

Discipline Policy Guidance Note

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Governance Committee		Date approved	
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Strategic Alignment

Improving the Council's Resource Base – A Workforce Strategy that is built around the needs of the Council (as a single resource base) to deliver the priority outcomes, ensuring future workforce requirements, new skills and innovative approaches, and succession planning are recognised.

Consultation process		
Stakeholders	Contacts identified for each service	
	<i>Joint Trade Unions</i>	
Distribution		

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1. Purposes and principles

The Discipline Policy applies to Local Government and Craft Employees.

The Discipline Policy is in place in order to maintain standards and encourage improvement. This Guidance Note provides further explanation for employees and managers on the various stages of the disciplinary process, whilst ensuring that the procedure is effective, applied on a consistent basis and that employees are treated fairly.

There may be cases deemed by a line manager as minor misconduct or unacceptable work performance. Before considering any formal action the line manager should have considered a range of support measures to correct the situation, including training or coaching; referral to Employee Counselling Service; other relevant employment policies such as the Alcohol and Drug-related Problems Policy. The line manager may seek advice from their HR team for assistance in achieving a resolution. Additionally, the employee should be provided with an opportunity to improve.

Timescales within the guidance for setting meetings, making decisions or confirming the decisions should not unreasonably be delayed, unless in exceptional circumstances. If there is a delay, the employee should be kept informed of progress.

Personal data associated with the disciplinary process falls within the scope of the Data Protection Act 1998. Line managers must therefore ensure that personal information is held in confidence, and that the processing of any data complies with current Data Protection guidelines. Additionally, employees should be aware that when providing information, this information may be shared with other officers as part of the disciplinary process. However, the sharing of information must always comply with Data Protection guidelines.

2. Suspension

2.1 Suspending an employee from the workplace on full pay may be considered while an investigation is being carried out if:-

- the investigation may be delayed or obstructed by the employee remaining in the workplace.
- the workplace may be disrupted by the employee remaining in the workplace.

Examples of potential risk to be considered should the employee remain in the workplace are:-

- potential risk to council or other employee's property.
- potential risk to a service user or member of the public.

If there is no requirement to totally remove the employee from their duties, other options such as a temporary relocation or restricted duties must be considered.

- 2.2 The suspended employee will be advised verbally by an appropriate manager, of the allegation and the conditions of the suspension. This will be confirmed in writing, to include details of the return of council equipment during the period of suspension, where appropriate. [Removal/Update of ICT Access and Return of Council Equipment - Guidance](#)
- 2.3 Precautionary suspension may be used in circumstances where an employee arrives at their place of work under the influence of drugs or alcohol and their presence in the workplace would be a danger to themselves and/or others. The employee should be removed from the workplace immediately ensuring that they are able to get home safely. Precautionary suspension will be for as short a period as possible. An investigation into the matter will be carried out.
- 2.4 Suspension will always be with full normal pay (including payment of any contractual elements) and will be for as short a period as possible. The period of suspension should be reviewed regularly, and at the same time as the investigation length is being reviewed. The employee should be kept informed of the position.
- 2.5 Upon suspension the employee shall immediately leave their place of work and should not return to the workplace without the express permission of their line manager.
- 2.6 The employee who is suspended must be contactable and available to return to the workplace at any time during their normal working hours. If they wish to take leave during the period of suspension, they must ask for, and obtain authorisation for leave from an appropriate line manager.

- 2.7 Should a suspended employee fall ill during suspension, the normal sickness absence notification procedure for that employee will apply. The appropriate certification must also be provided. If the suspended employee subsequently recovers, they remain suspended and should not return to the workplace without express permission of their line manager.
- 2.8 There is no right of appeal against suspension.

3. Investigation

- 3.1 A disciplinary hearing must not be convened until consideration has been given to the findings of an investigation, unless in certain circumstances, the facts are already known. This may require holding a number of investigatory meetings to gather the facts and produce a report on its findings. In certain cases it may be appropriate to seek assistance from other officers of the Council during an investigation, for example, Internal Audit for cases involving theft/fraud/financial irregularities or EGaSD for ICT irregularities.
- 3.2 Examples of when the facts may already be known are cases of sickness absence, poor timekeeping, abuse of flexi time or abuse of e-mail, where reports from recording systems and monitoring records are readily available. Another example is continued poor performance, which the line manager should have been monitoring, and will be documented. These records will normally provide sufficient information and evidence that can simply be collated to verify facts for consideration of potential disciplinary action, mitigating the need for an investigatory meeting.
- 3.3 Should it be considered necessary to conduct an investigation, the line manager will inform the appropriate senior officer. The appropriate senior officer will then appoint an investigating officer(s), who will carry out the investigation.
- 3.4 The employee under investigation will be advised, in writing, by the appropriate senior officer that a formal disciplinary

investigation is going ahead. The letter will detail the allegation, who has been appointed as the Investigating Officer(s) and that the Investigating Officer(s) will be contacting the employee to arrange a meeting to gather the facts. A copy of this letter will be provided for the appropriate Human Resources team.

- 3.5 Information on the role of the Investigating Officer is contained in Section 4.
- 3.6 If necessary it may be appropriate to suspend the employee under investigation from the workplace, for the period of the investigation. Further advice on suspension is contained in Section 2.
- 3.7 The employee under investigation will be entitled to representation at all investigation meetings, and it will be up to the employee to arrange this.
- 3.8 All employees will be expected to co-operate in any disciplinary investigation set up by their employer. Failure to do so, without just cause, will be deemed a disciplinary offence. The employee should also be advised that any decision will be based on the available evidence. If the employee under investigation (or an employee who is a witness to the process) advises that they are unable to attend an investigation meeting as a result of illness then another date should be arranged. If necessary a medical opinion may be obtained from the Council's occupational health provider to establish the employee's fitness to attend.
- 3.9 An alternative date may be set should the employee's representative be unable to attend.
- 3.10 If a witness is not an employee of this Council, the Service HR team should be contacted for advice.
- 3.11 If an employee's post is subject to regulatory requirements, and that employee is the subject of a disciplinary investigation, advice should be sought from the relevant Service Human Resources team in order that the regulatory body can be advised of this.

4. Role of the investigating officer(s)

- 4.1 The Investigating Officer(s) will be impartial, and their role is to gather all the information relevant to the matter being investigated, e.g. financial records. Investigations should not become simply a search for evidence against the employee.
- 4.2 The Investigating Officer(s) will write to the employee under investigation and arrange a meeting.
- 4.3 The Investigating Officer(s) will also write to all of the witnesses to arrange a meeting with each one, in order to gather information to assist with the investigation.
- 4.4 For all concerned, an investigation must be carried out swiftly and impartially and with the least disruption to the workplace. The timescale for completion of an investigation will be dependent on the extent of the investigation and the seriousness of the matter. If there is an unavoidable delay, the reasons for delay should be explained to the employee under investigation, by the Investigating Officer(s), with the appropriate senior officer being kept informed.
- 4.5 Investigating Officers should probe contradictions in statements to ensure the credibility and reliability of information.
- 4.6 Following the meetings, the Investigating Officer(s) will prepare a formal investigation report, attaching all supporting evidence and documents, including witness statement(s) signed where possible. The investigation report will be signed and dated by the Investigating Officer(s) and passed to the line manager or nominated officer, for consideration.
- 4.7 The Investigating Officer(s) does/do not take the decision on whether or not to progress to formal disciplinary action. This decision is taken by the line manager or nominated officer on consideration of the investigation report.
- 4.8 If a formal disciplinary hearing is convened, the Investigating Officer(s) may be called to attend, to present the case at the hearing. Those

present will have the opportunity to ask questions of the Investigating Officer(s).

5. Investigation report findings

5.1 The line manager or nominated officer will give consideration to the investigation report and statements attached. The following options should then be considered –

- There is no case to answer and end the process at this point;
- The findings do not merit proceeding to a disciplinary hearing. However, the employee would benefit from being reminded of specific policy or procedures relating to their job role;
- Proceed to a disciplinary hearing as the findings of the investigation report justify potential disciplinary action.

5.2 If there is no case to answer, the employee will be advised in writing and the investigation report along with all statements should be destroyed.

5.3 If the findings do not merit proceeding to a disciplinary hearing, the employee will be advised in writing.

5.4 If it is deemed appropriate to consider the matter under the discipline policy a disciplinary hearing may be arranged.

6. Disciplinary hearing

6.1 The employee under investigation must be given at least five working days notice of the disciplinary hearing. The employee should be advised, in writing, by the Disciplining Officer, of the following:–

- The date, time and location of the hearing;
- The name of the Disciplining Officer;
- The name of the HR Advisor;
- The allegations that will be considered at the hearing;
- Their right to a representative at the hearing;

- Their right to call witnesses, submit statements or other documentation relating to the allegation. (The employee must provide the Disciplining Officer with written submissions or details of witnesses they will call, by no later than two working days prior to the hearing). It is the employee's responsibility to arrange the attendance of witnesses;
- That dismissal may be the potential outcome, where applicable;

6.2 Copies of all supporting evidence and documents will be provided with the letter calling the hearing, including a copy of the investigation report. A copy of the council's Discipline Policy should also be provided for the employee with the letter calling the hearing. All documentation provided must comply with data protection regulations.

6.3 The disciplinary hearing should be held in a quiet room, with no interruptions. There should also be a room or an area where the employee can prepare and return to during any recess. If there are a number of witnesses, they should also have a separate room or an area where they can wait to be called.

6.4 The Disciplining Officer is responsible for the conduct of the hearing, including whether to adjourn or suspend proceedings.

6.5 The Disciplinary Hearing procedure is attached as Appendix 1.

6.6 If the employee fails to attend the disciplinary hearing, the employee will be contacted by the Disciplining Officer and asked why they did not attend. If the employee fails to respond or does not provide a legitimate reason, this may be treated as a disciplinary matter and the employee should be advised accordingly. If the employee provides a reason for their non attendance which is considered legitimate, then the hearing may be postponed. However, in exceptional circumstances, such as long term illness, the Disciplining Officer, following discussions with the employee, may decide to accept a written statement in response from the employee in order to avoid further delay and to bring the hearing to a conclusion or take a decision on the evidence that is already available.

- 6.7 If the employee submits a medical certificate prior to the disciplinary hearing the hearing will normally be rescheduled, but only if necessary. If it is likely that the absence will be long term, the employee may be referred to occupational health to establish the employee's fitness to attend a disciplinary hearing.
- 6.8 If an employee's post is subject to regulatory requirements, and that employee is the subject of a disciplinary hearing, advice should be sought from the relevant Service Human Resources team in order that the regulatory body can be advised of this.

7. Potential outcome of disciplinary hearing

- 7.1 The following levels of action are available for consideration –

- **No action.**

If no action is taken, a letter confirming this will be issued to the employee and held in their personal file.

- **Verbal Warning – currency period six months**

In the case of minor breaches of conduct, performance etc which justify a penalty, a Verbal Warning will be given to the employee. This is the first stage in the formal procedure. The employee will be advised of –

- The reason(s) for the warning.
- The consequences of further offences.
- The start date and expiry date of the warning.
- The right of appeal against the warning.

Although this warning is termed as "Verbal", it will be recorded on Form HR 09, and signed by the Disciplining Officer and the employee. This will be given to the employee and a copy held in the employee's personal file.

- **Written Warning – currency period nine months**

- when an employee has been issued with a Verbal Warning and fails to achieve and maintain the required improvement in conduct or performance, or where there has been a further action or lapse which merits disciplinary action, or
- where the disciplinary matter is of a serious nature, but does not amount to gross misconduct or the failure in performance is

considered to be sufficiently serious to merit this level of disciplinary action.

- **Final Written Warning – currency period 12 months**
- when an employee has been issued with a Written Warning and fails to achieve and maintain the required improvement in conduct or performance, or where there has been a further action or lapse which merits disciplinary action, or
- where the disciplinary matter is considered to be sufficiently serious to merit this level of disciplinary action, but does not amount to gross misconduct or the failure in performance is considered to be sufficiently serious to merit this level of disciplinary action, or
- where the disciplinary matter is considered to be sufficiently serious to amount to gross misconduct but action short of dismissal (with or without punitive action) is considered appropriate, as a direct alternative to dismissal.

7.2 Written Warnings will be confirmed in writing, issued by the Disciplining Officer after the disciplinary hearing and shall:-

- Confirm the level of disciplinary action.
- State the date of any previous warnings, where appropriate.
- Detail the nature of the misconduct/behaviour which lead to the action.
- State the standard of performance and conduct which is expected and required for the future where applicable.
- Inform the employee of the likely consequences of further misconduct, including dismissal in the case of a Final Written Warning.
- Indicate the expiry date of the disciplinary action.
- Inform the employee of their right of appeal, how this should be made and who it should go to, and that it must be made within 14 working days of receipt of receiving written confirmation of the warning.

7.3 Punitive Action

There may be circumstances where the seriousness of the action justifies punitive action or penalty, such as the withholding of an increment or demotion (with equivalent reduction in grade).

Suspension of occupational sick pay may be implemented during the currency period of a disciplinary warning which has been issued due to unacceptable sickness absence levels, should further sickness absence occur during the timeframe of the current warning period.

Punitive action will be recorded on an employee's file for a period of twelve months. It will be taken into account in the event of a recurrence or another instance of subsequent different acts of misconduct.

The reasons for and the terms of the punitive action will be confirmed, in writing, including the right of appeal.

- 7.4 Once the currency period of a warning has expired, the documentation should be removed from the employee's personal file.

7.5 Currency periods

After the time limit of each warning has expired, disciplinary action shall not be held against an employee involved in any further disciplinary incident, except where the employee's conduct is satisfactory throughout the period the warning is in force only to become unsatisfactory again shortly thereafter. Where a pattern of behaviour emerges and there is evidence of abuse, the employee's overall disciplinary record shall be borne in mind in deciding both the level and duration of any subsequent action.

8. Dismissals

- 8.1 In the event that an employee has failed to respond to corrective disciplinary action and who persist with acts of misconduct or poor performance, the final step may be dismissal. An employee should only be dismissed when management are satisfied that the policy has been applied fully.
- 8.2 Where an act of misconduct is deemed to be gross misconduct, an employee may be dismissed summarily. Examples of conduct which justify gross misconduct are detailed in the Discipline Policy. In addition, individual Services have the right to detail specific rules which, if broken, would justify summary dismissal. An employee may

be dismissed for a first offence if the offence is deemed to be gross misconduct

8.3 The decision to dismiss must be confirmed in writing, by the Disciplining Officer as soon as possible after the completion of the disciplinary hearing. The letter will –

- Confirm the decision to dismiss and the date of dismissal.
- State the date of previous warnings and reasons, if appropriate.
- Detail the nature of the misconduct/gross misconduct.
- Detail any monies due.
- Inform the employee of the right of appeal, how this should be made and who it should go to.
- Inform the employee that their appeal must be made within 14 days of receipt of receiving the dismissal letter.
- Inform the employee that all Council equipment must be returned to their line manager, which could include Council I.D. cards, keys, uniform etc.

8.4 Following dismissal, the line manager should ensure that their Service System Administrator is notified of the name of employee who has been dismissed and the date of dismissal. The Service System Administrator will ensure the employee is removed from access to the ICT network and all other business systems, where appropriate. The line manager is responsible for ensuring that all Council equipment is returned by the employee. Please refer to the Guidance Note for Nominated Officers on the Removal/Update of ICT Access and Return of Council Equipment – link to document, [Removal/Update of ICT Access and Return of Council Equipment - Guidance](#)

8.5 If an employee's post is subject to regulatory requirements, and that employee is dismissed from their post, advice should be sought from the relevant Service Human Resources team in order that the regulatory body can be informed of the dismissal.

8.6 Where the disciplinary action is dismissal and the employee has lodged an appeal, their post should not be filled on a permanent basis until the internal appeals procedure has been exhausted.

9. Notice and outstanding leave

- 9.1 Summary dismissal is instant dismissal due to the act of misconduct being so serious, i.e. gross misconduct. An employee who is summarily dismissed has neither entitlement to notice nor payment in lieu of notice.
- 9.2 However, a payment in lieu of notice will be made to an employee who is dismissed (not a summary dismissal).
- 9.3 Payment in lieu of outstanding accrued annual leave will be made in terms of the Working Time Regulations and provisions of the contract of employment and conditions of service. Advice should be sought, if necessary from your HR team.

10. Appeals against disciplinary action /dismissal

- 10.1 The appellant (i.e. the employee who is appealing the disciplinary action / dismissal) must clearly state the basis of their appeal or grounds for appeal in writing to their Executive Director. In the case of punitive action or dismissal an employee has two rights of appeal, one to their Service and one to Committee.
- 10.2 Where the basis of the appeal concerns the submission of further evidence, it shall be the responsibility of management to thoroughly explore this.
- 10.3 The Executive Director will appoint an appropriate officer (nominated Officer) as chair of the appeal hearing. An HR Advisor will be in attendance at all appeal hearings. If the appeal is against punitive action or dismissal, the HR Advisor in attendance will be provided by Corporate Services Human Resources.
- 10.4 At appeal, the appellant has the right to be represented or accompanied. It is the responsibility of the appellant to arrange this.
- 10.5 It is the responsibility of appellants to approach witnesses on their behalf to ensure their attendance at the hearing. For Council employees, paid time off to attend an appeal hearing will be granted if management are given prior notice. It will be the responsibility of the

employee called as a witness to seek time off from their line manager. Similarly, it is the responsibility of management to ensure any witnesses for management's case are in attendance.

- 10.6 The Service appeal procedure is attached as Appendix 2.
- 10.7 In appeals against punitive action or dismissal, the appellant will be advised of a further right of appeal to the Policy and Resources (Human Resources Appeals) Sub-Committee. This appeal should be lodged with the Head of Human Resources within 14 days of notification of the Service appeal decision.
- 10.8 The Committee appeal procedure is attached as Appendix 3.
- 10.9 Appeal hearing outcomes will be:-
- uphold the appeal and rescind the action taken;
 - uphold the appeal in part which may result in the level of action being reduced, or
 - appeal dismissed.

11. Allegations of criminal offences

Before taking any action in cases which involve an employee who is -

- alleged to have committed a criminal offence;
- charged with or convicted of a criminal offence;
- remanded in custody or on bail pending trial, Advice must be sought from your Service HR team.

- 11.1 If an employee is charged with, or convicted of, a criminal offence, this is not in itself reason for disciplinary action. Pending trial, an employee may be remanded in custody or be on bail. Crucially in such situations disciplinary action is an employment and not a criminal matter. Consideration must be given to the relevance of the alleged offence to the duties undertaken by the employee.
- 11.2 If an employee is alleged to have committed a criminal offence which relates to their employment with the Council, the Executive Director or nominated officer should advise the Chief Executive of all relevant facts of the case as immediately this

information is known. The manager must obtain sufficient facts to justify any disciplinary action, although they need not wait until the outcome of a criminal trial before commencing the disciplinary process.

Appendix 1

The disciplinary hearing procedure

Note – this procedure is for guidance only.

The disciplinary hearing will consist of the following stages –

- The Disciplining Officer will introduce those present, ensuring that everyone is clear of the role they play in the hearing.
- If the employee is not represented / accompanied ask if they wish to continue, ensuring they are aware of their right to be represented or accompanied
- The Disciplining Officer will inform those present that either side can request a recess at any time during the hearing.
- The Disciplining Officer will state the purpose and format of the hearing and outline the allegations as specified in the letter, ensuring that the employee accepts the grounds.
- If the matter is sufficiently serious, the Disciplining Officer should confirm with the employee that one outcome following the disciplinary hearing may be dismissal.
- The Investigating Officer, if in attendance, will present the case, without interruption, including the introduction of witnesses interviewed in the course of the investigation where appropriate.
- The employee will be given the opportunity to ask questions of the Investigating Officer and witnesses, where appropriate.
- The Disciplining Officer and HR Advisor will be given the opportunity to clarify with the Investigating Officer, if in attendance, any points within the investigation report or ask any questions.
- The Investigating Officer, if in attendance, will leave the room at this point.

- The employee will be given the opportunity to respond to the allegations and to call witnesses.
- The Disciplining Officer and the HR Advisor will have the opportunity to ask questions of the employee and any witnesses.
- The employee will sum up their case.
- The hearing will then be adjourned.
 - If new facts emerge which require further clarification, the Disciplining Officer can suspend the hearing and remit for further investigation.
 - If the employee refuses to offer an explanation or allow access to key information, the Disciplining Officer will draw their own conclusions from the information available and take a decision on the appropriate action.

After hearing all the evidence and before deciding on the outcome, the Disciplining Officer will give consideration to the following -

The nature and seriousness of the misconduct.

- Disciplinary action taken in similar cases in the past.
- Live disciplinary warnings and any punitive action in place for the employee.
- The employee's position, length of service, general performance and conduct.
- Any mitigating circumstances.

The employee's awareness of the required standard of behaviour, performance and conduct.

Whether the proposed action is appropriate and in accordance with the disciplinary procedures, taking account of all the evidence and circumstances of the case.

- The hearing will be reconvened and the outcome provided. Where feasible, a verbal outcome along with notice of their right of appeal may be provided for the employee on the same day as the hearing. If this is not possible, a verbal outcome may be advised no later than the next working day after the hearing. In any event the decision must be confirmed in writing by the Disciplining Officer within five working days of the hearing.

Appendix 2

Service appeal procedure

Note – this procedure is for guidance only.

1. The officer nominated to hear the appeal will introduce those present ensuring that all are clear of the role they play in the appeal process.
2. If the appellant is not represented / accompanied ask if they wish to continue, ensuring they are aware of their right to be represented or accompanied.
3. Normally the Disciplining Officer shall put the case in the presence of the appellant and the appellant's representative. The nominated officer will call such witnesses as may be required.
4. The appellant or the appellant's representative, the nominated officer and the HR Advisor shall have the opportunity to ask questions of the Disciplining Officer and any witness/es called.
5. The appellant or the appellant's representative should put the appellant's case in the presence of the Disciplining Officer. Such witnesses will be called as may be required.
6. The Disciplining Officer, the nominated officer and the HR Advisor shall have the opportunity to ask questions of the appellant and the appellant's representative and any witness/es called by the appellant.
7. Witness/es introduced by either party will be questioned by the other party's representative, the nominated officer and the HR Advisor, and will then retire. If necessary, the nominated officer can recall a witness to clarify any point in question.
8. The Disciplining Officer followed by the appellant and the appellant's representative, shall have the opportunity, if they so wish, to sum up their case introducing no new material.
9. The Disciplining Officer and the appellant and the appellant's representative shall then withdraw.
10. The nominated officer shall assess the case, recalling if required, the Disciplining Officer and the appellant to clarify points of uncertainty on

evidence already given. If a recall is necessary, both parties will return, even though only one is concerned with the point giving rise to doubt.

11. The appeal hearing will be reconvened and the outcome provided. Where feasible, the employee may be advised verbally of the outcome and their further right of appeal, if applicable, on the same day as the appeal hearing. If this is not possible, a verbal outcome may be advised no later than the next working day after the appeal hearing. In any event the decision must be confirmed in writing within five working days of the hearing. A further appeal to Committee is applicable only where the appeal is against dismissal or punitive action.

Appendix 3

Appeal to policy and resources (human resources appeals) sub-committee

A The Sub-Committee will consider the following appeals:-

- (i) Stage 2 appeals against punitive action or dismissal; and
- (ii) Appeals against disciplinary action where the Disciplining Officer is the Executive Director of a Service.

The decision of the Committee shall be final.

B The procedure adopted will be in accordance with the Policy and Resources (Human Resources Appeals) Sub-Committee process

- 1 The Council's representative shall put the Council's case in the presence of the appellant's representative or appellant when not represented.
- 2 The appellant's representative (or if the appellant is not represented, the appellant) shall have the opportunity to ask questions of the Council's representative and of any witnesses called by the Council.
- 3 The Sub-Committee will then, and normally at this point only, be given the opportunity of questioning any such witness.
- 4 The Council's representative shall have the opportunity to re-examine such witness(es) after Members' questioning.
- 5 On completion of re-examination, witnesses should be asked to leave.
- 6 The appellant's representative (or if the appellant is not represented, the appellant) shall put the appellant's case in the presence of the Council's representative(s).
- 7 The Council's representative shall have the opportunity to ask questions of any witnesses called by the appellant.
- 8 The Sub-Committee will then, and normally at this point only, be given the opportunity of questioning any such witnesses.

- 9 The appellant's representative shall have the opportunity to re-examine such witness(es) after Members' questioning.
- 10 On completion of re-examination, witnesses should be asked to leave.
- 11 The Council's representative and the appellant's representative (or if the appellant is not represented, the appellant) shall have the opportunity, if they so wish, to sum up their case introducing no new material.
- 12 The Council's representative(s) and the appellant (if present) and the appellant's representative shall then withdraw.
- 13 The Sub-Committee, together with the officer(s) appointed to assist the Sub-Committee, shall deliberate in private, only recalling the Council's representative(s), the appellant (if present) and the appellant's representative, to clarify points of uncertainty on evidence already given. If recall is necessary, both parties are to return, notwithstanding, that only one is concerned with the point giving rise to doubt.
- 14 If practicable, the Sub-Committee shall announce its decision to the Council's representative(s) and the appellant (if present) and the appellant's representative, at the conclusion of the meeting. In any event, the decision shall be confirmed, in writing, to the appellant's representative and to the appellant by the Officer appointed as Clerk to the Sub-Committee, within ten days.
- 15 The decision of the Sub-Committee to be announced under paragraph above shall be one of the following, as appropriate:
 - a) "that the grounds of the appeal have been substantiated and the appeal be upheld"
 - b) "that the grounds of the appeal have been substantiated in part and the appeal be upheld to the extent that ..."
 - c) "that the grounds of the appeal have not been substantiated and the appeal be not upheld"