



**DISCIPLINARY
POLICY AND PROCEDURE**

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1. INTRODUCTION

This disciplinary policy and procedure applies to all employees of Delta Academies Trust (“Delta” or “the Trust”).

Throughout this policy, ‘Manager’ refers to the person outlined in the table of delegation authority in section 9 under the column ‘Hearing (Manager)’.

Throughout the implementation of this policy, provision will be made for employees to be accompanied to meetings by either a work colleague or a trade union representative. This is considered to support the process in the following ways:

- English may not be the employee’s first language and a companion may be in a position to help facilitate the discussion;
- It may be necessary under the Equality Act 2010 as part of a reasonable access requirement for a disabled employee;
- It can give the employee confidence;
- The work colleague or trade union representative may have experience of prior successful arrangements and knowledge of wider workforce practices; and
- To ensure a fair and transparent process.

2. SCOPE OF THE PROCEDURE

This procedure has been drawn up to comply with the ACAS Code of Practice on Disciplinary Procedures. It is intended to provide a system which can deal speedily with disciplinary matters whilst ensuring that the principles of natural justice are preserved.

The principles of natural justice ensure that:

- A decision maker must give the employee a fair hearing in advance of the decision being made
- A decision maker may not be biased or prejudiced

Where it is proposed to take disciplinary action against a Trade Union officer, Delta HR will consult with and notify in writing the Regional Officer immediately.

3. CORE PRINCIPLES

- It is a fundamental principle that disciplinary matters are dealt with at the lowest level possible, appropriate to the disciplinary matter under investigation
- The procedure should be used primarily to help and encourage employees to improve rather than as a way of imposing a punishment
- Issues should be raised and dealt with promptly and should not unreasonably delay meetings, decisions or confirmation of those decisions
- The employee should be informed of any complaint/allegation against them and be provided with as much information as deemed appropriate without compromising the investigation
- The employee should be provided with an opportunity to state their case before decisions are reached
- Any action taken should be reasonable in the circumstances of the case
- An employee should not be dismissed for a first disciplinary offence, unless it is a case of Gross Misconduct, which could lead straight to dismissal
- Upon joining the Trust, or where an employee changes their role and responsibilities in the academy/Trust, an employee should be informed of the required standards of behaviour and conduct expected of them
- Where an employee has been warned before about their conduct or behaviour, it should be made clear at that time that if there is a further instance of misconduct, formal disciplinary action could be taken

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- All meetings held within this procedure will be arranged at a mutually agreed date, time and venue
- The employee has the right to appeal
- The employee has the right to be accompanied by a trade union representative or a work colleague at any stage during the procedure
- The Manager should not have had any prior involvement with the investigation. Those conducting an appeal should not have had any prior involvement with the investigation or the disciplinary hearing
- If, without good cause, the employee is persistently unable or unwilling to attend a disciplinary hearing, the matter will be heard in their absence and a decision made based on all the evidence available
- It should be identified at the earliest opportunity whether the employee's behaviour is attributed to conduct or capability. If it is the latter, the manager should refer to the capability policy.

4. MANAGEMENT OF EMPLOYEES

The day to day supervision of employees is part of the normal managerial process. It is important therefore that the immediate line manager clarifies with employees the duties to be performed and the standards expected.

The Manager should first assess if the possible disciplinary matter can be dealt with informally. Cases of minor misconduct or unsatisfactory performance are usually best dealt with informally. This approach can lead to resolving problems quickly and confidentially and emphasis should be placed to do this. If this is done initially, there is likely to be less recourse to the formal procedures.

If an immediate line manager has a concern about an employee's conduct, it should be brought to the attention of the employee at the earliest possible opportunity. Where such a meeting takes place, the line manager / nominated person should explain at the meeting with the employee the area(s) of concern and give the employee the opportunity to respond.

It is important that the line manager / nominated person tries to establish if there are any mitigating circumstances that may have contributed to the employees conduct. The line manager / nominated person should deal with the employee in a fair and equitable manner but at the same time ensure that the employee is in no doubt as to the conduct required. No records will be retained of these informal meetings. If it is identified at any point that there are capability issues, rather than conduct, it may be appropriate to refer to the capability policy and/or suggest further appropriate training.

This informal approach is considered as being outside the formal disciplinary procedures but there will be situations where matters are more serious or where an informal approach has been tried but is not successful. In these cases, the matter will be progressed to the formal disciplinary procedure.

4.1 Management Instruction

Further to informal discussions, there may be occasions where the manager believes that the concerns about an employee's conduct needs to be outlined in writing and for some changes in practice to be advised and training completed, but that a formal disciplinary process is not necessary at this stage.

The manager will meet with the employee to discuss the following areas:

- 1) The concerns around the employee's conduct
- 2) Confirmation that the manager has the belief that the employee will not repeat this conduct
- 3) Standards and expectations required from the employee for the future
- 4) Any training/support to be provided

The employee will be issued with a letter confirming the details discussed in each of the areas outlined above. This is known as a 'management instruction' and a copy of the letter will be placed on the employee's personnel file as a record for a three month period in the event of any repeated behaviour in the future. Where unrelated matters arise within this period, no reference to this management instruction will be made.

A management instruction forms part of an informal process and therefore will not be reported in any future references.

4.2 Formal Procedures

The Manager will initiate the disciplinary procedure in the following circumstances:

- i) Where the Manager has assessed that the matter cannot be dealt with informally (including a management instruction);
- ii) Where the employee has been given a previous warning for behaviour of a similar nature; and/or
- iii) Where the allegation is of a 'child protection' nature; if deemed appropriate following consultation with the Local Authority Designated Officer (LADO).

The Manager is advised to consult with Delta HR before appointing an Investigating Officer to investigate the allegations using the formal disciplinary procedure.

Where there are **concerns about the conduct of the Manager**, a more Senior Manager must determine the most appropriate person to be appointed as the nominated person / Investigating Officer to investigate the matter.

5. ALLEGATIONS OF A SERIOUS NATURE

In cases involving alleged child abuse, it will be appropriate to involve the Police. It will also be appropriate where an alleged criminal act has taken place. Advice on these matters should be sought from Delta HR and the LADO and reference should be made to the relevant local Safeguarding Policy.

Where the allegations are of a child protection nature, these MUST be reported to both a member of Delta HR and the Manager immediately. The Manager will then inform the Designated Safeguarding Lead (DSL) and LADO.

6. MISCONDUCT AND GROSS MISCONDUCT

6.1 Misconduct

This is a breach of discipline which on its own is not sufficiently serious to warrant dismissal, but will warrant action being taken under this procedure. In cases where misconduct takes place and live warnings for this or another type of misconduct are still in force, then unless mitigating circumstances are proven, the employee may be dismissed.

Examples of misconduct are outlined below. This list is not intended to be exhaustive or exclusive and there may be other incidents of misconduct of a similar gravity.

- Poor timekeeping, including unauthorised absence
- Failure to observe reasonable instructions in line with their role and responsibilities
- Failure in Duty of Care towards pupils and employees
- Failure in protecting the Health, Safety and Wellbeing of pupils and employees
- Minor instances of neglect of duties and responsibilities

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- Wilful failure to cooperate or follow reasonable instructions in line with their role and responsibilities
- Deliberate breaches of the Trust's policies and procedures
- Misuse of the Trust's facilities (e.g. telephone and internet, including social networking sites) (Further information can be found in the Trust's e-Safety Policy)

6.2 Gross Misconduct

This is a grave breach of discipline which may be serious enough to end the employment contract between the Trust and the employee making any further working relationship and trust impossible.

Gross Misconduct could lead to dismissal or a final written warning, even in cases of first incidents of Gross Misconduct.

Examples of Gross Misconduct are outlined below. The list is not intended to be exhaustive or exclusive and there may be other incidents of Gross Misconduct of a similar gravity which could result in dismissal.

- Theft or Fraud
- Falsification
- Serious breaches of relevant professional Codes of Conduct
- Refusal to register with mandatory professional bodies (including persistent failure)
- Failure in Duty of Care to protect pupils or young adults by placing them at significant risk
- Physical violence or bullying
- Unlawful discrimination or harassment
- Serious and deliberate damage to property
- Wilful refusal to follow reasonable instructions in line with their role and responsibilities
- Serious incapability at work brought on by alcohol or illegal drugs (in accordance with the Trust's Drug & Alcohol Abuse Policy)
- Serious abuse of the Trust's e-Safety Policy (e.g. in relation to accessing pornographic internet sites or sending and receiving offensive or obscene material)
- Bringing the Trust into serious disrepute
- Serious misuse of the Trust's facilities (e.g. telephone and the internet, including social networking sites)
- Liaising with current or ex-pupils over Social Media (refer to the Trust's Code of Conduct / e-safety policy)
- Causing loss, damage or injury through serious negligence

7. SUSPENSION

Careful consideration will be made as to whether the circumstances of each specific case warrant the employee being suspended from their duties whilst the case is being investigated and/or before a disciplinary hearing is held.

Examples in which suspension may be considered include, but are not limited to:

- Potential Gross Misconduct cases;
- Where there are sound reasons to believe pupils / employees / property are at risk;
- Where it is believed that the continued presence of the employee might prejudice enquiries or influence witnesses;
- Where there are reasonable grounds for concern that evidence has been tampered with, destroyed or witnesses pressurised during the investigation and/or before the hearing; or
- Where the allegations are so serious that dismissal for Gross Misconduct is possible.

In accordance with the statutory guidance 'Keeping Children Safe in Education', there will be careful consideration of whether the circumstances of the case warrant the employee being suspended from contact with children or whether suitable arrangements can be put in place as an alternative to suspension whilst the investigation is taking place and/or prior to a disciplinary hearing being held.

Suspension is not an assumption of guilt and is not considered a disciplinary sanction.

Where suspension is being considered, an interview with the employee should take place as soon as possible. In child protection cases, the LADO must be contacted in accordance with local child protection procedures.

Where suspension is subsequently deemed appropriate, the employee will be informed in person of the decision and has the right to be accompanied by a work colleague or a Trade Union representative. Following the employee being informed of the decision, they will be escorted off site immediately. Where the Trade Union representative is not able to attend the suspension meeting, the employee will be advised to contact their Trade Union representative as soon as possible for support and assistance.

Depending on the reason for suspension, it may be appropriate for the Trust to temporarily revoke access to information and/or confiscate items belonging to the Trust in order to assist in completing the investigation in a timely and thorough manner. In all cases where this is necessary, the employee will be asked, when suspended, to hand over any equipment the Trust feels appropriate and/or return items not currently in their possession at the earliest opportunity.

The employee will receive written confirmation of the suspension. This confirmation will include the reasons for the suspension and why alternatives are not considered appropriate at this stage, the effective date of the suspension and details of any restrictions relating to their suspension, including restricted access to site and/or equipment/services. The employee will be provided with an information contact during the period of their suspension. The role of the contact is to provide information regarding the progress of the investigation and to ensure the employee has appropriate support in place during their period of suspension.

Where the employee requires access to their emails and/or computer network in order to obtain appropriate information in order to assist the investigation process, supervised access will be arranged by the Trust.

During any period of suspension, the employee remains in employment and will be on full pay, including associated contractual benefits, without prejudice to the outcome of the investigation.

The suspension will be kept under review and the Trust will ensure that it is not unnecessarily protracted. If a decision is made to lift the suspension prior to the conclusion of the investigation and/or before a disciplinary hearing is held, the employee will be invited to attend a meeting with the Manager to discuss the arrangements for returning to work and any restrictions/support which may be necessary. This will be confirmed in writing to the employee following this meeting.

Delta HR must be consulted in all cases before a decision to suspend is taken.

8. STAGES OF THE DISCIPLINARY PROCEDURE

8.1 Appointing the Investigating Officer

The Manager should verbally advise the employee of the allegation(s) made against them and advise them that an investigating officer has been appointed to investigate the allegation(s). This should be confirmed to the employee in writing.

Where the matter of concern involves the Manager, it is for a more Senior Manager to determine who would be the most appropriate person to be appointed as the investigating officer to deal with the matter.

The investigating officer should be a person with no involvement whatsoever in the matter under investigation. This person should, wherever possible, be a senior employee. The Manager should not be the investigating officer, unless there are exceptional circumstances (e.g. a senior employee is the subject of the investigation, the senior employee may be required as a witness).

The investigating officer's brief is to establish the facts of the case by gathering information. This can be in the form of witness statements, interviews and through obtaining other relevant documents.

Where the matter under investigation involves an allegation(s) of physical/sexual abuse and the Police or child protection agencies are involved, the Trust's investigation may have to be held in abeyance until the external investigation has been completed. Advice should be sought from Delta HR.

All investigations will be undertaken in the strictest of confidence. The employee and any other individuals interviewed as part of this process will be advised to treat the investigation as such.

8.2 The Investigation

As part of the investigation, a meeting should be arranged with the employee as soon as possible, giving a minimum of five working days' notice in writing to the employee, who will also be advised that they may be accompanied by a trade union representative or a colleague of their choice.

At the meeting, the Investigating Officer should present the allegation(s) to the employee who should be invited to respond in full and to any other information submitted by the Investigating Officer.

At any point during the meeting the employee may request a short adjournment to consult their representative.

If new allegations emerge during the course of the investigation, it will be necessary to re-interview the employee or witness in seeking to establish the facts.

The investigation should be conducted as soon as possible. Every attempt should be made to complete the investigation in a timely manner and to expedite the process. The employee will be given regular information as to how the investigation is progressing.

As part of the investigation, the Investigating Officer will recommend whether the matter should proceed to a hearing and a written report should be prepared of the facts of the case which will include a list of every individual who has been interviewed, together with records of interviews, and any other evidence. These will be made available to all parties should a disciplinary hearing ensue.

After the investigative process has been completed and the Investigating Officer has consulted with the appropriate Delta HR representative, the employee must be informed as soon as possible in writing of the decision taken and recommendations made by the Investigating Officer. The possible decisions include:

a) Take no further action under the disciplinary procedure

In this instance, where the outcome is not to refer the matter to a disciplinary hearing, there should be a meeting with the employee to advise them of this decision in person. The employee will also receive written confirmation of this decision within five working days.

If the employee has been suspended and it is not intended to proceed with any form of disciplinary action, the suspension should be lifted immediately by the Manager. The Manager should meet the employee to discuss their return to work. The employee will also receive written confirmation of this decision within five working days.

- b) Convene a disciplinary hearing before the Manager
- c) Convene a disciplinary hearing before a more Senior Manager,
 - where the Manager cannot hear the case because they have prior knowledge of the case, or has acted as Investigating Officer or is required as a witness

If disciplinary action is to be taken, the Investigating Officer’s report will be made available to all parties with supporting documents, prior to the disciplinary hearing. This will be sent out with the disciplinary hearing invite letter. The employee will be given an opportunity to provide any supporting evidence and detail any witnesses they plan to call prior to the hearing.

8.3 Support and assistance

Other than in the event of dismissal, the Manager should ensure the opportunity for informal counselling. This could be used to give appropriate guidance, support and reassurance and to help rebuild, where necessary, an employee’s confidence. There may also be a need for specific guidance and consideration may need to be given to other employment options, in consultation with Delta HR.

9. DELEGATION AUTHORITY

For all disciplinary hearings and appeals, the following delegation model shall apply, in accordance with the Trust’s Scheme of Delegations.

Post	Hearing (Manager)	Appeal
Chief Executive / Executive Director	A Board Member	3 Board Members including one of Chair or Vice Chair
Member of the Executive Leadership Team	Chief Executive Officer	3 Board Members
Executive Principal	A Director of Education	3 of Chief Executive Officer, Directors of Education and ELT member
Principal, Head of Academy	A Director of Education or an Executive Principal	3 of Chief Executive Officer, Directors of Education and ELT member
Group Directors (Curriculum or of Central functions)	A Director of Education or ELT Member	3 of Directors of Education and ELT members
Vice Principal and SLT Members	An Executive Principal	3 of Directors of Education and ELT members
All Finance posts	Finance Director	3 of Directors of Education and ELT members
All other Academy posts	A Principal	3 of Directors of Education and ELT members
All other Group posts	An ELT Member	3 of Directors of Education and ELT members

10. DISCIPLINARY HEARING

10.1 Notification of a disciplinary hearing

Should the decision be taken to proceed to a disciplinary hearing, the employee will be informed in writing providing at least ten working days' notice of the hearing date.

The written notification will contain the following information:

- The mutually agreed date, time and venue of the disciplinary hearing
- An outline of the allegations
- The possible consequences
- Copies of any relevant documentation (including the Investigating Officer's report)
- The employee's statutory right to accompaniment by either a work colleague or trade union representative
- All parties' ability to produce any documents in evidence or references/testimonials to the Hearing Manager, at least five working days before the hearing takes place
- The requirement for all parties to provide names and status of any witnesses to be called, at least five working days before the hearing takes place (including any request for the Investigating Officer to be present at the hearing)

Where the hearing date is postponed at the request of either party, a further hearing date will be arranged as soon as possible. All parties should make every effort for this to take place within no more than five working days of the original hearing date. In the event of either side unreasonably delaying the hearing, after consulting with Delta HR, the case should proceed based on the evidence available.

10.2 Disciplinary hearing before the Hearing Manager

The disciplinary hearing will be carried out by the Hearing Manager and in all cases, Delta HR will also be present. The format for the disciplinary hearing is outlined in Appendix B.

The Hearing Manager is responsible for ensuring a note taker is present at the hearing to take formal notes.

Following a disciplinary hearing, the Hearing Manager may:

- Take no formal action
- Issue a first written warning
- Issue a second written warning
- Issue a final written warning
- Issue an alternative to dismissal (including redeployment and/or demotion)
- Dismiss the employee

In exceptional circumstances, an employee may agree to accept a first written warning without following the formal disciplinary procedure. This must be discussed with both HR and the employee's union representative prior to being issued.

10.3 Implementing the action

The Hearing Manager, wherever possible, should advise the employee verbally and confirm their decision in writing not later than five working days after the hearing.

The written notification will contain the following information:

- The precise nature of the misconduct

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- Specify the disciplinary action being taken
- State, if appropriate, the period of time given for improvement which is expected
- Indicate the likely consequences of further misconduct
- Inform the employee of their right to appeal within ten working days of receiving the written confirmation
- State to whom the appeal should be made

In the event of no further actions being taken, all records of the disciplinary hearing shall be removed from the employee's file.

In cases of dismissal, the employee shall be given such notice as required under their employment contract to terminate their employment, except in cases of Gross Misconduct where the employment contract will be terminated without notice (summary dismissal).

11. APPEALS AGAINST DISCIPLINARY ACTION

Every employee has the right to appeal against the outcome of a disciplinary hearing and they may choose to do so on any number of grounds. The appeal hearing will focus only on the grounds of the appeal which the employee raises within their letter of appeal.

An appeal panel composed of three people (as per the table of delegation authority in section 9) will hear any appeal against disciplinary action. It is essential that different people hear the appeal and there are no members on the appeal panel who have been previously involved in the case. In all instances, Delta HR will also be present.

The appeal should be made in writing to the Delta HR department within ten working days of the receipt of the written confirmation of the disciplinary hearing outcome, clearly outlining the grounds of appeal.

The Hearing Manager may be invited by either side to attend the appeal hearing as a witness.

The employee will be informed in writing, providing at least ten working days' notice of the date of the appeal hearing.

The written notification will include the following information:

- The mutually agreed date, time and venue of the appeal hearing
- A copy of the notes from the disciplinary hearing
- Any new evidence and/or new witnesses to be presented/in attendance at the appeal hearing
- The employee's right to accompaniment by either a work colleague or trade union representative
- All parties' ability to produce any documents in evidence or references/testimonials at least five working days before the hearing takes place

The appeal panel will also receive copies of the above.

The Chair of the appeal panel is responsible for ensuring a note taker is present at the hearing to take formal notes.

11.1 Action available to the appeal panel

The appeal panel may decide to:

- Confirm the original decision
- Uphold the grounds of appeal

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- Confirm the original decision, but substitute a lesser penalty.

11.2 Notification of decisions made by the appeal panel

Wherever possible, the appeal panel will convey their decision verbally and this decision will be confirmed to the employee, in writing, not later than five working days after the hearing. This letter will also confirm that this decision is final and there is no further right of internal appeal.

12. RECORD OF WARNINGS

A copy of the warning will be held on the personal file of the employee concerned for:

- First Written Warning – 6 months
- Second Written Warning – 9 months
- Final Written Warning – 12 months

In cases of Gross Misconduct, where a final written warning has been issued, and in the opinion of the Hearing Manager, the misconduct is so serious that it cannot be disregarded for future disciplinary or managerial purposes, then the final written warning shall remain live for a longer period and the employee and their Trade Union representative shall be so advised. This facility shall only apply where the welfare, safety of a pupil, member of the public or fellow member of staff might be placed at risk, but will not be in place indefinitely and will be proportionate to the level of misconduct. In such cases, the employee may appeal to the appeal panel against the warning and/or against the decision for the warning to remain live for a longer period.

Where no action is to be taken against the employee, no record of the investigation will be kept on the employee's personal file. However it would be kept in a confidential file within the Delta HR confidential files in accordance with the periods specified under the General Data Protection Regulations (GDPR).

Where a formal sanction has been issued, a record should be kept on the employee's personal file until such time as the warning has expired. However, where disciplinary sanctions relate to the safety and wellbeing of children and young people, records will be retained on the employee's personal file permanently.

In accordance with The Education (Teachers) Regulations 1993, where a person is dismissed from relevant employment on grounds of their misconduct (whether or not they are convicted of a criminal offence) or they would have been dismissed, or dismissal was being considered, but for their resignation, the employer shall report the facts of the case to the Secretary of State.

13. CONFIDENTIALITY

All investigations and any subsequent disciplinary/appeal hearings will be dealt with in the strictest of confidence.

The Manager should not discuss a case with anyone other than a member of the Delta HR department. Any issue should be referred to the investigating officer for further discussion or to follow up on any concerns/information.

Where appropriate and following the conclusion of a case, the Delta CEO, or their representative, will agree a statement which may be read out to relevant individuals (e.g. members of the Senior Leadership Team) to inform them briefly of the outcome of any hearing. There should not be a discussion of the details of the case.

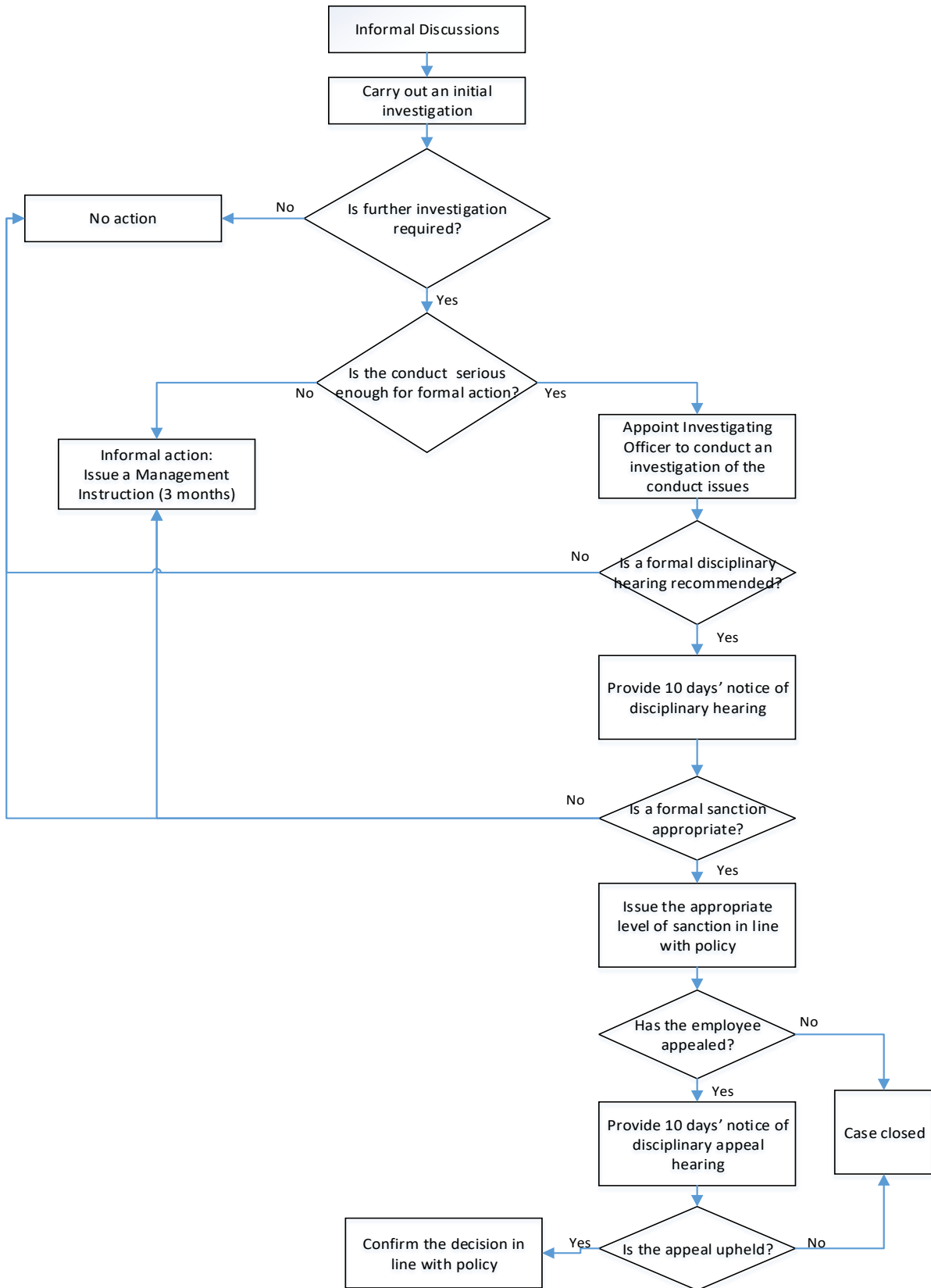
14. MONITORING AND REVIEW

Through monitoring and review, the Trust will ensure that

- Individual records will be treated as confidential
- Consistency of application and adherence to Equality legislation
- An Equality Impact Assessment is completed

This policy will be reviewed every three years, or when there are changes to relevant legislation, by the Trust in conjunction with recognised trade unions.

APPENDIX A: DISCIPLINARY PROCESS FLOWCHART



APPENDIX B – DISCIPLINARY HEARING STRUCTURE

1. Introduction

The Hearing Manager should:

- Make reference to the disciplinary procedure under which the hearing has been arranged
 - Provide an overview of the manner in which the hearing will be conducted (as outlined below)
 - Explain the requirement for confidentiality throughout the process
 - Introduce all persons present at the hearing and confirm any representation/companion present
 - Explain the purpose of the hearing
 - Explain the nature of the allegation(s)
2. The Hearing Manager will ask appropriate and relevant questions and make reference to appropriate evidence contained within the report and supporting documents.
 3. The employee and/or their representative will answer the questions and make reference to appropriate evidence, including evidence from any witnesses which have been called (where appropriate).
 4. Witnesses should be asked to join the hearing to submit their evidence in relation to the relevant allegation(s) and answer any questions put to them, before leaving the hearing.
 5. The Hearing Manager will ask relevant further questions to the Employee and/or their representative.
 6. The Employee and/or their representative will be asked to make a final summary statement.
 7. The Employee and their representative will be asked to leave the room (adjournment) whilst the Hearing Manager considers the evidence provided.
 8. The Hearing Manager considers the matter, including reviewing all evidence to date, in consultation with Delta HR.
 9. The hearing will be reconvened and the employee and/or their representative will be informed of the outcome by the Hearing Manager.

The employee will be informed of the reasons for the decision, any sanction to be imposed and its duration, any improvement required and consequences of any failure to do so. The employee will also be informed of their right to appeal any disciplinary decision
 10. Decision confirmed in writing to the employee within five working days

APPENDIX C – APPEAL HEARING STRUCTURE

1. Introduction

The Chair of the appeal panel should:

- Make reference to the disciplinary procedure under which the appeal hearing has been arranged
 - Provide an overview of the manner in which the appeal hearing will be conducted (as outlined below)
 - Explain the requirement for confidentiality throughout the process
 - Introduce all persons present at the hearing and confirm any representation/companion present
 - Explain the purpose of the appeal hearing
 - Confirm the details submitted for the appeal
2. The appeal panel will ask appropriate and relevant questions and make reference to appropriate evidence contained with the investigation report and supporting documentation and any subsequent supporting information provided to the appeal panel
 3. The employee and/or their representative will answer the questions and make reference to appropriate evidence, including evidence from any witnesses which have been called (where appropriate).
 4. Witnesses should be asked to join the hearing to submit their evidence in relation to the relevant allegation(s) and answer any questions put to them, before leaving the hearing.
 5. The appeal panel will ask relevant further questions to the Employee and/or their representative
 6. The Employee and/or their representative will be asked to make a final summary statement
 7. The Employee and their representative will be asked to leave the room (adjournment) whilst the appeal panel considers the evidence provided.
 8. The appeal panel considers the matter, including reviewing all evidence to date, in consultation with Delta HR.
 9. The appeal hearing will be reconvened and the employee and/or their representative will be informed of the outcome which will be delivered by the Chair of the appeal panel.

The employee will be informed of the reasons for the decision, whether the appeal panel confirm the original decision, uphold the grounds of appeal or confirm the original decision but substitute an alternative sanction. The employee will also be informed that this decision is final and there is no further right to internal appeal.

10. Decision confirmed in writing to the employee within five working days