

	<b>POLICY TITLE:</b>	<b>Staff Disciplinary Procedures</b>
<b>Kingsmead Academy</b> <b>T/A Kingsmead School</b>		
<b>Committee/Person Responsible for Policy:</b>		Head Teacher Finance, Strategy & Personnel sub-committee
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## 1. Aims

This policy aims to:

- Help and encourage all employees to achieve and maintain satisfactory standards of conduct
- Set out the procedures for when an employee's conduct falls below the expected standard
- Ensure that all employees are treated fairly and consistently when a disciplinary issue is being dealt with

## 2. Legislation and guidance

We are required to set out our disciplinary procedures under general employment law.

These disciplinary procedures are based on the [Disciplinary and grievance code of practice from Acas](#).

These procedures also comply with our funding agreement and articles of association.

## 3. Definitions

- **A disciplinary issue** will arise when a staff member has not behaved to the standard expected of them
- Appendix 1 sets out a non-exhaustive list of examples of what we define as **misconduct and gross misconduct**. For the purpose of this policy, misconduct does not cover staff capability or poor performance issues. These are addressed in our capability of staff policy

## 4. Disciplinary procedures

Minor disciplinary issues will be dealt with informally at first, and will be escalated only where:

- There has been no resolution
- The issue is more serious
- There are repeated or multiple instances of misconduct
- There is suspected gross misconduct

When dealing with an issue informally, the employee's line manager will organise a brief meeting with the employee and set out the concerns. They will remind the employee of the expected standard of behaviour and consider what support is needed to help them improve. Notes will be taken and retained.

If the issue cannot be dealt with informally, formal procedures will begin. The employee will be notified of this in a face-to-face meeting with the SLT line manager line. This will be followed up in writing.

### 4.1 Suspension

In some circumstances it will be appropriate to suspend a member of staff temporarily, for example, where there is suspected gross misconduct. This will be a neutral act in that, in itself, it does not amount to guilt or constitute disciplinary action.

Where this is necessary:

- The Head Teacher must authorise the suspension. If it is the Head Teacher who is the subject of the disciplinary procedure, the governors must authorise the suspension
- The staff member will be informed of the suspension in a face-to-face meeting, followed by a notification in writing within 5 working days

- The employee will be permitted to be accompanied to the meeting by either a colleague or trade union representative
- The staff member will be suspended on full pay

## **4.2 Investigation**

An independent investigating officer will be appointed.

Before a disciplinary hearing takes place, the investigating officer will gather the facts of the case and evidence. The investigating officer will, if necessary, hold investigatory meetings.

The employee will be informed of the outcome of the investigation in writing.

If the investigating officer determines that the matter should move forward to a formal disciplinary hearing a disciplinary officer will be appointed. This will be a person independent from the investigating officer.

## **4.3 Notification**

If it is decided that there is a disciplinary case to answer, the employee will receive a written notification 5 working days before the hearing. The meeting could be sooner if it is agreed by both parties. The notification will include:

- Details of the alleged misconduct and its possible consequences
- Copies of any written evidence, including witness statements
- The time, date and location of the disciplinary meeting
- A statement that the employee has the right to be accompanied by a colleague or a trade union representative
- Notification that the employer intends to call witnesses (if relevant)

If the employee intends to call a witness, they should notify the employer.

The Head Teacher will conduct the hearing.

## **4.4 Disciplinary hearing**

Before the hearing, the employee will receive a copy of all evidence that will be relied upon during the procedure.

At the hearing, the person conducting the hearing will explain the case against the employee and go through the evidence that has been gathered. The person may choose to have the investigating officer present the management's case.

The employee will be allowed to set out their case and answer any allegations that have been made. The employee will also be given a reasonable opportunity to ask questions, present evidence and call relevant witnesses. They will also be given an opportunity to raise points about any information provided by witnesses.

Employees have a statutory right to be accompanied at a meeting that may result in a formal warning being issued, disciplinary action being taken, or the confirmation of either of these.

The employee has the right to be accompanied by a colleague or a trade union representative. Employees must make the request in advance of the meeting, to allow the school to prepare and to ensure the employer knows who the companion will be.

If an employee's chosen companion will not be available to meet at the proposed time, the hearing will be postponed to a time proposed by the employee, as long as the alternative time is reasonable and not more than 5 working days after the original date.

The companion can address the hearing to put and sum up the employee's case, respond on behalf of the employee to any views expressed at the hearing and confer with the employee during the hearing. The companion does not, however, have the right to answer questions on the employee's behalf, address the hearing if the employee does not wish it or prevent the employer from explaining their case.

#### 4.5 Taking appropriate action

The hearing will be adjourned and a decision about whether further disciplinary action is necessary will be taken. The employee will be informed of the decision in writing within 5 working days.

Actions taken may be:

- **A verbal or informal warning** where it is decided that the action was not serious enough to warrant a formal written warning. This may be accompanied by a notification that arrangements will be put in place to improve the staff members' behaviour, such as a training course or occupational health support
- **A first written warning** for a first instance of misconduct. A further instance may result in a final written warning. A first written warning will remain on the employee's personnel file for a minimum of six months and a maximum of twelve months. The written warning will explain that a further instance of misconduct or no change in behaviour within a given timeframe will result in a final warning
- **A final written warning** where the employee has already received a first warning, or where the employee's misconduct was sufficiently serious. A further instance may result in demotion or dismissal
- **Dismissal** where there has been gross misconduct or a final written warning has already been given

We will refer a case of teacher gross misconduct to the National College for Teaching and Leadership (National College) if we believe the case is so severe that the National College should consider whether the teacher should be prevented from teaching. We will also refer cases to other relevant authorities where appropriate.

#### 4.6 Dismissal

The power to decide that members of staff should no longer work at this school has been delegated to the Head Teacher and at least two governors.

Once the decision to dismiss has been taken, the Head Teacher or Chair of Governors will dismiss the staff member with notice.

#### 4.7 Appeals process

The employee has the right to appeal any sanction. Appeals must be made in writing within 10 working days of the decision, setting out at the same time the grounds for appeal.

A disciplinary appeals officer/panel will be appointed.

Appeals will be heard without unreasonable delay and at an agreed time and place. Employees' statutory right to be accompanied by a companion will apply as with formal disciplinary hearings. Notes will be taken and a copy sent to the employee.

The appeal will be dealt with impartially and by senior leaders or governors who have not previously been involved in the case.

The employee will be informed in writing of the results of the appeal hearing within 15 working days.

#### 4.8 Special cases

If the employee involved in a disciplinary procedure is also the trade union representative, we will notify the union and discuss the matter with an official employed by the union before action is taken, after obtaining the employee's agreement. The procedure will continue as normal.

If the employee who is subject to disciplinary procedures raises a grievance about the disciplinary allegations or the procedure itself, the grievance procedure will run concurrently.

If the employee who is subject to disciplinary procedures raises a grievance about something unrelated to the disciplinary, consideration will be given to pausing the disciplinary while the grievance is addressed.

## **5. Record keeping**

Minutes will be kept of all interviews and meetings. Where possible, these will be confirmed as an accurate reflection of what was discussed during the meeting.

Records of all materials relating to the disciplinary process will be kept securely, only for as long as necessary and in line with data protection law, our privacy notices and record retention schedule.

If disciplinary action is taken, a record of this will be added to the employee's personnel file.

We will disclose any proven disciplinary offences by a staff member if a reference is requested by a future employer.

## **6. Monitoring arrangements**

This policy will be reviewed every 2 years, but can be revised as needed.

This policy will be approved by the full governing board.

## **7. Links with other policies**

This policy links with our policies on:

- Standards of conduct for staff
- Capability
- Grievance and disputes procedures
- Equality
- Child Protection & Safeguarding
- ICT & Online Safety

## Appendix 1: instances and behaviours classed as misconduct

The following lists are not exhaustive.

Instances of misconduct include:

- Unauthorised absence or persistent lateness from work
- Using bad language in front of pupils
- Failure to follow the policies, practices and requirements of the school
- Unsatisfactory standards of work (not related to capability)
- Inappropriate use of school facilities
- Failure to comply with reasonable instructions from senior staff

Instances of gross misconduct include:

- Physical violence or assault
- Discrimination, harassment, victimisation and/or bullying of pupils, colleagues or visitors
- Theft
- Sexual offences or misconduct
- Inappropriate relationships with pupils or any other actions that would be classed as a serious safeguarding issue
- Serious breaches of confidentiality
- Deliberately acting in a way that will cause damage to the school's reputation
- Deliberately damaging school property

[Teacher misconduct guidance](#) from the National College explains that, among other things, the following offences will be serious enough to warrant prohibition of teaching:

- Serious departure from the personal and professional conduct elements of the Teachers' Standards
- Misconduct seriously affecting the education and/or wellbeing of pupils, and particularly where there is a continuing risk
- Actions or behaviours that undermine fundamental British values
- Abuse of position or trust (particularly involving vulnerable pupils) or violation of the rights of pupils
- Sustained or serious bullying, or other deliberate behaviour that undermines pupils, the profession, the school or colleagues

APPENDIX A

STANDARD LETTER: INVITATION TO DISCIPLINARY HEARING

(to be sent by recorded delivery if the letter cannot be handed to the employee personally)

**CONFIDENTIAL**

(Name)  
(Address)

Dear

Would you please attend a hearing, to be held under the School's Disciplinary Procedure, on (date) at (time) in (location).

The purpose of this hearing is to consider and discuss the following concerns or allegations:

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

As this hearing may result in disciplinary action, [not excluding your dismissal\*] you are entitled to be accompanied by a companion (for definition see paragraph 4.7 of the Procedure –attached). You also have the right to call relevant witnesses, if you wish to do this please inform xx by xx of the names of those witnesses so that appropriate housekeeping arrangements can be made.

Present at the hearing will be myself and (name and position).

Please confirm by xx that you will be able to attend by telephoning (name and contact and extension number). If you fail to attend and do not provide a reasonable explanation, a decision may be taken in your absence (see paragraph 4.8 of the Procedure).

A copy of the School's Disciplinary Procedure is enclosed for your information.

Yours sincerely

\* include phrase if dismissal is a potential outcome.

**STANDARD LETTER: FORMAL VERBAL, FIRST WRITTEN OR FINAL WRITTEN WARNING LETTER**

**CONFIDENTIAL**

(Name)  
(Address)

Dear

I am writing to confirm the outcome of the disciplinary hearing held on (date of meeting) in the presence of (names and positions of all attendees) and myself.

(Explain the process of the hearing i.e., who presented the management case, and briefly what the individual replied).

After full consideration of all the evidence, I/We had no alternative but to issue a formal verbal warning/written warning/final written warning\* for (nature of the unsatisfactory conduct). This warning will expire on ..... (insert date).

The improvement in conduct expected is outlined in the attached note, which you are also required to sign, but in brief the expectations are .....  
.....  
within (specify the time period).

You should note that any similar or dissimilar misconduct during the currency of this warning may lead to further disciplinary action, [not excluding your dismissal from the Governing Body's employment.

You have the right to appeal against this decision by writing, stating the reason for your appeal, to the Clerk to the Governing Body within 10 working days (see paragraphs 10.1 of the Schools Disciplinary Procedure) of receiving this disciplinary warning. The Appeals Committee of the Governing Body has the following powers:

- (a) uphold the appeal and either substitute a lower warning and/or reduce the currency of the warning or delete the warning;
- (b) dismiss the appeal.

Please sign the enclosed copy of this letter\*\* to confirm its receipt and your understanding of its contents and return it in the enclosed stamped addressed envelope.

Yours sincerely

\* delete as appropriate

\*\* include the following on the copy:

I confirm receipt of this letter and my understanding of its contents.

Signed \_\_\_\_\_ Dated \_\_\_\_\_

**STANDARD LETTER: Dismissal**

**CONFIDENTIAL**

(Name)

(Address)

Dear

I am writing to confirm the outcome of the disciplinary hearing held on (date of meeting) in the presence of (names and positions of all attendees) and myself.

(Explain the process of the hearing i.e., who presented the management case, and briefly the individual's response).

After full consideration of all the evidence, I/We had no alternative but to summarily dismiss\* you/ dismiss you with notice for (outline reasons)

You have the right to appeal against this decision by writing, stating the reason for your appeal, to the Clerk to the Governing Body within 10 working days (see paragraphs 10.2 of the Schools Disciplinary Procedure) of receiving this disciplinary warning. The Appeals Committee of the Governing Body has the following powers:

- (a) uphold the appeal and reinstate you without loss of normal salary, substituting a lesser sanction
- (b) dismiss the appeal and confirm the dismissal decision.

Yours sincerely

\* only possible in cases of gross misconduct / SOSR.

**STANDARD LETTER: CONFIRMATION OF SUSPENSION**

**CONFIDENTIAL**

(Name)  
(Address)

Dear

Further to our discussion on . . . . . this letter is to confirm my decision to suspend you from work, in both the interests of the School and yourself. It will also enable a full investigation into the allegation that. . . . .

(State briefly the issues/incident to be investigated) .....  
.....  
.....

During the period of suspension you should not enter the School premises, access the school ICT network, your school emails or contact other school staff, parents or students without the prior permission of myself or . . . . . on extension .....

During the suspension if you have any work related queries then your management contact has been identified as xx.

You should note that suspension is a neutral act and in itself is not a disciplinary sanction. During the investigation and disciplinary process your suspension will be kept under review and if, during or following the investigation, the allegations are not substantiated or the reason for suspension is no longer valid, the suspension will be lifted. You will continue to receive full pay during the period of suspension.

A copy of the School's Disciplinary Procedure is enclosed for your information.

Yours sincerely

## PROCESS TO BE FOLLOWED AT A DISCIPLINARY HEARING

### 1. GENERAL

For purposes of this procedure the following definitions apply:

- Hearing - a formal disciplinary hearing convened in accordance with this procedure and held before the recommended management level as set out in paragraph 5 of the Disciplinary Procedure.
- Panel - the recommended manager (Head Teacher, Deputy Head Teacher/ Business Manager) as set out in Paragraph 5 together with the manager's professional adviser, normally the school's HR Adviser or other appropriate LA officer.
- Committee - a group of members of the governing body convened to hear a case in accordance with this procedure.

No disciplinary action will be taken against an employee until the matter has been investigated fully and a formal disciplinary hearing has been held. (Paragraph 4.3 of the procedure).

#### (a) **Membership**

Where the hearing is to be held before a panel of members of the Governing Body (the Staff Dismissal Committee - see paragraph 5.4 of the procedure), the panel should normally comprise of no fewer than three governors, none of whom should be governors or employees at the School who have a direct or indirect financial interest in the outcome of the hearing. In exceptional circumstances the panel may consist two members. Any subsequent Appeals Committee must then comprise the at least same number of governors who attended the original hearing.

#### (b) **Administration**

The administration arrangements for a hearing will be the responsibility of the presenting manager except where the case is to be heard by a panel of members of the Governing Body in which case it will be the responsibility of the Clerk to the Governing Body in liaison with the presenting manager.

#### (c) **Powers**

The Disciplinary Hearing can:-

- determine to dismiss the employee (Head Teacher or Staff Dismissal Committee only). The employee will be given the right to appeal to the Governors' Appeals Committee by writing to the Clerk to Governors within 10 working days.
- determine not to dismiss (Head Teacher or Staff Dismissal Committee only).
- either determine there is no case to answer or to issue a formal warning in accordance with the Disciplinary Procedure. The employee will be given the right to appeal to the Governors' Appeals Committee by writing to the Clerk to the Governors within 10 working days.

#### (d) **Methods of Operation**

- Strict confidentiality will be observed with regard to the hearing and all related documentation.

- The rules of "natural justice" will be applied as far as is possible for hearings. Accordingly, the employee can arrange to be represented or supported by a companion (as defined by paragraph 4.7); call witnesses and submit documents to the hearing.
- hearings are conducted as informally as possible within the guidelines set out in paragraph 3 below.

## 2. ACTION PRIOR TO THE HEARING

If the Head Teacher is hearing the case the presenting manager will be responsible for ensuring the administrative arrangements are carried out as detailed below, normally using the School's administrative services. Where the case is to be heard by a Governors' panel the arrangements will be carried out by the Clerk to the Governing Body.

- (a) The Clerk to the Governors/presenting manager in liaison with an appropriate School administrator will:-
- arrange for the hearing to be heard as soon as reasonably practical.
  - give all parties to the hearing as much notice as possible of the hearing in writing, of the time and place of the hearing (normally a minimum of 10 working days). If less than 5 days' notice is to be given then the hearing can only proceed if agreed by both parties).
  - invite relevant documents in support of their respective cases from the employee and their representative and the presenting manager/ Head Teacher - with an instruction that the Clerk/administrator should receive any documents in time for circulation with the agenda ie 5 working days before the hearing, to allow circulation to all parties.
  - table at the hearing any late documents received, subject to the agreement of all parties. If there are late submissions and agreement cannot be reached, the Chair of the Panel will make the final decision on whether they should be considered.
  - Circulate the list of witnesses who have been invited by both sides.
- (b) Every effort should be made by the parties to exchange written evidence prior to the hearing, late submission of evidence should be avoided if at all possible.

## 3. THE HEARING

The conduct of any hearings held under the scope of this procedure will be as follows:

### 3.1 Preliminaries:

- 3.1.1 Confirm who will Chair the Hearing and that the Panel or Committee is eligible to hear the case in accordance with the Disciplinary Procedure.
- 3.1.2 Invite both parties and their advisers/companion to enter the meeting.
- 3.1.3 After introduction, ask both parties who will be their chief spokesperson and inform them of the procedure to be adopted.
- 3.1.4 State precisely what the complaint / allegation is, as outlines in the letter of invitation to the hearing and / or outlined in any disciplinary reports.
- 3.1.5 Confirm the list of witnesses (if any) to be called by both parties.

- 3.2 The Procedure:**
- 3.2.1 Invite the presenting manager to make their opening statement and to call witnesses, if appropriate.
  - 3.2.2 Where no witness has been called, the employee, or their companion, may question the manager on their case, or parts of it, once it has been presented.
  - 3.2.3 Where a witness has been called and given evidence, the employee, or their companion may ask questions of the witness. The manager then has a right to re-question on any matter arising from the employee's questions. The Committee may ask questions of the manager and their witness.
  - 3.2.4 The employee, or their companion then has a right to question on any matter arising from the Committee's questions.
  - 3.2.5 Invite the employee, or their representative, to make their opening statement and to put their case and call witnesses if appropriate.
  - 3.2.6 Where no witness has been called, the manager may question the employee, or their companion, on their case, or parts of it, once it has been presented. Any questions asked of the employee should be answered by them and not their companion.
  - 3.2.7 Where a witness has been called and given evidence, the manager may question the witness. The employee, or their representative, then has the right to question on any matter arising from the manager's questions.
  - 3.2.8 The Committee may ask questions of the employee, or their companion, and their witnesses. The manager then has a right to question on any matter arising from the Committee's questions.
  - 3.2.9 Witnesses will leave the room after having given, or having been questioned on, their evidence. Whilst witnesses are normally only required to be present whilst giving evidence, management witnesses may remain throughout the hearing at the discretion of the Chair e.g. where it is felt that this may assist either party in the presentation of their case to the hearing. However, due care will be taken by the Committee to ensure that any use of this discretion does not compromise or impede either side's case or any individual witnesses evidence.
  - 3.2.10 There should be no discussion on the case or associated matters between the witnesses before or after giving evidence.
  - 3.2.11 At the discretion of the Chair of the Hearing, further questions by one part of the other may be permitted if, in the view of the Chair, it would assist in clarifying the relevant issues or eliciting further evidence.
  - 3.2.12 Invite the presenting manager to make their closing statement.
  - 3.2.13 Invite the employee, or their companion, to make their closing statement.
  - 3.2.14 The Committee may ask further questions of the manager and/or the employee, or their companion.
  - 3.2.15 Both parties to leave the room while the Committee considers their decision.

- 3.2.16 While considering their decision the Committee may view that they need further information or clarification by one or other party. In these circumstances both sides should be recalled, even if clarification is only required by one party.
- 3.2.17 Both parties to be invited back to hear the Committee's decision.
- 3.2.18 No further discussion or debate will take place.
- 3.2.19 The Committee's decision will be confirmed in writing within 5 working days.

4. **THE DECISION**

- (a) The Head Teacher/Committee will examine all of the issues fully before reaching a decision.
- (b) Following the adjournment, the Head Teacher/Chair of the Committee will inform both parties of the decision reached. This will be confirmed in writing by the Head Teacher/Chair of the Committee.

## ROLE OF THE COMPANION

1. A companion can be:
  - A fellow school employee
  - An official employed by a trade union
  - A workplace based trade union representative, certified in writing by the trade union as having experience of, or having received training in, acting as a worker's companion at a disciplinary or grievance hearing.
2. The companion will be allowed to address the hearing in order to:
  - put the employee's case and ask questions on behalf of the employee
  - sum up the employee's case
  - respond on the employee's behalf to any view expressed at the hearing
  - confer with the employee during the hearing

The companion has no right to answer questions on the employee's behalf, to address the hearing if the employee does not wish it, or to prevent the employee from explaining their case.

## INFORMAL SUPPORT AND GUIDANCE STRATEGY

### 1. Introduction and Preamble

- 1.1 This guidance does not form part of the formal Disciplinary procedure. It takes into account that most issues relating to conduct and performance are more appropriately dealt with on a day-to-day basis through line management intervention and, if appropriate, admonishment.
- 1.2 It also recognises that there is a range of management responses to issues of conduct and performance that falls between day-to-day management supervision and formal disciplinary procedures.
- 1.3 This document outlines advice and guidance in relation to informal support strategies to:
- (i) obtain improvement in the conduct and/or performance of an individual employee; and
  - (ii) wherever possible avoid formal disciplinary action.
- 1.4 It is written to support the principles set out in paragraph 4.2 of the Disciplinary Procedure. It also recognises that formal disciplinary action is never taken lightly and should normally be a last resort.
- 1.5 Often some concerns and issues are some way from formal action and there is some “middle ground”.
- 1.6 This document sets out a structured informal process that managers can adopt in that ‘middle ground’ when, for example, initial management meetings and discussions have not had the desired effect.
- 1.7 To follow this course of action the manager, having established the apparent circumstances, needs to be specific about their concerns (with instances and evidence) and to genuinely want the employee to reach and maintain proper conduct. This should not be regarded as just a way of preparing the ground for formal action.
- 1.8 The informal process involves a discussion with the member of staff. The invitation to the discussion meeting, which can be oral, by informal note or by letter, should contain some key information, namely
- that the meeting is informal
  - it is an opportunity to discuss matters of concern
  - it is an opportunity to outline the expectations in terms of future conduct
  - it is an opportunity to identify support strategies and advice needed to improve future conduct.

Although the meeting is an informal one, the employee may request to be accompanied by a work colleague or work place Trade Union Representative and this should not be unreasonably refused

If we chose to write a letter inviting the employee to a meeting a model letter is attached as appendix F1.

## 2. The Meeting

- 2.1 At the meeting, the manager should outline their concerns with clear supporting evidence.
- 2.2 The manager should listen to any feedback/response from the member of staff.
- 2.3 The manager should confirm their expectations of the member of staff.
- 2.4 The manager should state what support and guidance will be available to the member of staff to assist them to reach and maintain the required standards.
- 2.5 In most circumstances a review meeting will be required and the manager should set an appropriate review date e.g. three months. However some issues may be concluded in a single meeting.
- 2.6 Once the meeting has taken place the discussion should be followed up with a letter of guidance and expectation. A model letter is attached as Appendix F2.
- 2.7 Following the meeting the manager should monitor and record any positives and negatives in preparation for the review. The manager should, however, bring to the attention of the employee any instances relevant to the issues causing concern as and when they occur during the review period.

## INFORMAL SUPPORT AND GUIDANCE STRATEGY

### MODEL LETTER OF INVITATION

CONFIDENTIAL

(Name)

(Address)

Dear

I am writing with reference to concerns regarding your conduct and/or performance. The concern is

(details of event/concerns)

I should be grateful if you would attend a meeting on (date) at (time) in (venue) in order that we can talk through these issues further.

At the meeting we will discuss the events/concerns mentioned above and my expectations of your future conduct and/or performance in your employment as (post) at the school.

In addition, I will want to outline any further support, guidance and advice that may be appropriate to improve your future conduct and/or performance.

This meeting is not part of the formal disciplinary procedure and, whilst it is intended that this management meeting will be informal in nature, you may bring your professional association/trade union representative or a work colleague with you if you so wish. Please let me know prior to the meeting if you intend to be accompanied.

Yours sincerely

**INFORMAL SUPPORT AND GUIDANCE STRATEGY  
MODEL LETTER OF GUIDANCE**

CONFIDENTIAL

(Name)  
(Address)

Dear

Thank you for attending the meeting on (date). I hope that you found the advice and guidance offered at that time useful.

At the meeting we spoke about the following points

(details of events/concerns)

Your response to those concerns was

(details of response(s))

After giving due consideration to our discussions, I have decided that there remains an important basis for the concerns that I expressed at the meeting. Whilst I do not intend to take any formal action at this time I feel it is appropriate for me to issue you with this letter of expectation and guidance and confirm it will be necessary for you to adopt the following approach in future:

(Details of expectations, advice and guidance)

Continued support is available as follows

(Details of support – including names of manager/colleague providing such support as appropriate).

I intend to monitor the situation and will review it with you in ( ) months. In the meantime, please contact me (or other named person as appropriate) about any concerns or difficulties that you may have in meeting the expectations set out in this letter.

I do very much hope that you will take positive steps to maintain the standards of conduct/ performance expected of you as outlined in our discussions. You should be aware that failure to do so could result in action under the formal Disciplinary Procedure. You must appreciate the seriousness of the matter and understand the possible consequences if there is any repetition of the conduct/ performance.

Please indicate your understanding and acceptance of the guidance set out in this letter by signing both copies in the space provided and returning one copy to me.

Yours sincerely

Head Teacher/Manager

---

I understand and accept the guidance set out in the above letter.

Signed: .....Date: .....

**MODEL LETTER OF INVITE TO WITNESS**

CONFIDENTIAL

(Name)  
(Address)

Dear

As part of the investigation in to an incident on xx / allegations in relation to xx / you have been identified as a potential witness and I would request to meet with you to obtain a witness statement on xx at xx.

Please note that the purpose of this meeting is to ascertain your recollection of events and a note of the discussion will be made, which you will be asked to sign.

You should also be aware that to ensure that a full and fair investigation takes place into these events the matter should be treated in the strictest of confidence and should not be discussed with others.

Present at the meeting will be xx and xx. If you would rather not meet with me to provide a statement then I would ask that you provide me with a written statement that can be provided at any hearing.

If you have any queries, please feel free to contact me on the above number or contact the investigating officer on xxxx

Yours sincerely