



Flexible Working Procedure

Version	V.4
Approved by	Board of Trustees
Approval Date	16/12/2024
Review Frequency	Annually or as and when legislation changes

Inclusion – Improving education for everyone.

Integrity – We are consistently open, honest, ethical, and genuine.

Initiative – We have the courage to always seek a better way to a better future.

Involvement – We encourage our community to take ownership and responsibility.

Inspiration – We use our drive and commitment to energise, engage and inspire.

Table of version reference

Revision	Date	Comments
V3	29/01/24	8.2, 8.3, 8.4 addition as per EPM policy.
V4	29/08/24	Wording 2.1b amended and appendix B point amended 5.2 c previous wording has been removed All the above are recent legislation changes

Contents

1. Introduction
 2. Eligibility for the Right to Request Flexible Working under the Formal Procedure
 3. Personnel Responsible for Implementing this Procedure
 4. Forms of Flexible Working
 5. Making a Formal Flexible Working Request
 6. Formal Procedure: Meeting
 7. Formal Procedure: Decision
 8. Formal Procedure: Appeal
 9. Extending Time under the Formal Procedure
 10. Making an Informal Flexible Working Request
 11. Monitoring and Review of this Procedure
- Appendix A: Interpretation of "Business Reasons"
- Appendix B: Form to Request Flexible Working
- Appendix C: Staffing Policy Statement

Flexible Working Procedure

1. Introduction

- 1.1. This Flexible Working Procedure should be read and applied in conjunction with the INMAT's Staffing Policy Statement.
- 1.2. INMAT is committed to providing equality of opportunity in employment and to developing work practices and policies that support work-life balance. We recognise that, in addition to helping balance work and personal lives, flexible working can raise staff morale, reduce absenteeism and improve our use and retention of employees.
- 1.3. This Flexible Working Procedure gives eligible employees an opportunity to formally request a change to their working pattern and all employees an opportunity to do so informally.
- 1.4. No-one who makes a request for flexible working will be subjected to any detriment or lose any career development opportunities as a result.

This procedure does not form part of any employee's contract of employment and it may be amended at any time.

- 1.5. INMAT will endeavour to demonstrate that flexible working is not a contractual entitlement but that's every effort will be made to accommodate a request, where possible.

2. Eligibility for the Right to Request Flexible Working under the Formal Procedure

- 2.1. To be eligible to make a request under the formal procedure set out in paragraph 6 and 8 you must:
 - a. be an employee and have commenced employment
 - b. not have already made two formal request to work flexibly during the last 12 months (each 12-month period runs from the date when the most recent application was made)
- 2.2. Employees who do not meet the eligibility criteria for the formal procedure, but who want to make either permanent or temporary changes to their working arrangements, may make an informal request under the procedure set out in paragraph 10 to INMAT, who will consider the request according to the Trust's educational, business, and operational needs.
- 2.3. Employees whose requests for flexible working are accepted under the formal procedure will have permanent changes made to their contracts of

employment to reflect their new working arrangements. If they do not want changes to be permanent, they can follow the informal procedure instead. Any employee interested in flexible working may request an informal meeting with their Line manager to discuss their eligibility, the different options, and the effect of their proposed work pattern on colleagues/pupils and curriculum/service delivery before submitting a formal or informal request.

3. Personnel Responsible for Implementing this Procedure

- 3.1. CEO or Head Teacher has overall responsibility for the effective operation of this procedure and for ensuring compliance with the relevant statutory framework. CEO or Head Teacher has delegated day-to-day responsibility for operating the procedure and ensuring its maintenance and review
- 3.2. All employees are responsible for the success of this procedure and must ensure that they familiarise themselves with it and act in accordance with its aims and objectives. Those involved in management or recruitment may request training and address any questions about the content or application of this procedure to their line manager.

4. Forms of Flexible Working

- 4.1. Flexible working can incorporate a number of changes to working arrangements, including but not limited to:
 - a. Reduction or variation of working hours
 - b. Reduction of the number of days worked each week
 - c. Working from a different location (for example, from home)

5. Making a Formal Flexible Working Request

- 5.1. You will need to submit a written application if you would like your flexible working request to be considered under the formal procedure.
- 5.2. Your written and dated application should be submitted to the line manager and, in order to meet the requirements of the formal procedure and to CEO or Head Teacher to consider your request, you should:
 - a. State the reason for your request
 - b. Provide as much information as you can about your current and desired working pattern, including working days, hours and start and finish times, and give the date from which you want your desired working pattern to start
 - c. Provide information to confirm that you meet the eligibility criteria set out in paragraph 2 of this policy

- d. State whether this is a statutory formal request and whether you have made a previous formal or informal request for flexible working and, if so, when
 - e. State if you are making your request in relation to the Equality Act 2010, for example as a reasonable adjustment for a disability
 - f. Submit your request ideally at least two months before you wish the changes you are requesting to take effect
- 5.3. The CEO or Head Teacher might be able to agree your proposal without the need for a meeting (which is the next stage of the formal procedure). If that is the case, CEO or Head Teacher or line manager will write to you, confirming the decision and explaining the permanent changes that will be made to your contract of employment.
- 5.4. If your proposal cannot be accommodated, discussion between you and your line manager may result in an alternative working pattern that can assist you.

6. Formal Procedure: Meeting

- 6.1. Where necessary, the CEO or Head Teacher will arrange to meet with you within 28 days of your application being submitted. The meeting will also be attended by your line manager.
- 6.2. The meeting will constitute a formal meeting and should be arranged in conjunction with INMAT's Staffing Policy Statement.
- 6.3. The meeting will be used to consider the working arrangements you have requested. You will also be able to discuss what impact your proposed working arrangements will have on your work and that of your colleagues. If the arrangements you have requested cannot be accommodated, discussion at the meeting also provides an opportunity to explore possible alternative working arrangements.
- 6.4. The CEO or Head teacher may suggest starting new working arrangements under an initial trial period to ensure that they meet your needs and those of the organisation.

7. Formal Procedure: Decision

- 7.1. Following the meeting, the CEO or Head teacher notify you of the decision in writing within 14 days.
- 7.2. If your request is accepted, or where we propose an alternative to the arrangements you requested, the CEO or Head Teacher will write to you with details of the new working arrangements, details of any trial period, an explanation of changes to your contract of employment and the date on which

they will commence. You will be asked to sign and return a copy of the letter. This will be placed on your personnel file to confirm the variation to your terms of employment. There may also be some additional practical matters, such as arrangements for handing over work, the CEO or Head Teacher will discuss with you.

- 7.3. You should be aware that changes to your terms of employment will be permanent and that you will not be able to make another formal request until 12 months after the date of your original application.
- 7.4. If the CEO or Head Teacher needs more time to make a decision, they will ask for your agreement to delay the decision for up to a further 14 days. A request for an extension is likely to benefit you. For example, the CEO or Head Teacher may need more time to investigate how your request can be accommodated or to consult several members of staff.
- 7.5. There will be circumstances where, due to educational, business and operational requirements, we are unable to agree to a request. In these circumstances, the CEO or Head Teacher will write to you:
 - a. Giving the business reason(s) for turning down your application
 - b. Explaining why the business reasons apply in your case
 - c. Setting out the appeal procedure
- 7.6. The eight business reasons for which we may reject your request are:
 - a. The burden of additional costs
 - b. Detrimental effect on ability to meet customer demand
 - c. Inability to reorganise work among existing staff
 - d. Inability to recruit additional staff
 - e. Detrimental impact on quality
 - f. Detrimental impact on performance
 - g. Insufficiency of work during the periods that you propose to work
 - h. Planned changes

[Appendix A gives a brief overview of the way in which the Trust will interpret and apply these business reasons.]

8. Formal Procedure: Appeal

- 8.1. If your request is rejected, you have the right to appeal.

Appeal against a Head Teacher's decision will go to the CEO for review and then to a panel of Trustees if needed. Appeal against a CEO decision will

go to a panel of Trustees.

- 8.2. Your appeal must:
 - a) be in writing and dated;
 - b) set out the grounds on which you are appealing; and
 - c) be sent to the Trust Governance lead within 14 days of the date on which you received the written rejection of your request.
- 8.3. Trust Governance Lead will arrange for a meeting to take place within 14 days of receipt of your appeal. The meeting will be held at a convenient time for all those attending, and you may be accompanied by a colleague or trade union representative.
- 8.4. You will be informed in writing of the Appeal Panel's decision within 14 days of the date of the appeal meeting.
- 8.5. If your appeal is upheld, you will be advised of your new working arrangements, details of any trial period, an explanation of changes to your contract of employment and the date on which they will commence. You will be asked to sign and return a copy of the letter. This will be placed on your personnel file to confirm the variation to your terms of employment. There may also be some additional practical matters, such as arrangements for handing over work, that the CEO or Head Teacher (Line manager) will discuss with you.
- 8.6. You should be aware that changes to your terms of employment will be permanent, and you will not be able to make another formal request until at least 12 months after the date of your original application
- 8.7. If your appeal is rejected, the written decision will give the business reason/s for the decision and explain why the reason/s apply in your case. You will not be able to make another formal request until 12 months after the date of your original application.

9. Extending Time under the Formal Procedure

- 9.1. There will be exceptional occasions when it is not possible to complete the consideration process (including any appeal) within 3 months of first receiving the request. Where an extension of time is agreed with you, CEO or Head Teacher or Line manager will write to you confirming the extension and the date on which it will end.
- 9.2. If you withdraw a formal request for flexible working, you will not be eligible to make another formal request for 12 months from the date of your original request. In certain circumstances, a request made under the formal procedure will be treated as withdrawn. This will occur if:

- a. You fail to attend two meetings under the formal procedure without reasonable cause; or
 - b. You unreasonably refuse to provide information we require to consider your request.
- 9.3. In such circumstances, the CEO or Head Teacher will write to you confirming that the request has been treated as withdrawn.

10. Making an Informal Flexible Working Request

- 10.1. Employees who wish to make an informal request for flexible working may make a request to the CEO or Head Teacher, who will consider it according to Trust educational, business, and operational requirements.
- 10.2. It will help, to consider your request if you:
- a. Make your request in writing and confirm whether you wish any change to your current working pattern to be temporary or permanent
 - b. Provide as much information as you can about your current and desired working pattern, including working days, hours and start and finish times, and give the date from which you want your desired working pattern to start

11. Monitoring and Review of this Procedure

- 11.1. CEO or Head Teacher is responsible for monitoring the implementation, use and effectiveness of this procedure and will report on these matters annually or more frequently if necessary.
- 11.2. This procedure will be reviewed by Trustees as necessary.

Appendix A: Interpretation of “Business Reasons”

All decisions will be made on a case by case basis and those making the decision will consider how the individual request and/or alternatives to this request, can be accommodated alongside the needs of the Trust.

If a request to work flexibly is rejected then the Trust will provide a specific “business reason”, which must be one of the eight stated in the legislation:

1. Burden of additional costs
2. Detrimental effect on the ability to meet customer demand
3. Inability to re-organise work among existing staff
4. Inability to recruit additional staff
5. Detrimental impact on quality
6. Detrimental impact on performance
7. Insufficiency of work during the period the employee proposes to work
8. Planned structural changes

The Trust’s interpretation of the “business reasons” are set out below in order to provide a clearer understanding of the specific circumstances.

1. Burden of additional costs

It may, in some circumstances, be more costly to employ part time staff rather than full time staff but this would not normally be a key reason for rejecting an application.

2. Detrimental effect on the ability to meet customer demand

The Trust’s customers are their pupils and parents. It is important that the quality of teaching and learning is not adversely affected by agreeing to flexible working. In particular, consideration will be given to the impact on the need to spread the teaching of individual classes over more than one teacher (split classes) and the pressure on the timetable to fix particular lessons on a reduced number of days in the week. This is particularly the case where the employee is the sole specialist in a subject. In the case of support staff, there is a need to ensure that service provision is maintained at a satisfactory level.

3. Inability to re-organise work among existing staff

In addition to 2 above, where the employee has leadership or management responsibilities, it is necessary to take into account the ability of the Trust to distribute these to other employees at times when the part time member of staff is not working. This may require a job-share or a reduction in the allocated responsibilities. The Trust may wish to set a minimum contract for a Head of Department, or senior leader, for example. The Trust will also need to consider whether it is appropriate for a leader or

manager to be absent for whole days in the week as a result of flexible working. Unless outstanding circumstances apply, it is expected that employees with leadership or management positions will have a minimum contract of 60%. In the case of support staff, this relates to the percentage of the working week and is applied to the number of weeks contracted to work.

4. Inability to recruit additional staff

Excellent quality teaching is paramount for raising school standards. It is not always possible to recruit excellent teaching staff, but the Trust will make attempts to do so as appropriate. In relation to 3 above, where a job share is required to fulfil the job description, this may only be possible if there is a colleague who is able and willing to undertake a part of the leadership responsibility. Where necessary and appropriate, the Trust will seek to recruit additional staff.

5. Detrimental impact on quality

See section 2 above in relation to the possible impact on the quality of learning and teaching.

6. Detrimental impact on performance

Timely marking of pupils' work is essential for their progress. Pupils' work must be marked on a regular basis in accordance with the Trust/School marking policy. The Trust recognises that it is potentially difficult for part time teachers to manage the weekly workload of planning and assessment in the classroom. If this difficulty occurs it is likely to have a negative impact on the quality of learning and on other members of staff.

It is the responsibility of part time staff to manage weekly workloads to ensure that there is no detrimental impact on performance. Staff applying for flexible working will be required to detail how they will fulfil the requirements of the part time job should the request be agreed, and this will be considered before a decision is reached.

7. Insufficiency of work during the period the employee proposes to work

If more than one member of part time staff requires the same working period, it may be difficult to accommodate all part time staff requests. Whilst individual preferences for working days and times can be considered, the needs of pupils and effective service delivery are paramount. This is particularly an issue where the timetable for teachers requires teams of staff to deliver the curriculum to a pool of pupils. The impact of a part time teacher being absent from School for one day per week may be to pressurise the timetable to allocate a predominance of non-teaching periods for others in the team on that day. The extent to which the proposed flexible/part time work pattern affects the work-patterns of the team will be considered before a flexible working application is agreed.

8. Planned structural changes

The Trust will need to consider the impact on its ability to accommodate flexible working on the basis of planned curriculum changes, reduced pupil numbers or changes to the staffing structure.

9. Such other ground as the Secretary of State may specify by the regulations

No such grounds are specified currently.

Appendix B: Form to Request Flexible Working

Note to the employee

You can use this form to make an application to work flexibly under the right provided in law. Before completing this form, you should first read the Flexible Working Procedure and Appendix A carefully and check that you are eligible to make a request.

You should note that it may take several weeks to consider your request and allow for discussion and meetings between us and further time for implementation where a flexible working pattern change is agreed to. You should therefore ensure that you submit your application to the CEO or Head Teacher well in advance of the date you wish the request to take effect.

It will help us to consider your request if you provide as much information as you can about your desired working pattern. It is important that you complete all the questions as otherwise your application may not be valid. Once you have completed the form, you should immediately forward it to the CEO or Head Teacher (you might want to keep a copy for your own records). We will then have 28 days after the day your application is received in which to arrange a meeting with you to discuss your request. If the request is granted, this will normally be a permanent change to your terms and conditions unless otherwise agreed.

1. Personal Details

Name:

Job Title:

I would like to apply to work a flexible working pattern that is different to my current working pattern under my right provided under The Children and Families Act 2014. I confirm I meet each of the eligibility criteria as follows:

If you are unable to tick the relevant box, then you do not qualify to make a request to work flexibly under the statutory procedure. This does not mean that your request may not be considered, but you should explore this separately under paragraph 11 of the procedure.

Including this, my current application, I have not made more than two formal requests to work flexibly under this right during the past 12 months, or

Date of any previous request to work flexibly under this right: Click or tap to enter a date.

2a. Describe your current working pattern (days/hours/times worked):

2b. Describe the working pattern you would like to work in future (days/hours/times worked):

2c. I would like this working pattern to commence from:

Signed:	<input type="text"/>	Date:	<input type="text"/> Click or tap to enter a date.
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Return slip

Confirmation of Receipt (to be completed and returned to the employee)

Dear [Name],

I confirm that I received your request to change your work pattern on [date].

I shall be arranging a meeting to discuss your application within 28 working days following this date. In the meantime, you might want to consider whether you would like a work place colleague or trade union representative to accompany you to the meeting.

Signed:

Date:

Click or tap to enter a date.

Appendix C: Staffing Policy Statement

Introduction

- 9.1. INMAT is committed to the employment of high calibre employees who support school improvement through exceptional work performance. It is expected that all employees will contribute toward clearly defined organisational standards and objectives. Employees will be supported in doing this by a set of staffing procedures, all of which follow the guiding principles set out in this document.
- 9.2. This Staffing Policy Statement should be read and implemented in conjunction with the appropriate staffing procedure.
- 9.3. Collectively the Staffing Policy Statement and staffing procedures are referred to as INMAT Staffing Policy and Procedures.

Staffing Policies

- 9.4. INMAT is committed to having Staffing Policy and Procedures that are:
 - Supportive of school improvement
 - Comprehensive and fit for purpose
 - Legally compliant
 - Clear, consistent and easy to understand
 - Fair to the employer and employee
 - Regularly reviewed with the review date clearly stated
 - Supported by templates and guidance as appropriate
- 9.5. The Staffing Policy and Procedures are non-contractual and may be amended at any time following consultation unless it is stated otherwise in an individual staffing procedure.
- 9.6. The Staffing Policy and Procedures apply to all employees of INMAT unless it is stated otherwise in an individual staffing procedure.

The processes that are set out in the Staffing Policy and Procedures, including any time limits, may be varied as appropriate in any case.

Accountabilities

The Trustees are accountable for INMAT Staffing Policy and Procedures.

The CEO is responsible for the implementation of INMAT Staffing Policy and Procedures, ensuring that they are applied consistently and communicated to employees appropriately.

The Executive Officers will ensure that:

- The Staffing Policy and Procedures are readily available and accessible to all employees
- New employees are given access and made aware of the Staffing Policy and Procedures during their induction period

Cases against the Chief Executive Officer will be managed by the Trustees in accordance with the process set out in the appropriate staffing procedure.

Cases against a Headteacher will be managed by CEO in accordance with the process set out in the appropriate staffing procedure.

Definitions

The following terms and definitions apply in all staffing policies in which they are used:

Board of Trustees: The Trustees of [INMAT](#). This may refer to a panel of trustees formed to manage a process rather than the full board of trustees.

Chief Executive Officer: The Chief Executive Officer of [INMAT](#). This also refers to any other title used to identify the Chief Executive Officer, or other senior manager delegated to deal with a matter by the Chief Executive Officer, as appropriate

Local Academy Committee: The Local Academy Committee of a School within [INMAT](#). This may refer to a panel of governors formed to manage a process rather than the full Governing Body.

Headteacher: The Headteacher of a School within [INMAT](#). This also refers to any other title used to identify the Headteacher, or other senior manager delegated to deal with the matter by the Headteacher or CEO, as appropriate.

Executive Officer: A member of the Trust senior leadership team.

School Senior Manager: A member of a School's senior leadership team within [INMAT](#). This may be a Deputy Headteacher, Head of Department, School Business Manager, or other senior employee delegated to deal with a matter by the Headteacher or CEO

Line Manager: An employee with line management responsibility for a member of staff.

Teaching Staff: Those employees employed by [INMAT](#) whose terms and conditions are covered by the Conditions of Service for School Teachers in England and Wales (the Burgundy Book).

Support Staff: Those employees employed by [INMAT](#) whose terms and conditions are covered by the National Joint Council for Local Government Services Conditions of Service (the Green Book). Support Staff include HLTA's and TA's.

Companion: A representative of a trade union or workplace colleague chosen by the employee to accompany them to a formal meeting, where this provision is stipulated in the relevant staffing procedure. A companion may make representations and ask questions but should not answer questions on the employee's behalf.

HR Adviser: A HR professional appointed to support a process being followed. This may be a member of [INMAT](#) HR team or an external adviser.

Investigating Officer: A senior manager or external person appointed by the Board of Trustees or CEO to investigate an allegation.

Designated Safeguarding Lead (DSL): To act as the first point of contact for any safeguarding or child protection incident or concern in the setting and even sometimes outside of the workplace.

Data Protection Officer (DPO): Aids your business to fulfil various data protection duties: **Identify and monitor the data processors whilst at work**, ensuring that they deal with data in a manner consistent with the key data protection principles. Process and respond to all requests for information, correction, or erasure by data subjects. Ensure data remains up-to-date and is destroyed when necessary.

Trade Union Officials

INMAT Staffing Policy and Procedures apply to all employees. Where an employee is a trade union representative, wherever possible, no formal action will be taken until the circumstances of the case have been discussed with the relevant professional trade union officer.

Probation

Concerns raised during an employee's probationary period may be taken into account in determining whether or not the probationary period is completed satisfactorily. Where this is the case, the matter will normally be dealt with in accordance with the Trust's probation procedure and not the individual staffing procedure to which the issue relates, for example, sickness absence or disciplinary.

Confidentiality

All parties must treat information relating to cases being dealt with in accordance with the Staffing Policy and Procedures as confidential, unless there is recourse to legal action or if there is police or LADO involvement in which case appropriate information will be shared by INMAT in accordance with Data Protection policies.

The employee and anyone accompanying the employee (including witnesses) must not make electronic recordings of any meetings or hearings conducted under this

procedure. Failure to observe confidentiality could be a reason for disciplinary action under the School's disciplinary procedure unless expressly authorised and agreed by all parties.

Equalities

The Staffing Policy and Procedures will be operated in accordance with INMAT Equality and Diversity Policy. The Trust is committed to developing, maintaining and supporting a culture of equality and diversity in employment. The impact of INMAT Staffing Policy and Procedures will be monitored in accordance with the Equality Act 2010.

Formal Meetings

The following arrangements relate to formal meetings, convened in accordance with a staffing procedure. The individual staffing procedure indicates when a meeting constitutes a formal meeting.

Arrangements Prior to the Formal Meeting

An employee invited to a formal meeting convened in accordance with a staffing procedure will be provided with:

- a) 10 working days' notice of the meeting
- b) The date, time and location of the meeting
- c) Information about the purpose of the meeting, including allegations, where appropriate
- d) Possible consequences of the meeting, including dismissal, where appropriate
- e) Notification of their right to be accompanied by their companion
- f) Copies of documents to be discussed
- g) Names of people attending the meeting and their role
- h) An additional copy of correspondence for the employee's companion where requested
- i) The opportunity to request special arrangements, e.g. relating to disability, language requirements

An employee invited to a formal meeting is required to confirm their attendance, provide the name of their companion where relevant and provide any other requested information at least three working days prior to the meeting.

The employee must take all reasonable steps to attend meetings. Failure to do so without good reason may be treated as misconduct.

If the employee is unable to attend a formal meeting at the scheduled time, the Trust will make a reasonable attempt to re-schedule it on an alternative date. In the event that the employee is unable to attend a rescheduled formal meeting, they may be given alternative options to provide information and be advised that it may go ahead in their absence. Alternatives may include the following, as appropriate to the circumstances of the case:

- Meet in another venue or at their home
- Attend via telephone conference
- Send a companion to represent them, providing appropriate written consent
- Provide a written submission
- Request that the meeting takes place in their absence

Any manager visiting an employee's home will be accompanied by another manager.

A meeting may be adjourned if the chair of the meeting is awaiting receipt of information, needs to gather further information or give consideration to matters discussed at a previous meeting. The employee will be given a reasonable opportunity to consider any new information obtained before the meeting is reconvened.

If the employee's chosen companion is unavailable to attend a formal meeting at the scheduled time and will not be available for more than 5 working days afterwards, the employee will normally be required to find an alternative companion.

Procedure During a Formal Meeting

The Chair of a formal meeting, hearing or appeal may be accompanied by an HR Adviser, including during any deliberations. The HR Adviser will not have a vote in any decision that is reached.

An employee's companion may make representations and ask questions but should not answer questions on the employee's behalf.

Outcome of a Formal Meeting

The Chair of the meeting will confirm the outcome of a formal meeting in writing to the employee as soon as possible and usually within 10 working days of the meeting.

The record of the meeting will include the outcome and the details of people present.

Dismissal

If a decision is taken to dismiss an employee, the Chair, of the formal meeting at which the decision was reached, will inform the employee, and their companion, that the employee is dismissed, with the required contractual or statutory notice, whichever is the greater.

The written confirmation of the dismissal will include:

- Confirmation that the employee has been dismissed
- The grounds for the dismissal and the reasons
- The required contractual or statutory notice due (or payment in lieu of notice where applicable) and the date the dismissal will be effective
- The employee's right of appeal

Termination of employment will normally be with full notice or payment in lieu of notice. In some cases, it may not be appropriate for the employee to work during their notice. The contract may state that the employee remains at home on 'garden leave' or this may be agreed between the parties.

Where dismissal has been on the grounds of gross misconduct, the employee may be dismissed without notice or pay in lieu of notice and this will be confirmed in the outcome letter.

A Fit Note must be provided to cover the employee's notice period when they are absent due to sickness.

Appeals

Appeals constitute formal meetings and should be conducted in accordance with point 10 above.

Appeals will be heard by a panel who have not had prior involvement with the case.

The appeals panel may be advised by a person engaged by the Trust.

The purpose of an appeal hearing is to review the decision made during the formal process and to decide if the decision was reasonable in all the circumstances.

Individual staffing procedures state where an employee has the right to appeal a decision that has been made.

An employee will be advised of their right to appeal a decision taken during a formal meeting, in writing, when the outcome is communicated to them.

Appeals should be made in writing, stating the grounds for appeal in full, within 10 working days of the date of the written decision.

All appeal hearings will be held as soon as possible and, in normal circumstances, within 10 working days after receipt of the appeal.

Individual staffing procedures state who the appeal should be submitted to and who is responsible for hearing it.

The date that any dismissal takes effect will not be delayed pending the outcome of an appeal. However, if the appeal is successful, the decision to dismiss will be revoked with no loss of continuity or pay.

Upon conclusion of the appeal process, there is no further right of appeal.

The employee may appeal on the following grounds only:

- That the sanction applied was too severe or disproportionate
- That the procedure has been applied defectively or unfairly
- That new evidence has come to light that was not available at the previous hearing and that it is likely to make a difference to the original decision

The decision at appeal can confirm or overturn the original decision, or apply a greater, lesser, or alternative penalty.