



Staff Disciplinary Policy

September 2015

Wardle Academy Trust

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A. INTRODUCTION

1. This Wardle Academy Trust policy is based upon that agreed by the MB Rochdale Council and the recognised Teacher Associations/Trade Unions. It reflects a continuation of the policy as previously implemented by Wardle High School and Wardle Academy.

In order to ensure that the procedure is fair and effective it is recommended that it be applied in all instances where disciplinary action is regarded as warranted, other than where an informal warning is given for some relatively minor act of misconduct.

2. It is recognised that the disciplinary procedure should not be viewed primarily as a means of imposing sanctions. It is also intended that improvement in individual conduct should be emphasised and encouraged.

3. This recommended procedure is subject to the provisions of Relevant Education Acts.

4. The procedure is not intended to apply to:

- a) resignation of the employee or other termination by mutual consent;
- b) termination of employment by reason of redundancy;
- c) termination of a fixed term contract of employment where the term of that contract expires without being renewed;
- d) termination of a temporary appointment where the reason for the termination is that the need for the employee's service has expired or is about to expire;
- e) incapability, incompetence or other poor performance at work which is considered not to be attributable to a wilful disinclination by the employee to carry out his/her duties efficiently or effectively, but which is thought to be attributable to a lack of skill or aptitude. The Academy's Appraisal and Capability Policy covers this area.

5. The Education Act 2002 have given greater powers to Governing Bodies to delegate their powers, including their powers to dismiss staff and Headteachers. Headteachers who were appointed on or after 1 September 2003 automatically have the power to dismiss rather than refer a case to a committee of the Governing Body for consideration. Headteachers who were appointed prior to 1 September 2003 can be given delegated responsibility for the dismissal of staff by the Governing Body. It is the view of the Academy Trust, however, that the dismissal of staff be determined by the Governing Body of the School.

6. This procedure shall apply equally to Headteachers as it applies other members of staff.

7. Staff dismissal decisions are normally a matter for the school, but the Board of Trustees may dismiss staff in its employment directly in the following circumstances:

- Where the school's delegated budget has been suspended
- Where the Secretary of State has restricted further employment of any member of staff because of previous conduct or capability.

Equality

The Trust's Personnel Service aims to regularly review all the policies and procedures we operate to ensure there are no negative equality impacts.

B. INVESTIGATION

8. Where a matter arises which is suspected or believed to contravene a disciplinary rule or may otherwise be a disciplinary matter, the Headteacher/Nominated Person/Chair of Governors will investigate it promptly and adequately outlining the substance of the investigation to the member of staff. All investigations will be conducted in accordance with the protocols as in Appendix A.

9. In potentially complex investigations, the Headteacher or Chair of Governors may appoint an external but appropriate and experienced representative who is suitably qualified as the nominated person to conduct the investigation on the schools behalf.

10. The Headteacher may at his/her discretion undertake any disciplinary investigation where the Headteacher is determined as the investigating officer. Any subsequent disciplinary hearing will be heard by a relevant committee of the Governing Body.

11. The Trust has a duty to carry out their functions under The Education Acts with a view to safeguarding and promoting the welfare of children under Section 175 of the Education Act 2002. The management of a case where an allegation has been made might indicate that a person is unsuitable to work with children in their present position or in any other capacity. Therefore, in line with safeguarding and promoting the welfare of children, previous patterns of behaviour will be considered as part of an investigation.

12. An employee against whom allegations of misconduct have been made is entitled to be represented by a Trade Union or Teachers' Association representative or a work colleague, but by no-one else, during any interviews conducted as part of the investigation.

13. The employee will be advised of the outcome of the investigation in writing.

C SUSPENSION

14. If the matter to be investigated is thought to involve serious misconduct or that it will not be practical to carry out an investigation into the circumstances of the alleged misconduct whilst the employee remains on duty, the employee may be immediately suspended from duty on full pay by the Headteacher/Chair of Governors while the investigation proceeds.

Similarly, if during the course of an investigation it is considered that a serious breach of discipline may have occurred, the employee may be suspended from duty on full pay by the Headteacher/Chair of Governors. Any decision to suspend will be confirmed in writing as soon as reasonably practical and this will be both a neutral and a precautionary, not a disciplinary, suspension pending the outcome of the matter. The Chair of the Governors of the School and the Trust's Chief Executive Officer must be informed of a suspension. Once a suspension has been imposed it may only be ended by a decision of the relevant Committee of the Governing Body (incorporating disciplinary responsibilities).

15. Within fourteen calendar days of the original suspension (exceptionally 21 calendar days), the matter must be considered by a relevant committee of the Governors who may:

- a) continue the suspension until the completion of the investigation or any subsequent disciplinary hearing
- b) continue or end the suspension while awaiting the outcome of police investigations and/or any criminal proceedings and/or any appeal or to refer the matter to the police if it is not already in their hands; or
- c) end the suspension.

The committee of Governors will notify the individual in writing of the outcome of their determination.

D. THE PROCEDURE

16. If, on completion of the investigation, it is considered by the Investigating Officer that, on the balance of probabilities, there is a case to answer, a disciplinary hearing before the relevant committee of the Governing Body will be arranged.

E. DISCIPLINARY ACTION

17. In cases, other than those involving gross misconduct, and where the investigating officer has concluded that on the balance of probabilities there is a case to answer, the relevant body of the Governing Body should consider any of the following as deemed appropriate:-

- a) Formal oral warning confirmed in writing;
- b) Written warning confirmed in writing;
- c) Final written warning confirmed in writing;
- d) Dismissal

18. Where a disciplinary sanction is not deemed appropriate by the Headteacher/Chair of Governors, they may issue a management instruction. This management instruction would be confirmed in writing to the individual and be placed on the individual's personal file for future reference. Consideration will be given to previous live disciplinary sanctions when determining the appropriate final sanction.

19. In cases when gross misconduct is alleged and is established on the balance of probabilities, the employee will be liable to summary dismissal by the Governing Body.

20. Gross misconduct is regarded as misconduct of such a nature that it fundamentally breaches the contractual relationship between the employee and the employer and justifies the school in no longer accepting the continued presence of the employee at the place of work. These include:

- child abuse or other conduct giving rise to child protection issues
- stealing from members of the staff or pupils,
- other offences of dishonesty,
- deliberate refusal to carry out a reasonable, lawful and safe instruction
- bringing the school into disrepute
- sexual misconduct at work,
- fighting, physical assault,
- deliberate damage to or misuse of the School's property,
- drunkenness or being under the influence of drugs at work,
- falsification of records or claims for personal gain.

This list is neither exclusive nor exhaustive. Other acts of misconduct may come within the general definition of gross misconduct.

21. In cases where the police are investigating a matter or a court case is pending, a decision on whether the disciplinary procedure should await the outcome of such external investigations or proceedings shall be made by the Headteacher/Chair of Governors in the light of the circumstances of the particular case, taking into account, where appropriate, regulations on allegations of abuse by professionals.

22. Circumstances or allegations may arise outside a member of staff's normal duties, which raise doubts as to whether the member of staff can fulfil the duties of his/her post satisfactorily. If the concern is about

conduct which prejudices that relationship of trust & confidence between Governing Body and the member of staff required by the post, it will be appropriate for such matters to be investigated and considered within the Disciplinary Procedure.

F. CASES WHERE IT IS DECIDED THAT THE EMPLOYEE SHOULD CEASE TO WORK AT THE SCHOOL

23. In the case where the employee is dismissed from their employment, the dismissal and notice periods will take immediate effect from the date of the hearing. If the individual is successful in appealing against the decision the employee will be immediately reinstated to their original position.

G. TIME LIMITS FOR DISCIPLINARY WARNINGS

24. All formal written warnings except a final written warning will normally remain in force for a period of at least three full terms after the issue of the warning, after which time the record would be removed from the employee's disciplinary record. However, any disciplinary action, live or spent, will be disclosed for safeguarding purposes.

A final written warning will remain in force for a period of six full terms after the issue of the warning after which time the record would be removed from the employee's disciplinary record. However, any disciplinary action, live or spent, will be disclosed for safeguarding purposes.

In exceptional cases, the appropriate committee may make a determination that the warning will stay in place for a longer period. This may be appropriate where there is a history of repeated breaches of the same or similar disciplinary rules.

Further breaches of misconduct committed during the period of a live warning will result in further disciplinary action to be taken against the employee.

In addition to any disciplinary sanction, the Headteacher/appropriate committee may, in appropriate circumstances take action to recover monies or property legitimately due to it.

In the case of teachers, all dismissals under the Disciplinary Procedure may be reported to the Disclosure and Barring Service. Cases involving misconduct towards children or young people will be reported in line with statutory requirements.

H. APPEALS

25. An employee against whom disciplinary action has been taken under this procedure shall have a right of appeal to a relevant Committee of the Governing Body. This body will NOT consist of any governor involved, in any way, with the initial hearing.

26. An employee who wishes to exercise a right of appeal must do so by letter within 14 calendar days of the disciplinary hearing. The letter should be sent to the Clerk of the Appeals Committee outlining the grounds of the appeal.

27. An appeal will normally be heard by the Committee of the Governing Body (incorporating dismissal responsibilities) within 28 calendar days of receipt of the employee's written notice of appeal.

28. An appeal will be conducted in accordance with the provisions set out in Appendix C of this procedure.

29. At an appeal hearing the case for the school will normally be presented by the Chair of the Relevant Committee. As part of their case they will explain the reasons for the decisions of the committee. An appeal hearing will NOT be a re-hearing of the case but a review of the decision made by the relevant committee.

I. TRADE UNION REPRESENTATIVES

30. Where an alleged act of misconduct is believed to have been committed by an employee who is an accredited representative of a trade union recognised by the Academy Trust for collective bargaining purposes, no action under the procedure, other than precautionary suspension when serious misconduct is being investigated, will be taken until the case has been discussed with a local secretary of that Trade Union/Teachers Association. If a local secretary is the subject of the disciplinary issue, the matter will be discussed with a full-time official of that Trade Union/Teachers Association.

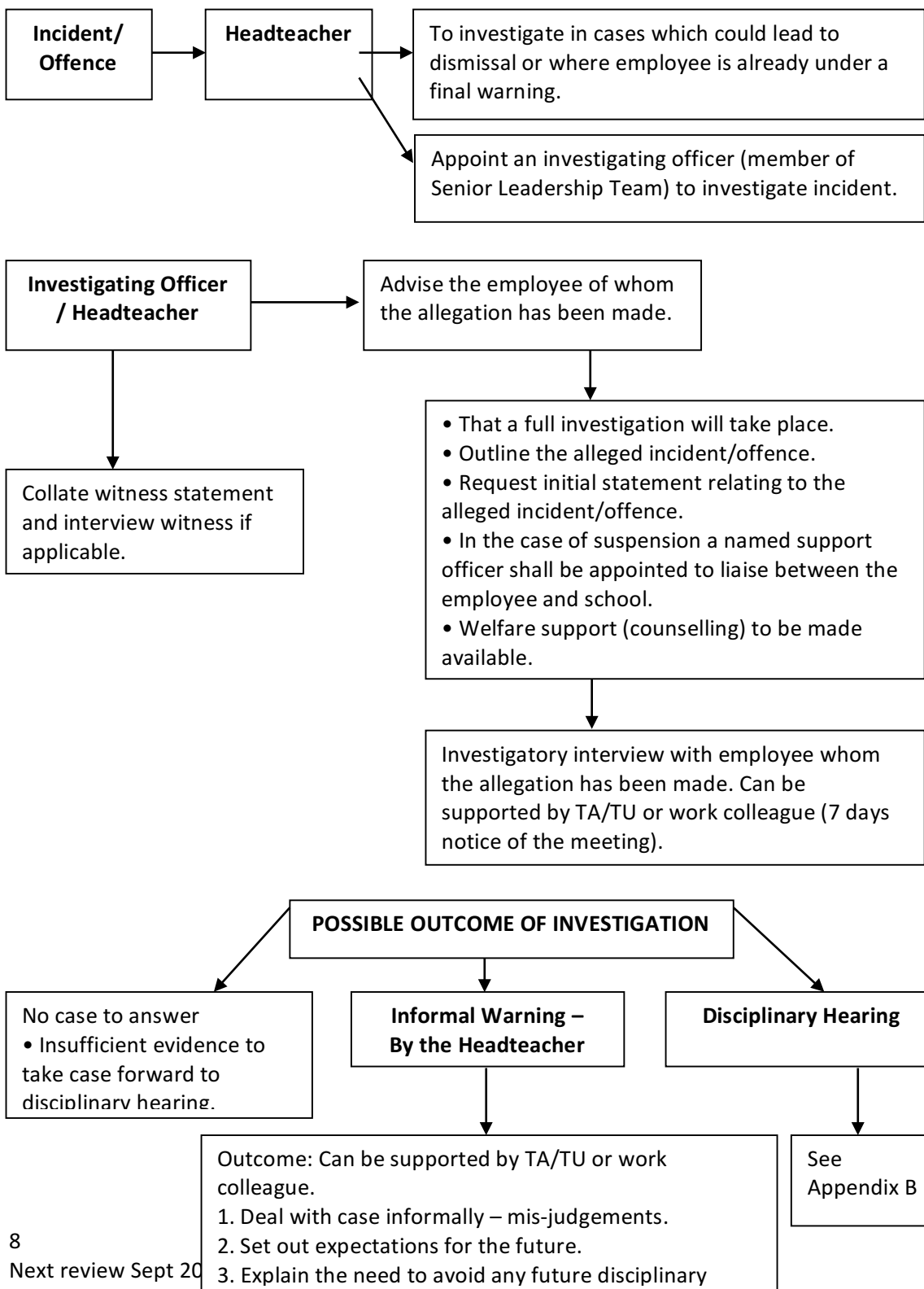
J. MISCELLANEOUS

31. Nothing in this procedure is intended to remove the right of an appropriate person to give an employee an informal warning when the employee is believed to have committed a minor infringement of the established standards of conduct. The object of any such informal warning is the improvement of future performance and it is not intended that it should form part of the formal disciplinary procedure. There is no limit on the number of informal warnings that may be given, but it is advisable that where the employee's conduct or failure may lead to formal disciplinary action, this should be made clear to him/her.

APPENDIX A

SCHEDULE FOR INVESTIGATION FOR HEADTEACHERS WITHOUT DELEGATED RESPONSIBILITIES

Best Practice



APPENDIX B

DISCIPLINARY HEARING CONDUCTED BY THE RELEVANT COMMITTEE OF THE GOVERNING BODY (INCORPORATING DISCIPLINARY RESPONSIBILITIES)

1. The relevant Committee will not normally consist of less than 3 members of the school's Governing Body (excluding any members of staff of the school). Where this is not reasonably practicable, the relevant Committee may consist of two members (excluding members of staff of the school).
2. The employee will be given a minimum of 14 calendar days' advanced notice of the hearing; informed, by the Headteacher/Chair of Governors/Nominated Person, in writing, of the purpose of it, with the nature of the misconduct alleged being set out; be supplied with a list of witnesses it is intended to call and copies of any documents to which it is intended to refer; and be advised of the right to be accompanied by a Trade Union/ Teachers' Association representative or a work colleague of his/her choice if he/she wishes, but by no-one else.
3. Not less than 7 calendar days in advance of the hearing the employee (or his/her representative) shall send to the Clerk of the relevant Committee copies of any documents that he/she intends to refer to at the hearing, together with a list of witnesses that he/she intends to call.
4. No details of the allegation(s) will be given to the relevant Committee of the Governing Body (incorporating disciplinary responsibilities) prior to the disciplinary hearing.
5. An experienced and appropriate HR representative for the Trust shall be invited to attend the disciplinary hearing where dismissal is an option, for the purpose of giving advice. The relevant Committee must consider any advice given before reaching a decision.
6. The procedure will be followed at the disciplinary hearing:-
 - i) The investigating officer to put the case and to call witnesses.
 - ii) Employee (or his/her representative) to ask questions of the investigating officer and witnesses.
 - iii) Members of the relevant Committee to ask questions of the investigating officer and witnesses.
 - iv) Investigating officer's witnesses to withdraw from the proceedings.
 - v) Employee (or his/her representative) to put his/her case and to call witnesses.
 - vi) Investigating officer to ask questions of employee and/or his/her representative and witnesses.
 - vii) Members of the relevant Committee to ask questions of employee and/or his/ her representative and witnesses.
 - viii) Employee's witnesses to withdraw from proceedings.
 - ix) Investigating officer to sum up.
 - x) Employee (or his/her representative) to sum up.
7. The Chair of the relevant Committee may adjourn the proceedings at any stage if this appears necessary or desirable. If adjourned for the purpose of enabling further information to be obtained, he/she will specify the nature of that information. Any adjournment will normally be for a stated period.
8. Following the summing up, both parties, together with their representatives will withdraw. If it is necessary to recall one of the parties for further information before a decision is taken, both parties shall be

recalled. If the external HR representative attends the relevant Committee as an adviser, he/she shall remain during the relevant Committee's deliberations.

9. On completion of the relevant Committee's deliberations, the Chair will normally announce the decision and the disciplinary action, if any, to be taken. He/she will also give an explanation for that action and, where appropriate, will explain the employee's right of appeal under this procedure.

10. The decision of the relevant Committee shall be one of the following:-

a) To exonerate the employee and direct that all reference to the matter be removed from his/her disciplinary record.

b) To find that the alleged breach of disciplinary is proved in whole or part and resolve that no further action be taken.

c) To find that the alleged breach of discipline is proved in whole or part and impose one of the disciplinary sanctions.

11. The decision of the relevant Committee will be confirmed to all parties in writing. Where the decision is to impose a disciplinary sanction the letter will also set out the employee's right of appeal, and how to exercise it, against that disciplinary action.

12. A copy of the written notification to the employee should be included in the employee's personal file.

APPENDIX C

DISCIPLINARY APPEALS CONDUCTED BY THE APPEALS COMMITTEE OF THE GOVERNING BODY (INCORPORATING DISMISSAL APPEAL RESPONSIBILITIES)

1. The Appeals Committee of the Governing Body shall consist of no fewer than three members of the school's Governing Body (excluding any members of staff of the school), who were not members of the relevant Committee of the School Governing Body which dealt with the case in question under Appendix B.
2. The employee will be given a minimum of 14 calendar days' advanced notice of the appeal hearing; informed, by the clerk to the Appeals Committee of Governors, in writing, of the purpose of the hearing, the allegations and a list of witnesses to be called by the Management Representative. The employee also be supplied with copies of any documents to which it is intended to refer, and be advised of the right to be accompanied by a trade union representative, teacher association representative or a work colleague of his/her choice if he/she wishes, but by no-one else.
3. Not less than 7 calendar days in advance of the hearing the employee (or his/her representative) shall send to the Clerk of the Appeals Committee copies of any documents that he/she intends to refer to at the hearing, together with a list of witnesses that he/she intends to call.
4. An experienced and appropriate HR representative for the Trust shall be invited to attend the disciplinary hearing where dismissal is an option for the purpose of giving advice. The Appeals Committee must consider any advice given before reaching a decision.
5. The procedure will be followed at the disciplinary hearing:-
 - i) Employee (or his/her representative) to put his/her case based on the grounds of the appeal submitted.
 - ii) Employee to call any witnesses.
 - iii) The decision maker of the original hearing (Chair) to ask questions of the employee (or his/her representative) and witnesses.
 - iv) The Appeals Committee to ask questions of the employee (or his/her representative) and witnesses.
 - v) Employee's witnesses to withdraw from the proceedings.
 - vi) The decision maker of the original hearing to put his/her case in response to the grounds of appeal provided.
 - vii) The decision maker of the original hearing to call witnesses.
 - viii) Employee (or his/her representative) to ask questions of the decision maker of the original hearing and witnesses
 - ix) The Appeals Committee to ask questions of the decision maker of the original hearing and witnesses.
 - x) Decision maker of the original hearing witnesses to withdraw from proceedings
 - xi) Employee (or his/her representative) to summarise their case.
 - xii) Decision maker of the original hearing to summarise their case.

xiii) All parties to withdraw whilst Appeals Committee deliberates.

6. The Chair may adjourn the proceedings at any stage if this appears necessary or desirable. If adjourning for the purpose of enabling further information to be obtained, he/she will specify the nature of that information. Any adjournment will normally be for a stated period.

7. Following the summing up, both parties, together with their representatives and any witnesses called, will withdraw. If it is necessary to recall one of the parties for further information before a decision is taken, both parties shall be recalled. The adviser, if any, to the Appeals Committee of the Governing Body (incorporating dismissal appeal responsibilities) shall remain during the Appeals Committee's deliberations.

8. On completion of the Appeals Committee's deliberations, the Chair will normally announce the decision and the disciplinary action, if any to be taken. He/she will also give an explanation for that action.

9. On completion of the Appeals Committee's deliberations, the Chair will normally announce the decision. The Appeals Committee may uphold or disallow, or partially uphold the appeal. If the decision is to partially uphold the appeal, the Appeals Committee may substitute a lesser form of disciplinary action. In the event of an appealed being allowed, without qualification, all reference to the matter shall be removed from the employee's disciplinary record and the employee notified accordingly.

10. The decision of the Appeals Committee of the Governing Body (incorporating dismissal appeal responsibilities) will be confirmed to all parties in writing. No further right of appeal will be available to the employee under this procedure.

11. The Appeals Committee will notify the Trust's Board of Directors.

Model Letter 1

Formal letter of suspension from duty

Please deliver by hand/recorded delivery.

Dear

I am writing to confirm your suspension, on full pay. This suspension is with effect from _____, following the discussion that you had with me on that date.

Your suspension from duty is in connection with allegations that:

A full investigation is to be undertaken regarding these allegations and a decision will then be taken on an appropriate course of action.

In the event of a disciplinary hearing being held, you will be given the opportunity to state your case and have a Teachers Association/Trade Union representative or a work colleague present.

Whilst you are suspended from duty, you must not return to your place of employment,

_____ School, unless required or invited to do so by myself or Headteacher/Chair of Governors.

You should also be aware that whilst suspended from duty the Schools sickness absence procedures will still apply to you.

Therefore if you become unfit for work you should follow the Sickness Absence Procedure in the usual way and you should submit medical certificates if issued by your GP. The submission of medical certificates would mean that your absence for that period will be treated as sickness absence and therefore you would be in receipt of sick pay. The normal provisions for the duration of sick pay entitlement would also apply.

During your suspension all other terms and conditions of employment and procedures also apply, including applications for annual leave. Whilst suspended from duty it is expected that with due notice you are available to report for work or attend meetings with management at any time when requested to do so. However should you require to take annual leave and travel away from home or abroad for family or domestic reasons whilst suspended from duty, you should apply for this in the normal way.

Similarly you should inform the Headteacher of any reason or reasons which may prevent you from attending meetings relating to the investigation as these arise, and if there is any change to your contact details.

As I appreciate that these matters may be difficult for those involved I can advise you that confidential counselling and support is available to you via the Occupational Health Service. Should you wish to access this please contact a member of the Senior Leadership Team who will put you in touch with the relevant person.

A further communication will be sent to you in due course.

Yours sincerely

Headteacher/Chair of Governors

Model Letter 2

Disciplinary Investigation Update

Dear,

I am writing to update you of the current position following your suspension from duty on201.... and’s letter to you of the same date. You will be aware that this was related toallegations of misconduct.

As with any allegations of potential misconduct, these will be investigated through the School’s Disciplinary Procedure for all Staff and I have been designated as the Investigating Officer. A HR professional will be assisting me with the investigative process.

The exact details of the allegations require further clarification and it will be necessary for me to identify and interview potential witnesses to the alleged events.

Once this has been done I will be writing to you again to request your attendance at a Formal Investigatory Interview to discuss the matter further. At this interview you will be able to consider the details of the allegations and to give your response. You will also be entitled to be accompanied by a work colleague or a trade union representative if you wish.

The details of the Formal Investigatory Interview will be explained to you in my next letter. Although I am unable at this time to give you a definite timescale for this I would envisage that this would be taking place in201....

May I also remind you that until further notice the terms of your suspension as detailed in’s letter remain the same.

An additional copy of this letter is attached so that you may pass it to your trade union representative if you so wish.

I will write to you again as soon as I am in a position to do so but in the meantime if you have any queries please contact me on the above number.

Yours sincerely

Investigating Officer

Model Letter 3

Formal Investigatory Interview.

7 calendar days notice of meeting

Private & Confidential

Dear,

FORMAL INVESTIGATORY INTERVIEW

I am writing to inform you that you are required to attend a formal investigatory interview on (Date) at **(Time & Place)**. I will be accompanied by an officer from the Trust's HR Service.

At the interview you will be required to answer questions in relation to the alleged **(Insert nature of incident and the date)**

I would advise you that this is not a disciplinary hearing although, depending upon your responses to the above questions, I may feel it is necessary to refer the matter to the appropriate body in line with the disciplinary procedure in order that a formal disciplinary hearing may be held which may ultimately lead to your dismissal.

You are advised that you may, if you so wish, have a Trade Union/Teacher Association or work colleague present at the interview.

Yours sincerely

Investigating Officer

Model Letter 4

Formal Investigatory Interview Outcome

Private and Confidential

Dear,

FORMAL INVESTIGATORY INTERVIEW OUTCOME

Further to the Formal Investigatory Interview that you attended on, I am writing to confirm the outcome of the investigation.

As explained in the letter dated and also at the investigatory interview, the allegation/s being investigated is/are as follows:-

i)/ii)

(Insert either:)

‘From the investigative process that has been undertaken and after careful consideration, it is my view that there is evidence to demonstrate on the balance of probabilities that there is a case to answer on the above allegation/s;’

or

‘From the investigative process it has been determined that there is no case to answer.’

(If case to answer, insert the following:)

Therefore, I must advise you that I will be referring the matter to a formal Disciplinary Hearing. In accordance with the Disciplinary Procedure of the Wardle Academy Trust. The hearing will be heard before the relevant committee of Governors.

Yours sincerely

Investigating Officer

Model Letter 5

Disciplinary Hearing

Dear

Disciplinary Hearing

I am writing to inform you that you are required to attend a formal disciplinary hearing on **(date)** at **(time and Place)**.

At the hearing you will be required to answer allegations in relation to the alleged **(Insert nature of incident and the date)**.

The decision lies with the relevant Committee of the School's Governing Body.

Please find the enclosed documents submitted by the investigating officer which includes a copy of the order of proceedings.

Possible outcomes of the hearing maybe that:

- There is no case to answer
- Informal warning accompanied by recommendations/expectations
- Formal disciplinary action which may lead to dismissal

If you wish to submit any documentary evidence or call witnesses to the hearing, you are required to submit details FAO the Clerk to the Governors, Wardle Academy, Birch Road, Wardle, Rochdale. OL9 RD. no less than 7 calendar days prior to the hearing.

You are advised that you may, if you wish, have a Teacher Association/Trade Union representative or a work colleague present at the hearing.

Additional copies of the documentation have been attached in order that you may pass them to your representative if you so wish.

Yours sincerely

Headteacher/Clerk to Governors

Model Letter 6

PRIVATE AND CONFIDENTIAL

Dear

_____WARNING

You attended a disciplinary hearing on _____. I am writing to confirm the decision taken that you be given a _____ warning under the Schools' Disciplinary Procedure.

The reasons for this decision are: **(Reasons, recommendations, training)**

The _____ written warning will remain in force for a period of 3 terms and will then be removed from your disciplinary record providing there is no further breach of discipline. I would also inform you that any further breach of discipline during this period may lead to your dismissal.

You have a right of appeal against this decision. Should you choose to exercise this right of appeal, you should notify, in writing, within 14 calendar days of receipt of this letter. The letter should include your grounds for appeal and the name and address of your representative.

An additional copy of this letter is attached in order that you may pass it to your Teacher Association/Trade Union Representative if you so wish.

Yours sincerely

Headteacher/Clerk to Governors

This letter should not be issued without seeking further guidance from Schools Service, Personnel

Model Letter 7

Dismissal following Disciplinary Hearing

PRIVATE & CONFIDENTIAL

Dear

DISMISSAL FOLLOWING DISCIPLINARY HEARING

I am writing to confirm the decision taken by the relevant Committee of the Governing Body at the disciplinary hearing held on _____. The decision taken was that you be dismissed with immediate effect (date of hearing) from your post in accordance with the Disciplinary Procedures.

You have a right of appeal against this decision to the Appeals Committee of the Governing Body. Should you choose to exercise this right of appeal, you should notify, in writing, the Clerk of the Governors, within 14 calendar days of the disciplinary hearing including your grounds for appeal and the name and address of your representative.

An additional copy of this letter is attached in order that you may pass it to your representative if you so wish.

Any outstanding monies owed to you as at (date of dismissal), including payment for any accrued annual leave, will be forwarded to you, together with your P45, within the next few days.

Yours sincerely

Headteacher