THIS IS A TEMPLATE LETTER – PLEASE AMEND IT AS NECESSARY TO SUIT THE SITUATION

Please transfer to the school headed paper.

**Recipient’s address here**

Date

Dear xxx,

**Outcome of Stage 3 Formal Sickness Meeting**

I am writing to confirm the outcome of your Stage 3 formal sickness meeting held on (DATE). I chaired the meeting and was supported by [insert the panel members names]. [name of HR lead] provided HR support at the hearing, and the Director of Education was also present. You were accompanied by (name of TU or colleague if relevant). (Name of manager) presented the management case and (name) was also present to take the notes of the meeting.

The meeting was convened to review your continued unsatisfactory attendance level during the stage 2 formal review period.

Your sickness absence record is as follows:

|  |  |
| --- | --- |
| **Sickness Dates** | **Reasons for sickness** |
| DATES | REASONS |

At the meeting, I noted that, despite [summarise any steps or targets that were agreed after the stage 1 and 2 meetings to help the employee to improve their attendance, and any support that the manager gave the employee], your attendance has [not/not sufficiently] improved. Specifically, you [describe briefly the respects in which the employee's attendance remains below an acceptable level].

I listened carefully to what you had to say. [In particular, you said [briefly summarise the key points made by the employee].]

*Option 1 - decision to make adjustments to the job/ obtain further medical evidence*

**Steps to support you**

We discussed ways in which you can be supported to achieve better attendance.

Having considered this after the [meeting/meetings], (insert any agreed points and follow up such as further monitoring period and triggers, reasonable adjustments, adjournment to obtain further medical advise etc).

[You will be expected to return to work on (date) or at the end of your current Fit note, which expires on (Date of fit note expiry) (if applicable)]

If you do not return to work at the specified date or school triggers (or the adjusted triggers) are breached during the 12-month monitoring period, a further stage 3 meeting may be reconvened which could lead to dismissal from school / council service.

*Option 2 - decision to dismiss the employee* (please note an up-to-date Occupational Health report **MUST** be obtained and ill health retirement considered before decision to dismiss is made).

**Insufficient improvement**

The panel concluded that your attendance has [not/not sufficiently] improved, despite the support and reasonable adjustments given to you under stages 1 and 2 of the Sickness Absence Management Procedure and the extensive efforts to provide you with support [and assistance] and an opportunity to improve. It is with regret that I must therefore inform you that the decision is that you should be dismissed.

This letter gives formal notification of the termination of your employment. Your last day of service will be [date]. You will be contacted separately to give you details of any final payments OR As discussed, you will receive full pay in lieu of (number of weeks) notice of, in accordance with your contract of employment.

You will receive full pay for any accrued but unused contractual annual leave.

You have the right to appeal against this dismissal.  If you wish to do so, you must submit your appeal in writing to (insert name of person) and copy in hr4school@harrow.gov.uk .

I appreciate this may be a difficult time for you. You can access the School’s 24-hour Employee Assistance Programme for completely independent confidential support and advice, by telephoning [insert the company details] on [insert telephone number].

I enclose a copy of the Sickness Absence Management Policy and Procedure.

Yours sincerely

[First Name and Surname

**Job Title**

Name of School