, **[insert contact details]**.

Yours sincerely,

### 3.3.3 Model letter A (ii)

**Letter issued to an employee who, after being suspended due to allegations of misconduct, states that they are ill**

Dear

Further to **[our recent discussion and/or receipt of medical certification]**, you are now required to follow the School's Sickness Absence Reporting Procedures.

Please note that the formal investigation into allegations of **[misconduct]** will continue and that advice will be obtained from the Occupational Health provider/your medical practitioner, following an Occupational Health referral/receipt of further medical information, about whether you are fit to attend an interview as part of the investigation, or any subsequent disciplinary hearing although not fit for work.

You should also note that this episode of absence will be recorded as sickness absence and that you will be paid as per your contractual sick pay entitlement.

If during this period of sickness absence your contractual sick pay entitlement ends, and you remain unfit to return to work, then your suspension will not resume until you are declared fit to return to work.

Once you are declared fit to return to work you are required to inform me immediately in order that we can consider whether to resume your suspension in order to allow the investigation to be completed or whether you should be allowed to return to work. You will be informed of this decision under separate cover and you should not return to work in the meantime.

If you have any queries relating to this letter or the actions taken to date please contact me on [insert details]. You will be contacted as soon as possible about your appointment with Occupational Health/about next steps.

Yours sincerely,

### 3.3.4 Model letter B

#### Letter inviting employee to an investigation meeting under Section 5 of the Disciplinary Procedure

Dear

I am writing to invite you to a meeting to investigate a complaint received relating to an incident at school on [date]/concerns I have about your conduct. It is alleged that you [insert details of the allegation].

The meeting will be held at **[name]** School on **[date]** at **[time]**. **[name]**, Human Resources Adviser (Schools), will also be present. This meeting is to be held under the provisions of the Disciplinary Procedure, a copy of which is enclosed.

The purpose of this meeting is to discuss the allegation with you, to establish your version of events and to ask and answer related questions. You should be aware that the outcome of this meeting may be that we determine:

- a. there is no case to answer;
- b. that the incident, though serious, does not merit the use of the formal disciplinary procedure, but it may be appropriate to give management guidance;
- c. that the issue is sufficiently serious that it must be dealt with as a disciplinary matter and you will be invited to a formal disciplinary meeting at a later date.

You are entitled to be accompanied to the investigative meeting by a colleague or trade union representative.

Please confirm your attendance at this meeting, and whether or not you will be accompanied. If you have any questions in the meantime please contact me or the HR Adviser on **[telephone number]**.

Yours sincerely,

Headteacher

### 3.3.5 Model letter C

#### Letter to an employee issuing management guidance/instruction

Dear

I am writing to follow up our conversation on **[date]** following concerns raised about **[insert details]**.

I have conducted an initial investigation and having now spoken to you about the concerns, I consider that this is unacceptable behaviour.

This is the first time such concerns have been raised/I have previously spoken to you about this (*delete as applicable*) and you are therefore expected to **[insert details of expectations and/or conduct which must not occur]**.

Having considered the matter I have decided not to take any formal action on this occasion in relation to any of the issues above. However, please be advised that although this letter does not form part of the formal disciplinary process at this stage, should any further instances of misconduct or inappropriate conduct of any kind occur, then formal action may be pursued through the Disciplinary Procedure.

I expect to have no further concerns, but if you are unclear about what is expected of you please ask me.

Yours sincerely,

Headteacher/Line Manager  
(*delete as appropriate*)

### 3.3.6 Model letter D

#### **Letter inviting an employee to a hearing under Section 7 of the Disciplinary Procedure (action short of dismissal)**

Dear

Further to my letter dated **[date]** I can now confirm that **[name]** has/have concluded his/her/my investigation into the alleged misconduct. It is alleged that you **[insert details]**.

I feel that the issues raised are sufficiently serious to warrant formal action being taken against you under the Procedures and you are therefore required to attend a disciplinary hearing with me at **[place]** at **[time]** on **[date]** when you will be asked to offer your explanations for the matters raised by the report. If there is any reason why you cannot attend, please inform me as soon as possible. A room will be made available from **[time]** for you to meet with your representative if you wish.

The following documents, which will be referred to at the hearing, are included with this letter:

#### **[examples include]**

**Investigation report**

**Witness statement from .....**

**Witness statement from .....**

**Copy of school staff handbook**

**Copy of previous Management Guidance**

I must advise you that the allegations, if substantiated, are sufficiently serious to warrant the issue of a written or final written warning. Please note that if you do not attend, the hearing may take place in your absence.

\*\* The investigating officer [name] will attend the hearing to present the management case and answer any questions arising from his/her report and will call the following individuals as witnesses: **[list any other witnesses who will be called]**. A Human Resources Adviser will also be present to advise me / Chair of Governors / other nominated Governor on procedural issues.

You have the right to be accompanied or represented at the hearing by a work colleague or trade union representative. You will also have the right to appeal if any formal disciplinary sanction is issued against you.

Any written evidence you wish to be considered must be submitted to me no later than 5 working days before the hearing, together with the names of any witnesses and/or representative. No new written evidence may be introduced during the hearing.

You should also let me know if anyone attending on your behalf has any special requirements, e.g. because of a disability. It is your responsibility to ensure the availability of anyone attending on your behalf.

If you have any queries about the hearing please contact me as soon as possible.

Yours sincerely,

Headteacher

**\*\* NB:** if the Headteacher is the Investigating Officer, the case should be heard by the Chair of Governors or other nominated Governor, and the wording of this letter amended accordingly.

### 3.3.7 Model letter E

#### **Letter issued under section 7 of the Disciplinary Procedure (informing an employee of the outcome of a disciplinary hearing)**

Dear

Following the hearing held at **[location]** on **[date]**, having given the matter very careful consideration and having taken appropriate advice I have decided to issue you with **[type of warning]** under the terms of the Disciplinary Procedure. This is a very serious matter and you should take note of the following points.

This warning is issued in relation to **[details of case/allegation referring to any current warning]**.

As a consequence of this you are expected to **[brief description of conduct required and specific instructions: e.g. you must not leave the school site without prior permission from your line manager/you must follow the school's procedure for recording your working time and signing in and out]**. If you believe that you require any support, assistance or training to achieve this you must discuss this with me.

**[Insert, if applicable, details of any monitoring and/or support arrangements, e.g. weekly meetings with line manager.]**

You must note that further unsatisfactory conduct may lead to further and more serious disciplinary action being taken against you including possible dismissal.

This warning will be placed on your personal file and will remain active for disciplinary purposes for **[insert number]** months after the date of the hearing **[insert date]\***, after which time I expect to have no further cause for concern. (\* **NB:** if the decision is not given at the hearing, the warning will be effective from the date of this letter.)

You have a right to appeal against the issue of this warning and I draw your attention to Section 3.2.8 of the Disciplinary Procedure. You have a right to be accompanied by a colleague or trade union representative at any appeal. If you wish to appeal you must inform me, in writing, on the enclosed Appeal Form within 10 working days of receipt of this letter. If you decide not to lodge an appeal you may submit a statement of mitigation to be held on your file with this warning.

A copy of this letter has been sent to **[name of person]** who represented/accompanied you at the hearing.

The issue of this warning is a serious matter and I require you to take careful note of the points made in this letter.

Yours sincerely,

Headteacher/Chair of Governors/Nominated Governor  
*(delete as appropriate)*

### 3.3.8 Model letter F

#### **Letter inviting an employee to a hearing under Section 8 of the Disciplinary Procedure: Dismissal Procedures**

Dear

I write to ask you to attend a hearing to be held before **[\*\*\* insert details]** under the provisions of Section 8 of the Disciplinary Procedure, a copy of which is enclosed.

This hearing will be held at **[location]** on **[date]** at **[time]**.

You have a right to be accompanied by a colleague or trade union representative at this hearing and you also have a right to call witnesses if you wish. Please note that details of any witnesses together with copies of any documentation you wish to submit at this hearing must be provided to the Headteacher not later than 5 working days before the hearing.

The matter to be considered at this hearing is [details of case/allegation; give the name of the person making the allegation if it is someone other than the Headteacher].

I enclose the following documents which will be considered at the hearing:

**[list of documents]**

**[examples include]**

**Investigation report**

**Witness statement from .....**

**Witness statement from .....**

**Copy of school staff handbook**

**Copy of previous Management Guidance**

You should be aware that the consequences of this hearing could be very serious and may include your dismissal. It is therefore very important that you make every attempt to attend and I must advise you that, if you do not attend, the hearing may take place in your absence.

If either you or your colleague or representative are unclear about the procedures being followed please contact me as soon as possible. Please also advise me if you intend to be accompanied.

Yours sincerely,

Headteacher

- \*\*\* This will depend upon who has the delegated power to dismiss.  
This may be:
- (a) a nominated Governor (or Governors); and/or
  - (b) the Headteacher.

### 3.3.9 Model letter G

#### **Letter issued to an employee under Section 8 of the Disciplinary Procedure: Dismissal Procedures**

Dear

Following the hearing held before **[\*\*\* insert details]** at **[location]** on **[date]** at **[time]**, I have to inform you that having regard to all the circumstances, **[insert details]** has decided that you should be dismissed from your post at **[name of school]** with effect from **[date of termination]**.

The reason for this decision is **[details of unsatisfactory conduct]**.

You have the right to appeal against this decision and I draw your attention to Section 3.2.8 of the Disciplinary Procedure. If you wish to appeal, you should lodge the appeal in writing on the enclosed Appeal Form, within 10 working days of receipt of this letter. You have the right to representation, by a colleague or trade union representative at such an appeal and I enclose a copy of the relevant procedures. (If you choose to appeal and your appeal is successful, you would be reinstated with effect from the date of dismissal.)

As a result of this decision your employment with this school will terminate with effect from **[insert date]**

Yours sincerely,

Headteacher or Chair of Panel  
*(as appropriate)*

\*\*\* Those with the delegated power to dismiss.

This may be:

- (a) a nominated Governor (or Governors); and/or
- (b) the Headteacher.

### 3.3.10 Model letter H

#### **Letter inviting an employee to a hearing under Section 9 of the Disciplinary Procedure: Gross Misconduct**

Dear

I write to ask you to attend a hearing to be held before **[\*\*\* insert details]** under the provisions of Section 3.2.6 of the Disciplinary Procedures, a copy of which is enclosed.

This hearing will be held at **[location]** on **[date]** at **[time]**.

You have the right to be accompanied by a colleague or trade union representative and you also have a right to call witnesses if you wish. Please note that details of any witnesses together with copies of any documentation you wish to submit at this hearing must be provided to the Headteacher not less than 5 working days before the hearing.

The matter to be considered at this hearing is **[details of case/allegation; give the name of the person making the allegation if relevant, i.e. if other than the Headteacher]**.

I enclose the following documents which will be considered at the hearing:

**[list of documents]**

**[examples include]**

**Investigation report**

**Witness statement from .....**

**Witness statement from .....**

**Copy of school staff handbook**

**Copy of previous Management Guidance**

You should be aware that if the allegation is substantiated it will constitute gross misconduct and you may be dismissed from your employment without the benefit of a notice period or payment in lieu of notice. It is therefore very important that you make every attempt to attend and I must advise you that, if you do not attend, the hearing may take place in your absence.

If either you or your colleague or trade union representative are unclear about the procedures being followed please contact me as soon as possible. Please also advise me if you intend to be accompanied.

Yours sincerely,

Headteacher

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\*\*\* This will depend upon who has the delegated power to dismiss.

This may be:

- (a) a nominated Governor (or Governors); and/or
- (b) the Headteacher.

### 3.3.11 Model letter I

#### **Letter issued to an employee under Section 9 of the Disciplinary Procedure Dismissal for Gross Misconduct**

Dear

Following the hearing held before **[\*\*\* insert details]** at **[location]** on **[date]** at **[time]**, I have to inform you that having regard to all the circumstances, **[insert details]** has decided that you should be dismissed from your post at **[name of school]** with immediate effect.

The reason for this decision is **[details of unsatisfactory conduct]**. This was found to constitute gross misconduct and, consequently, your contract is to be terminated without notice.

You have the right to appeal against this decision and I draw your attention to Section 3.2.8 of the Disciplinary Procedure. If you wish to appeal, you should lodge the appeal in on the enclosed Appeal Form, within 10 working days of receipt of this letter. You have the right to representation, by a colleague or trade union representative at such an appeal and I enclose a copy of the relevant procedures. If you choose to appeal and your appeal is successful, you would be reinstated with effect from the date of dismissal.

As a result of this decision your employment with this school will terminate with effect from today's date.

Yours sincerely,

Headteacher or Chair of Panel  
(as appropriate)

\*\*\* Those with the delegated power to dismiss.

This may be:

- (a) a nominated Governor (or Governors); and/or
- (b) the Headteacher.

### 3.3.12 Model letter J

#### Notification of dismissal to Payroll Provider

Dear

**Re: [name of employee]**

A hearing was held on **[date]** before the **[Headteacher/Governor/Staff Dismissal Panel \*]** acting on behalf of the Governing Body of **[name of Academy]**.

I write to inform you that following representations, the **[Headteacher/Governor/Staff Dismissal Panel]\*** has/have determined that the above-named employee has been dismissed from this academy by reason of misconduct/gross misconduct **[delete as applicable]** with effect from **[date]**.

I enclose a copy of the letter which has been sent to **[name of employee]** and which advises of the right of appeal against this decision. Should such an appeal overturn this decision, the Governing Body will notify you without delay.

Yours sincerely,

**[Headteacher/Governor/Staff Dismissal Panel]\***

*(\* delete as appropriate)*

### 3.3.13 Model letter K

#### **Letter informing an employee of arrangements for the hearing of an Appeal against the issue of a disciplinary sanction**

Dear

#### **Appeal Against Disciplinary Action**

Following your letter of **[date]** lodging your appeal against **[sanction]** I have arranged for your appeal to be heard by the (Dismissal) Appeal Panel at **[location]** on **[date]** at **[time]**.

You have the right to be represented by a colleague or trade union representative at this hearing and I enclose a copy of the procedure which will be followed at the meeting.

The Appeal Panel will be provided with the documentation which was available at the initial hearing. If you have any supplementary documentation which you wish to be submitted to the Appeal Panel it must be provided to the Headteacher, along with details of witnesses, not less than 5 working days before the hearing.

I understand that you will be represented by [name] at the Appeal hearing.

Yours sincerely,

Headteacher/Clerk to Governors

### 3.3.14 Model letter L

#### **Letter informing an employee of the outcome of a Disciplinary Appeal Hearing**

Dear

#### **Appeal Against Disciplinary Action**

Following your appeal against **[sanction]** on **[date]** at **[time]** I have to inform you that having regard to all the circumstances the Appeal Panel has decided to:

(i)

allow your appeal. The action taken against you at the **[hearing]** held on **[date]** is therefore revoked and will cease to be effective.

(ii)

allow your appeal in part. The action taken against you at the **[hearing]** held on **[date]** is therefore revoked and replaced by **[sanction]** which is a lesser sanction under the terms of the disciplinary arrangements.

(iii)

dismiss your appeal. The action taken against you at the **[hearing]** held on **[date]** therefore stands and **[details of sanction]**.

In reaching their decision the Appeal Panel were particularly mindful of the following points **[details]**.

Yours sincerely,

Chair of Dismissal Appeal Panel.

*Copy to: Headteacher*

## 3.4 Appendices

### 3.4.1 Appendix 1

#### GUIDANCE FOR THE INVESTIGATING OFFICER

As Investigating Officer your role in the case is crucial. This is just as important in a relatively minor matter which will be resolved by a warning as in a very serious case of gross misconduct which may lead to dismissal.

There are 4 main sources of information which may be relevant to the case:

- evidence from individuals
- documentary evidence
- background information
- your analysis.

#### **Evidence from individuals**

This should be gathered from all those involved in the matter including the employee whose conduct is under investigation and should limit itself to what they did, saw or heard directly: it should not move into conjecture or assumption.

It is particularly important that this should be gathered as soon as possible after the start of the investigation before recollections begin to fade. **If the allegation is of a Safeguarding nature, you must seek the advice of the Senior Adviser, Safeguarding Children in Education, before commencing any investigation.**

When planning to gather evidence, you will need to consider the following:

- The sequence in which witnesses will be interviewed (including the employee under investigation)
- What points actually need to be brought out/proved
- How a particular witness will contribute to the investigation
- What questions need to be asked to establish appropriate facts.

Any of the people you seek to interview may request that they have another person present which may be agreed if appropriate. If the investigation is likely to lead to disciplinary action, the employee under investigation has a right to be accompanied by a colleague or trade union representative. Anyone interviewed as part of the investigation should be treated fairly and reasonably, with courtesy and respect, according to the school's equality and diversity principles. You may need to consider carrying out the interviews away from the school site.

**(NB:** References to witnesses in this guidance mean anyone giving evidence to the investigating officer, regardless of whether the evidence supports the employee under investigation or the allegation.)

Take particular care when interviewing pupils: **(See Appendix 2 for advice on gathering evidence from pupils.)**

When you interview an individual do so in as relaxed and informal manner as possible without interruption, putting them at their ease and allowing them to tell their own story.

Do not ask leading questions but keep them to the point and pursue any areas which you feel require more detail. Do not be afraid to ask them to repeat or clarify any comments you do not fully understand.

Evidence from individuals can be in the form of a written statement, **signed and dated**, prepared by the individual themselves. You should advise the witnesses that their evidence will be shared with the employee concerned and that they may be asked to attend a disciplinary hearing at which they may be asked questions by the Decision Makers, the employee concerned and/or his/her union representative. Evidence from individuals can if necessary be gathered on a non-attributable basis. Whilst this may be helpful to you in reaching your overall conclusion, its credibility at a hearing will be limited.

Your notes of interviews should be as full as possible. In less formal interviews it may be appropriate to take the notes yourself, however in more formal sessions you should consider having a note-taker present to keep a detailed record.

It is important that individuals are asked to check these notes/statements and then sign and date them to confirm accuracy. Where there is disagreement individuals should be asked to provide amendments or a further statement and both copies should be included in the report.

### **Documentary Evidence**

You will need to collect copies of all documents which have a direct bearing on the case. If you have the originals keep them safe and if you cannot keep the original take a good quality photocopy.

If you extract part of a longer document make certain that it is properly referenced.

### **Background Information**

This includes information or evidence which may not have a direct bearing upon the case but sets it in context.

This should include a simple career history of the employee concerned and a copy of their job description if relevant to the particular allegations.

It is important to note that "spent" warnings should not be used although formal management instructions may be relevant.

General testimony about the employee's conduct, capability or behaviour will also be valuable.

### **Expert Analysis**

Where the allegation relates to financial mismanagement or misappropriation, you may wish to seek the advice of your auditors. Similarly, you may find it helpful to refer concerns over the misuse of computer equipment to your IT provider for expert support.

### **Your Analysis**

Once you have gathered a reasonable amount of information you will begin to formulate your opinion of the case. If you determine at an early stage that there is no case to answer you must advise the Decision-Maker(s) and the employee concerned as soon as possible.

As your thinking develops be prepared to go back to witnesses or documents to seek further clarification about any issues. Are there any inconsistencies in the evidence you have obtained? Do the witness statements corroborate one another? Always be critical of your assumptions and try to view evidence through the eyes of the other party.

When you are coming to your overall conclusion gather together all the relevant papers, witness statements, documents, descriptions etc. and place them in order (normally chronological) with an index listing them by title and date.

Your analysis should be in the form of a Management Statement which outlines the case with reference to the documentation, describes your analysis and makes a recommendation about the action which should be taken. You may be required to present your report to the Decision Maker(s). Remember that this document will be open to scrutiny by the employee and his/her representative.

In reaching your conclusion you will need to bear in mind the overall balance of the evidence you have gathered set in the context of your own school and the post of the employee concerned. You should test the evidence for factual accuracy and reach a conclusion whenever possible. You must remember however that cases, particularly serious ones, are hardly ever straightforward. Actions or statements may be open to differing interpretations, allegations may be denied, there may be no way of verifying claims etc. Your concluding decision is whether you believe the alleged misconduct took place "on the balance of probabilities".

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Human Resources will be available to assist you with your investigation and an example outline of a Management Statement is included below.

### **Management Statement (sample outline)**

#### **Background**

Brief summary of the employee's role in school, date employed from etc.

#### **Allegations**

List all specific allegations with dates.

#### **Investigation**

Describe how the matters were investigated and refer to notes of meetings and statements. For ease of reference number all accompanying documents and cross reference them with an index.

#### **Findings**

Your conclusions based on the evidence.

#### **Summary**

#### **Recommendations**

Name  
Designation  
Date

### 3.4.2 Appendix 2

#### **GUIDANCE ON OBTAINING EVIDENCE FROM PUPILS**

Based upon experience in various cases we offer the following advice on how to obtain evidence from pupils which will stand up to the test of being examined in a disciplinary or similar formal process.

This guidance will need your interpretation to suit the circumstances:

- If the allegation indicates that a child has been harmed by an adult or a criminal offence has been committed, then **no statements should be obtained before discussing with the Senior Adviser for Safeguarding Children in Education.**
- Whatever the incident, act quickly before memories fade.
- Isolate the pupils concerned from each other and, if they are of appropriate age and literacy, obtain a written statement.
- In the case of younger pupils, or if there is a literacy difficulty, interview with another adult present to record the statement then reproduce it, read the statement back to the pupil and request them to sign and date it as a true record.
- Avoid as much as possible **any** opportunity for pupils to discuss the incident that might result in common statements. A common line of defence is to discredit these statements.
- Ensure that pupils are always accompanied when interviewed about an incident, i.e. if you are interviewing, have another member of staff with you. This should be someone that the child trusts and could be a TA or other member of support staff. This second adult should understand and expressly agree to the necessary confidentiality of the investigation.
- Depending on the circumstances being investigated, it may be necessary to take pupil witnesses to the scene of the incident and ask them to place themselves where they were at the time of the incident. This is to confirm that they could have experienced what it is alleged to have happened by sight, hearing or being involved.
- If a whole class is involved and you need statements from them all, obtain the statements as soon as possible, act quickly, giving no forewarning of what you are going to do. Obtain statements under examination conditions.

- If, as a result of your investigations in other areas, there is a need to speak again to the pupils, follow the same processes.
- However tempting it may appear to be, do not tape record interviews with pupils. To do so would be an infringement of their rights.
- Take written statements from any adults present at the time: ask them to date and sign statement.
- At an initial interview with a pupil, do not ask leading questions: ask only open questions, e.g. *"Did anything that worried you happen during Mrs. Blogg's lesson?"*
- The only time when a more specific question might be asked is when you are seeking confirmation, e.g. *"What did Mr. Brown do with the stapler?"* when you think the stapler was thrown at a child.
- It may be necessary for you to carry out a second interview on the basis of what earlier investigations have revealed.

### 3.4.3 Appendix 3

#### **GUIDANCE FOR DECISION-MAKERS ON THE CONDUCT OF DISCIPLINARY HEARINGS AND APPEAL HEARINGS**

Disciplinary hearings are necessarily formal meetings and follow a prescribed order of business designed to allow those involved to participate fully and gain a clear understanding of the possible outcomes. Hearings should be conducted in a manner which encourages those present to be open and honest, allowing sufficient flexibility and time for both parties to present their case and to ask and respond to appropriate questions.

Being responsible for making a disciplinary decision either solely, with another Governor or as part of a Decision-Makers' panel is a complex job, as it is your task to weigh up the representations and evidence and reach a clear judgement. If you are acting as Chair of a hearing you have the additional duty of leading the Decision-Maker and may be asked to attend any subsequent appeal hearing as a witness.

Before the hearing or appeal you should familiarise yourself with the Disciplinary Procedure so that you are comfortable with the principles and the main stages of the procedure and the terminology used.

As part of your preparation you will be able to seek advice from Human Resources in order to clarify points and run through procedures. You can, of course, seek help from your Headteacher but as he/she may be presenting the case you must avoid any discussion of the case before the hearing as this could be seen to influence your position.

Before the day of the hearing or appeal ensure that a suitable room has been booked. The key requirements are that it is of sufficient size to accommodate everyone comfortably and that it will be free from interruptions. Water should be available throughout the hearing and it may be appropriate to offer hot drinks, depending on the anticipated length of the hearing. A waiting area should be provided for witnesses, as well as a separate room for the employee and his/her representative. Depending on the nature of the allegations and the sensitivity of the case, it may be appropriate to hold the hearing away from the school site.

Prior to the hearing the head-teacher or whoever is presenting the management case should ascertain whether anyone due to attend the hearing has any special requirements such as a hearing induction loop.

You may wish to arrange a brief training session for those hearing the case, but in any event you will receive a briefing session before the hearing or appeal by an adviser from Human Resources who has not been involved in the case up to this point.

During the hearing or appeal the chair of the Decision-Makers' panel must ensure that the order of business is strictly adhered to. All those involved have an opportunity to state their case or ask questions.

If at any time something is unclear or muddled ask for clarification and do not allow matters to progress until you are happy. If you have any technical or procedural questions ask the adviser to the Decision-Maker(s). It is useful to agree with him/her before the meeting whether you want to be interrupted if the adviser believes that there are problems emerging.

Treat all those before you in the same polite but firm manner. Ensure that the employee concerned has every opportunity to state his/her case.

If any of the participants require a break, then it is quite appropriate to take a short adjournment. In complex cases where there is a lot of evidence be prepared to adjourn and meet at a later date, but if you do this make certain that you break at an appropriate point and that all have agreed the date when the hearing will be re-convened.

In the concluding statements ensure that no new evidence is introduced.

Both sides presenting their cases will normally provide a set of papers and will then use these as they make their case. If the bundle of papers has not been indexed do this at the meeting.

When both sides have made their presentations and withdrawn it will be for the Decision-Makers to reach their conclusion. The test is whether the allegations are true "on the balance of probability".

If an employee subsequently submits a claim to an Employment Tribunal (for example, claiming unfair dismissal) the test is whether the action the employer took was reasonable in all the circumstances.

Once you have reached a decision write it down together with the main reasons for reaching it. This can be read to the parties when they are recalled. The text of this statement will form the basis of the letter sent to the employee confirming the outcome of the hearing.

At the end of the hearing or appeal collect all the papers and have them stored in a safe place for the duration of the warning or, if the case is a dismissal for at least twelve months after the effective date of dismissal.

### 3.4.4 Appendix 4

#### **Recommended procedure for disciplinary hearing (Dismissal or action short of dismissal)**

##### **Order of Business:**

1. Pre meeting of the Decision-Maker(s), Clerk (to take notes for the Decision-Maker(s) ) and HR Adviser to clarify any procedural matters.

2. Hearing: In addition to those attending the pre meeting:

Employee and trade union representative/work colleague  
Management (Presenting officer and/or Investigating officer;  
accompanied by HR Adviser, if appropriate)

(Any witnesses will be called as required and will be present only during the time in which they give their evidence and answer questions.)

- a. The Decision-Maker(s) will introduce those present, explain the order of business and confirm the allegation(s) being considered.  
All parties will be reminded of the confidential nature of the proceedings and that the Clerk will take notes for the Decision-Maker(s) and that the employee and/or their work colleague or trade union representative may take notes for their own use.
- b. Management will put forward the case by going through the evidence and calling their witnesses, who will either read their witness statements or they may be taken as read.
- c. The employee and/or their work colleague or trade union representative may ask questions of management/management's witnesses.
- d. The decision-maker(s) and HR Adviser may ask questions of management/management's witnesses.
- e. The employee/their representative will state their case.
- f. The employee/their representative will call any witnesses, who will either read their witness statements or they may be taken as read.
- g. Management may ask the employee and their witnesses questions these should be answered by the employee or witness not the representative.
- h. The decision-makers and HR Adviser may ask the employee and their witnesses questions these should be answered by the employee or witness not the representative.
- i. Management may sum up but will introduce no new factors.

- j. The staff member/their representative may sum up but will introduce no new factors.
- k. The employee/their representative and management withdraw while the Decision-Maker(s) consider their decision, taking advice as appropriate from the HR Adviser.
- l. Wherever possible the employee/their representative and management will be recalled and informed of the decision, and the employee will be informed of the right of appeal. The employee will also be informed that the decision will be confirmed in writing within 5 working days of the meeting.

**Note:** HR Advisers may attend disciplinary hearings, ask questions at any point and advise the Decision-Maker(s) as appropriate.

### 3.4.5 Appendix 5

#### Recommended procedure for Appeal Hearing

1. Pre meeting of Governing Body representatives, Clerk (to take notes for the Governors' panel) and HR Adviser to clarify any procedural matters.
2. Hearing: In addition to those attending the pre meeting:

Employee and representative as Appellant  
Headteacher and other management as Respondent  
(accompanied by an HR Adviser as appropriate)

(Any witnesses will be called as required and will be present only during the time in which they give their evidence and answer questions.)

#### **Order of Business:**

- (a) Chair to introduce the members of the Panel and others present and to outline the order of business.
- (b) Chair to remind those present of the confidential nature of the proceedings.
- (c) Chair to clarify that the Clerk will take notes for the Governors and that the employee and/or their work colleague or trade union representative may take notes for their own use.
- (d) The Chair will either read or circulate to all those present a copy of the decision against which the Appeal is being made.
- (e) The Appellant will state his/her case and may call witnesses.
- (f) The Respondent may ask questions of the appellant and witnesses.
- (g) The Governors and the HR Adviser may ask questions of the Appellant and witnesses as appropriate.
- (h) The Respondent will state his/her case and may call witnesses.
- (i) The Appellant may ask questions of the Respondent and witnesses.
- (j) The Governors and the HR Adviser may ask questions of the respondent and witnesses as appropriate.
- (k) The Respondent may re-examine the witnesses.

(l) The Appellant or representative will conclude with a summary of the case but will introduce no new factors.

(m) The Respondent will conclude with a summary of the case but will introduce no new factors.

(n) The Appellant and Respondent will withdraw while the Governors consider the case taking advice as appropriate from the HR Adviser.

(o) The Governors will consider the case and the action open to them and reach a decision.

(p) Appellant and Respondent will be recalled and informed of the decision by the Chair. Notification of the decision will be confirmed in writing within 5 working days of the meeting.

(q) A formal minute will be made of the outcome of the hearing.

(r) The decision must be confirmed to the Appellant in writing within 5 working days.

**Note:** HR Advisers may attend the Appeal hearing, ask questions at any point and advise the Governors' Panel as appropriate.

3.4.6 Appendix 6

**APPEAL FORM**

This form is intended to help you make a clear statement of your Appeal.  
**(PLEASE PRINT)**

**Your name:** .....

**Your post:** .....

**School:** .....

**Telephone contact number:** .....

**Name and address plus contact number of your representative:**

.....  
.....

**What are you appealing against?**

[State date and decision of hearing (disciplinary sanction/dismissal) and name of manager taking action]

.....  
.....  
.....

**State clearly the grounds of your Appeal:**

[In particular, are you appealing against the findings of and/or the sanction issued at the hearing? Also, state reasons clearly]

.....  
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.....  
.....  
.....

**Describe any additional/new information that you think should be taken into account:**

.....  
.....  
.....  
.....  
.....  
.....

*(Please continue on a separate sheet if necessary)*

**Signed:** .....

**Date:**

**Please return this form to the Headteacher. If you or your representative are unclear about this, please contact Human Resources.**