



# Disciplinary (Capability) Procedure The Performance of School Staff

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# **DISCIPLINARY (CAPABILITY) PROCEDURE**

## **THE PERFORMANCE OF SCHOOL STAFF**

### **POLICY STATEMENT**

The purpose of this procedure is to support and monitor the underperformance of teachers (including deputy head teachers and head teachers) and support staff, including apprentices (where directly employed by the school). The aim is to improve performance by providing support and monitoring within two performance review periods. Where there is insufficient improvement, the procedure allows for warnings to be issued and ultimately consideration of dismissal based on the grounds of capability.

### **Transition from Appraisal to the Disciplinary (Capability) Performance Procedure for school staff**

The Disciplinary (Capability) Performance Procedure is not a stand alone procedure but should be considered following the application of the Nottinghamshire Appraisal Policy and Guidance for school based staff. For ease of reference, this procedure will be referred to as the *capability procedure* throughout this document.

There is no automatic transition to the school's capability procedure. However, where performance concerns emerge, the nature and seriousness of those concerns should be discussed as soon as possible with the employee. Every effort should be made by the school to resolve performance concerns within the appraisal process through the provision of targeted additional support agreed in discussion with the employee with regular feedback and review. Where concerns are such that the employee is not performing to the required standard, the appraiser should ensure that the head teacher or other identified senior leader is included in these discussions.

If the performance concerns are not resolved through a minimum of two cycles of targeted support and feedback within the appraisal system as set out in the agreed Nottinghamshire Appraisal Policy and Guidance Documents, consideration should be given to the application of the capability procedure. The decision to consider transition from appraisal to capability should therefore not come as a surprise to the employee.

Where the appraiser considers that there is insufficient evidence of progress against the objectives based on the evidence available at interim review meetings and additional support cycles, the appraisee will be notified in writing that the appraisal process will be suspended and that his or her performance will be managed within the capability procedure.

## **Context**

Nottinghamshire County Council and the governing body of each school have an obligation to pupils and students, and to the profession as a whole, to be rigorous in its maintenance of a competent and skilled school work force. Governing bodies must, by law, have procedures for dealing with lack of capability for all members of school staff. This procedure is in line with current employment legislation, the outline capability procedure produced by the DfE and ACAS guidance, and aligns with the Nottinghamshire County Council's Appraisal Policy for Teachers adopted in 2012.

Due to the complexities of this area of employment and education law, governing bodies and other relevant corporate bodies are strongly advised to adopt this policy without amendment. If an academy or other school outside the control of Nottinghamshire County Council adopts this procedure, references to the council as employer will need to be replaced by the name of the employing body/Trust. Similarly, references to the Education Improvement and HR Services will need to be amended unless there is a service level agreement in place with those services to cover this work. Should, exceptionally, the governing body of a school maintained by Nottinghamshire County Council seek to amend the recommended policy, it will need to consult / negotiate any changes collectively with all the secretaries of the recognised trade unions and confirm any amendments to the local authority. Governing bodies are strongly recommended to seek advice from the HR service in these circumstances

This procedure is recommended for adoption by all Nottinghamshire schools including, Community Schools, Voluntary Aided and Voluntary Controlled Schools, Academy Schools, Foundation and Trust Schools.

## **Principles and commitments**

It is important that the principles underpinning the procedure are clearly defined and understood.

1. The Capability Procedure will be applied fairly and consistently.
2. The employee will be provided with appropriate development and support. Their performance will be monitored through review periods as set out in this procedure.
3. Employees have the right to be accompanied by a trade union representative or colleague. The representative should be identified to the headteacher / chair of governors in advance of meetings and should not have any conflict of interest.
4. Employees will not be discriminated against because of their age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership status, pregnancy, maternity or trade union status.
5. All employees will be provided with a clear understanding of their role, job purpose/job description and the standards expected of them.
6. Head teachers will support and enable employees to reach the required standard of performance through:
  - a) Effective induction to any new role
  - b) Access to professional development opportunities, including coaching and mentoring support where appropriate
  - c) Effective application of the school's appraisal policy/support and supervision arrangements within the context of the relevant professional standards

- d) A commitment to identify and address performance concerns at the earliest reasonable opportunity

7. Head teachers should ensure that staff are made aware of this procedure and that a copy is made available.

### **Exceptional cases**

This procedure aims to improve the performance of the identified employee within the timescales set. It is recognised that delay may not be in the interests of all parties and in extreme cases, such as where the education of pupils is jeopardised, the period given for improvement after the date of a formal warning will be reduced to four weeks in total.

### **Support to manage the process**

For teachers, appropriate arrangements from within school or via the Education Improvement Service (EIS) will secure the assistance of an appropriate advisor to attend the formal performance meeting and to act as monitoring officer throughout the review periods. For support staff, including apprentices (where directly employed by the school), similar in-school arrangements may be put in place or other advisers may be engaged externally to support the monitoring process.

Governing bodies are reminded that for those schools which purchase an annual HR package, specialist support to defend any employment or court proceedings arising from the application of employment processes will be made available so long as advice from the County Council HR service has been sought and followed. A failure to seek and follow this advice at each stage of the process may lead to the legal support and insurance cover being nullified.

### **Support staff**

For all staff not subject to the School Teachers' Pay and Conditions Document (STPCD), head teachers will be guided by this procedure, but references to the appraisal policy for teachers, to Teachers' Standards 2012 and to the role of the Education Improvement Service will not apply. Otherwise, the stages of the capability procedure set out below, including order of events, timescales for action and review, notification of meetings and their outcomes including provisions in respect of warnings, hearings and dismissal will all apply to support staff, including apprentices (where employed directly by the school). For these staff it would be expected that any performance concerns will have been raised in the first instance through routine support and supervision meetings with appropriate monitoring, support development and review measures put into place. Application of the capability procedure for support staff should only follow when a minimum of two cycles of support and feedback has not resulted in the required level of performance being achieved and maintained.

### **Trade Union Consultation**

This procedure has been agreed by the following Nottinghamshire recognised trade unions: NASUWT; ATL; ASCL; NAHT; UNISON and GMB.

# **PROCEDURE**

## **Disciplinary (Capability) Procedure – Performance of School Staff**

### **1.0 The Procedure**

1.1 This procedure applies to all school employees, (teaching and support), about whose performance there are serious concerns that the appraisal process and/or, in the case of support staff, support and supervision has been unable to address.

1.2 Where performance concerns emerge, the nature and seriousness of those concerns should be discussed as soon as possible with the employee and recorded in line with the agreed Nottinghamshire Appraisal Policy and Guidance. Every effort should be made to resolve performance concerns in line with the appraisal process. If the concerns are not resolved through a minimum of two cycles of identified additional support and feedback within appraisal, consideration should be given to the application of the capability procedure.

1.3 The procedure will be led and managed by the head teacher (or other delegated senior leader) or chair of governors (in the case of head teacher performance issues). Where the head teacher is the subject of the capability process, the procedure assumes that the governing body will engage an appropriately qualified and experienced external adviser to undertake the monitoring and manage the process, or assist the chair of governors to do so, on behalf of the governing body. The procedure also assumes that the governing body will consult with and engage the services of the County Council HR service to provide practical advice and support to the school in the application of these procedures. Head teacher review meetings may be conducted by the chair of governors or an appropriately constituted panel.

1.4 If, at the end of the second cycle of additional support, appraisal concerns have not been resolved, the head teacher or external adviser/chair of governors should meet briefly with the employee. The purpose of this meeting is to summarise the concerns and inform the employee that a performance meeting will be arranged.

### **STAGE 1**

#### **2.0 Performance meeting**

2.1 The written invitation to the performance meeting represents formal entry into the capability procedure and the suspension of the appraisal/support and supervision process. The meeting will be conducted by the head teacher or external adviser/chair of governors where the performance of the head teacher is the subject of concern. (Appendix 5.1 – Invitation to Performance Meeting)

2.2 The purpose of the performance meeting is to allow the employee, accompanied if they wish by a trade union representative or colleague, to respond to the on-going concerns about their performance and to make any relevant representations. The meeting may provide a different context to the information/evidence already collected by the school.

2.3 The employee will be given at least 5 working days' notice of the performance meeting. The procedure for the meeting is as set out in Appendix 3a. The invitation letter to the employee will include copies of the documentation the head teacher (or

other delegated senior leader) or external adviser/chair of governors intends to consider at the meeting. The meeting will also involve a representative of the EIS and HR adviser.

2.4 The employee should be informed of their right to be accompanied by a trade union representative or colleague, to provide their own information in advance of the meeting and to call witnesses if they wish. The school should make arrangements for notes to be taken at the meeting.

2.5 The performance meeting will:

- Establish the facts by examining the concerns about performance and clarify the standards required for the job;
- Review concerns and the evidence arising out of the additional support provided to this point, including evidence from the appraiser and/or support person;

2.6 Following a full consideration of the evidence, there should be an adjournment for the person conducting the meeting to determine the appropriate action to be taken.

### **3.0 Performance meeting – Possible outcomes:**

3.1 Where it is determined by the person conducting the meeting that there is insufficient evidence for continuing the capability procedure, this will be confirmed in writing to the employee and the appraisal process will re-start.

3.2 Where it is determined by the person conducting the meeting that performance is not meeting the required standard, the first six week monitoring and review period will start straightaway within the procedure. The person conducting the meeting will:

- a. Confirm that the school appraisal process (for teachers) or the appraisal/support and supervision arrangements (for support staff) is suspended and that the capability procedure will continue;
- b. Identify the professional shortcomings. The nature of the performance concerns should be specific, clear and capable of being assessed for improvement. For teachers, it will be necessary to identify which of the relevant national Teacher Standards identified through appraisal are not being met, according to their career stage, role, post responsibilities and job description. For support staff, it will be necessary to identify the performance concerns in accordance with the employee's job description, role, responsibilities and job evaluation profile;
- c. Set reasonable targets and performance indicators, ensuring the areas of concern are specific, clear, and capable of being assessed for improvement;
- d. Provide clear information and guidance on the standard of performance required of the employee to enable their removal from the capability procedure. This should include the setting of small step targets focussed on the specific areas of concern/weakness which need to be addressed, the identification of appropriate success criteria and a determination of the evidence that will be used to assess whether or not the required improvement has been made;

- e. Outline the monitoring and review activity to be undertaken during the review period, with an indication of at what point and by whom. Note that if the monitoring or support process is undertaken by the head teacher, any review meetings will need to be conducted by a governors' panel;
- f. Explain and seek to agree the support that will be made available to help the employee improve their performance, deciding when, how and by whom the support will be delivered;
- g. Set out the first six week timetable for monitoring progress and providing support which will depend on the circumstances of the individual case. The first review period will be for a maximum period of six working weeks duration. However, the period of review/assessment may be shorter if the circumstances justify it. See paragraph 3.3.
- h. Confirm the date and time of the review meeting with the employee, their trade union representative or colleague, HR adviser and monitoring officer
- i. Issue a **written warning** to the employee and explain that failure to improve performance within the review period could lead to further warnings. The warning will remain current for a period of 12 months after which time it will be reviewed. A higher degree of warning may be given at this stage, thereby reducing the overall timescale, if the circumstances justify it (see paragraph 3.3). In extreme cases, where the education or health and/or safety of pupils is jeopardised, the warning issued at this stage could be a final written warning. In applying this procedure, no employee will be dismissed on the grounds of capability without having first received a warning.

3.3 The circumstances that may justify a shorter review period or higher degree warning may be:

- Where the seriousness of the level of under-performance means that pupils' education and/or safety and/or management of the school is jeopardised;
- Where it is evident that an acceptable level of improvement is beyond the ability of the employee being assessed;
- Where there is a lack of co-operation with the process or a serious further deterioration in performance.

3.4. The outcome of this meeting, including the level of warning and right of appeal will be confirmed in writing to the employee within 3 working days and a copy sent to their trade union representative or colleague.

3.5. Notes taken at the meeting will be provided to the employee and, if applicable, to their trade union representative or colleague.

#### **4.0 Performance meeting – Appeal against warning**

4.1 The employee has the right of appeal and must do so, in writing, briefly setting out the grounds of the appeal within 10 working days of receiving the written outcome of the performance meeting. The employee will indicate which of the original documents considered at the performance meeting they want re-submitted as evidence at the appeal. The appeal is a re-hearing and will be considered by an Appeals Panel of (normally) 3 governors who have not been previously involved with consideration of the case.



4.2 The appeal will be conducted in line with the procedure set out in Appendix 3b and guidance Appendix 4. The employee should be notified of their right to be accompanied by their trade union representative or colleague.

4.3 The outcome of the appeal should be confirmed in writing to the employee within 3 working days of the decision. Notes taken at the appeal will be provided to the employee and, if applicable their trade union representative or colleague. Where an employee appeals against a warning issued at the Performance Meeting, this will not delay the commencement of the first review period.

## **STAGE 2**

### **5.0 First monitoring and review period**

5.1 The first monitoring and review period should start immediately and will be for a maximum of 6 working weeks. The purpose of the review period is to provide every reasonable opportunity for monitoring, support and improvement whilst at the same time recognising that the achievement of the required standard of performance remains the overriding goal.

5.2 Monitoring, evaluation, feedback, guidance and support will take place during this review period. The monitoring activities should be staged appropriately over the review period so that the employee is able to demonstrate progress within that timeframe and take action on feedback given so that the required standards can be met. Where monitoring visits take place, they will consist of announced and unannounced visits to the employee. Similarly, the cycle of support for the employee should be staged and coordinated by the school to provide the employee every opportunity to meet the required standards.

### **6.0 First review meeting**

6.1 The first review meeting will be held at the end of the review period in line with the agreed timescale. At least 5 working days prior to the review meeting, the employee will be reminded in writing of the date, time, place and purpose of the meeting, as agreed at the Performance Meeting. The letter to the employee will include copies of the documentation to be considered by the person/panel conducting the meeting. The meeting will be conducted in line with the order of events detailed in Appendix 3b and Guidance Appendix 4. The school should make arrangements for notes to be taken at the meeting.

6.2 The employee should be informed, in writing, of their right to be accompanied by a trade union representative or colleague, to provide their own information in advance of the meeting and to call witnesses if they wish.

6.3 This meeting should be convened and conducted by the head teacher (or delegated senior leader) or external adviser/chair of governors where the performance issues relate to the head teacher. The meeting will also involve the monitoring officer and the HR adviser.

6.4 Where the head teacher has undertaken the monitoring role, the head teacher should make arrangements for the outcome of the first review period to be considered as a capability hearing conducted by an appropriately constituted panel of the governing body.

6.5 In the case of a meeting to review the head teacher's performance the meeting should be convened by the external adviser (acting as monitoring officer)/chair of

governors and will involve the HR adviser, any witnesses and will be referred to an appropriately constituted governors' panel.

6.6 The purpose of this review meeting is to consider the evidence from the monitoring officer obtained throughout the review period, to assess the employee's performance and focus on the extent to which improvements have or have not been made in relation to the targets for improvement and success criteria within the timescale of the review period. The meeting will also consider the evidence relating to the degree of support made available by the school and accessed by the employee.

## **7.0 First review meeting – Possible outcomes:**

The outcome of this meeting will be one of the following:

### *7.1 Performance standards fully met and transition back to appraisal.*

If the person/panel conducting the meeting is satisfied that the employee has fully met all of the required performance standards and is now working to the required standard, the performance procedure will cease and, for teachers, the appraisal process will re-start. The decision will be confirmed in writing to the employee. Where, within the life of a warning, performance deteriorates resulting in a decision to suspend appraisal/support and supervision and re-apply the capability procedure the employee will be re-issued with a warning consistent with the relevant stage of the procedure. The written warning will be extended to a period of one year. The capability procedure will normally re commence at the start of the first review period.

### *7.2 Performance standards not met.*

If the employee has not fully met the required standards of performance during the first monitoring and review period, the person/panel conducting the meeting will confirm with the employee the areas of their performance where the required standards of performance have not been met and will issue the employee with a **final written warning**. The warning will remain current for a period of 12 months after which time it will be reviewed.

7.3 Where a final written warning is issued, the decision will be confirmed in writing to the employee within 3 working days and a copy sent to their trade union representative or colleague. The employee will be informed in writing that a further failure to achieve the required standard of performance (within the set timescale), may result in dismissal. The employee will be informed of the remaining required standards for improvement, the monitoring arrangements for the second and final monitoring and review period and the arrangements for the provision of support.

7.4 The date of the next review meeting/decision meeting will be agreed with the employee and their representative or colleague, the HR adviser and any witnesses and confirmed in the outcome letter. The employee will also be given details of the process and time limits for appealing against the final written warning. To enable an appeal to be heard as soon as possible, the potential appeal date will be agreed at this meeting and stated in the outcome letter providing at least 10 working days notice, unless an earlier date is mutually agreed.

7.5 Notes taken at the meeting will be provided to the employee and, if applicable, their union representative or colleague.

## **8.0 First review period – Appeal against warning**

8.1 The employee has the right to appeal against this decision and must do so in writing, briefly setting out the grounds of the appeal, within 10 working days of the written outcome of the first review meeting. The employee will indicate which of the original documents considered at the first review meeting they want re-submitted as evidence at the appeal. The appeal is a re-hearing will be considered by a panel of (normally) 3 governors who have not been involved in the monitoring or support arrangements during the first review period.

8.2 The appeal will be conducted in line with the procedure set out in Appendix 3b and guidance Appendix 4. The employee should be notified of their right to be accompanied by their trade union representative or colleague.

8.3 The outcome of the appeal should be confirmed in writing to the employee within 3 working days of the decision. Notes taken at the appeal hearing will be provided to the employee and, if applicable, their trade union representative or colleague. Where an employee appeals against a warning issued at the first review meeting, this will not delay the commencement of the second review period.

## **STAGE 3**

### **9.0 Second monitoring and review period**

9.1 The second monitoring and review period should start immediately and will be for a maximum of six working weeks. The purpose of the review period is to provide every reasonable opportunity for monitoring, support and improvement whilst at the same time recognising that the achievement of the required standard of performance remains the overriding goal.

9.2 Monitoring, evaluation, feedback, guidance and support will take place during this period. The monitoring activities should be staged appropriately over the review period so that the employee is able to demonstrate progress within that time frame and take action on feedback given so that the required standards can be met. Where monitoring visits take place they will consist of announced and unannounced visits to the employee. Similarly, the cycle of support for the employee should be staged and coordinated by the school to provide the employee every opportunity to meet the required standards.

### **10.0 Second review meeting - decision meeting**

10.1 The decision meeting will be held at the end of the second review period in line with the agreed timescale. At least 5 working days prior to the review meeting, the employee will be reminded in writing of the date, time, place and purpose of the meeting, as agreed at the first review meeting. The meeting will be conducted in line with the order of events detailed in Appendix 3b and Guidance Appendix 4. The school should make arrangements for notes to be taken at the meeting.

10.2 The employee should be informed, in writing, of their right to be accompanied by a trade union representative or colleague, to provide their own information in advance of the meeting and to call witnesses if they wish.

10.3 This meeting should be convened and conducted by the head teacher (or delegated senior leader) or external adviser/chair of governors. The meeting will also involve the monitoring officer and the HR adviser

10.4 Where the head teacher has undertaken the monitoring role, the head teacher should make arrangements for the outcome of the second review period to be considered as a capability hearing conducted by an appropriately constituted panel of the governing body.

10.5 In the case of a meeting to review the head teachers' performance the meeting should be convened by the external adviser (acting as monitoring officer)/chair of governors and will involve the HR adviser, any witnesses and will be referred to an appropriately constituted governors' panel. (See paragraph 12)

10.6 The purpose of this review meeting is to consider the evidence from the monitoring officer obtained throughout the review period, to assess the employee's performance and focus on the extent to which improvements have or have not been made on the targets for improvement and success criteria within the timescale of the review period. The meeting will also consider the evidence relating to the support made available and accessed by the employee.

### **11.0 Second review meeting – Possible outcomes:**

The outcome of this meeting will be one of the following:

#### *11.1 Performance standards met and transition back to appraisal.*

If the person/panel conducting the meeting is satisfied that the employee is now working to the required standard, the performance procedure will cease and, for teachers, the appraisal process will re-start. The decision will be confirmed in writing to the employee. Where, within the life of a warning, the performance deteriorates resulting in a decision to suspend appraisal/support and supervision and re-apply the capability procedure, the employee will be re-issued with a final warning consistent with the relevant stage of the procedure. The final written warning will be extended to a period of one year. The capability procedure will normally re-commence at the start of the second review period.

#### *11.2 Performance standards not met.*

If the employee has not fully met the required standards of performance during the second monitoring and review period and is not working to the required standard, the person conducting the meeting will confirm with the employee the areas of their performance where the required standards have not been met. The employee will be suspended on full pay pending a hearing conducted by a governors' panel to consider a recommendation that the employee should be dismissed from their post at the school. The employee should be informed that there is no right of appeal against the decision to suspend. Suspension is not in itself a disciplinary sanction and does not presume the outcome of the governors' hearing.

11.3 At the end of the meeting the date for the governors' hearing will be agreed with the employee and their trade union representative or colleague, monitoring officer, HR adviser and any witnesses required. This decision will be confirmed in writing to the employee in the outcome letter within 3 working days of the decision, along with the date for the hearing and the right to be accompanied.

11.4 Notes taken at the meeting will be provided to the employee and, if applicable, their union representative or colleague

## **12.0 Governors' hearing**

12.1 The employee and their representative should be notified of the governors' panel hearing date at the decision meeting.

12.2 This meeting should be convened by the presenting officer. This will either be head teacher or other delegated senior leader ( for teachers and support staff) or the external adviser acting as monitoring officer engaged to manage the process at the request of the chair of governors on behalf of the governing body where the head teacher is subject to the capability procedure.

12.3 The school/academy should consult their articles of government and convene the hearing to consider dismissal in line with the options made available within the School Staffing Regulations. Where a governors' panel is appointed it will normally comprise of 3 governors.

12.4 The purpose of the governors' hearing is to consider the recommendation for dismissal. The hearing will consider the evidence from the monitoring officer, assess the employee's performance and focus on the extent to which improvements have or have not been made in relation to the targets for improvement and success criteria within the timescale. The meeting will also consider the evidence related to the support made available by the school and accessed by the employee.

12.5 The presenting officer will formally invite the employee and their trade union representative or colleague to the hearing. The letter copied to their representative should confirm the purpose, date, time and place of the hearing at least 10 working days in advance of the hearing date, unless an earlier date is mutually agreed. The letter to the employee will include copies of the documentation to be considered by the person / panel conducting the meeting.

12.6 The employee should be informed, in writing, of their right to be accompanied by a trade union representative or colleague, to provide their own information in advance of the meeting and to call witnesses if they wish.

12.7 The school should make arrangements for notes to be taken at the meeting.

12.8 The hearing and any appeal should be held in line with the principles and procedures detailed in Appendix 3b and Guidance Appendix 4.

12.9 The decision of the panel should be confirmed to the employee within 3 working days of the meeting. If the decision is taken to dismiss the employee, the panel will issue notice of termination of employment in line with the contract of employment. The dismissal letter should confirm details about the process and time limits for submitting an appeal against the dismissal decision. Any appeal against dismissal will be arranged as soon as possible during the employee's notice period.

12.10 Notes taken at the meeting will be provided to the employee and, if applicable their trade union representative or colleague.

## **13.0 Second review period – Appeal against dismissal**

13.1 The employee has the right to appeal against a decision to dismiss and must do so, in writing to the head teacher/chair of governors, briefly setting out the grounds of the appeal within 10 working days of the written outcome of the dismissal hearing. The employee will indicate which of the original documents considered at the decision meeting they want to be re-submitted as evidence at the appeal. The appeal will be considered by an appeals panel of (normally) 3 governors. The

employee appeal should be held in line with the principles and procedure as detailed in Appendix 3b and Guidance Appendix 4.

13.2 The presenting officer will formally invite the employee and their trade union representative or colleague to the appeal hearing. The letter copied to their representative should confirm the purpose, date, time and place of the appeal hearing at least 10 working days in advance of the hearing unless an earlier date is mutually agreed. The appeal is a re-hearing of the case and the appeal invite letter to the employee should include as appendices or make reference to the documentation to be considered at the governors' dismissal appeal hearing.

13.3 The employee should be informed, in writing, of their right to be accompanied by a trade union representative or colleague, to provide their own information in advance of the meeting and to call witnesses if they wish.

13.4 The school should make arrangements for notes to be taken at the meeting.

#### **14.0 Governors' Appeal Hearing – Possible outcomes**

14.1 The outcome of the appeal hearing will be confirmed in writing to the employee and their representative within 3 working days of the appeal hearing. The appeal panel will confirm or reject the decision which is subject to appeal. The decision will be final and there is no further right of appeal. If the determination of the appeal panel is to confirm the decision to dismiss the employee, the notice of termination of contract will continue. In the event of a successful appeal after the dismissal, arrangements should be made for the employee to be re-integrated into school and notice of termination of employment will be rescinded.

14.2 Notes taken at the meeting will be provided to the employee and, if applicable their trade union representative or colleague.

JCNP Staffing Regulations Working Party	May 2013
Lead HR Senior Business Partner	Andy Wilson
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