



Absence Management Policy

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Definitions

In this **Absence Management** Policy and Procedure, unless the context otherwise requires, the following expressions shall have the following meanings:

- i **'The Romero Catholic Academy'** means the Company named at the beginning of this **Absence Management Policy** and Procedure and includes all sites upon which the Company is undertaking, from time to time, being carried out. The Romero Catholic Academy includes; **Corpus Christi, Good Shepherd, Sacred Heart, Blue Sky, SS Peter and Paul, St Gregory, St John Fisher, St Patrick, Cardinal Wiseman, Shared Services Term.**
- ii **'Romero Catholic Academy'** means the Company responsible for the management of the Academy and, for all purposes, means the employer of staff at the Company.
- iii **'Board'** means the board of Directors of the Romero Catholic Academy.
- iv **'Chair'** means the Chair of the Board or the Chair of the Local Academy Committee of the Academy appointed from time to time, as appropriate.
- v **'Clerk'** means the Clerk to the Board or the Clerk to the Local Academy Committee of the Academy appointed from time to time, as appropriate.
- vi **'Catholic Senior Executive Leader'** means the person responsible for performance of all Academies and Staff within the Multi Academy Company and is accountable to the Board of Directors.
- vii **'Companion'** means a willing work colleague (not family member) not involved in the substance of the employee's performance issues under review by this Absence Policy, or an accredited representative of a trade union or other professional association of which the employee is a member, who should be available for the periods of time necessary to meet the timescales under this Capability Policy and Procedure.
- viii **'Diocesan Schools Commission'** means the education service provided by the diocese, which may also be known, or referred to, as the Birmingham Diocesan Education Service.
- ix **'Local Academy Committee'** means the governing body of the School.
- x **'Academy Committee Representatives'** means the governors appointed and elected to the Local Academy Committee of the School, from time to time.
- xi **'Principal'** means the substantive Principal, who is the person with overall responsibility for the day to day management of the school.
- xii **'School'** means the school or college within The Romero Catholic Academy and includes all sites upon which the school undertaking is, from time to time, being carried out.
- xiii **'Shared Services Team'** means the staff who work in the central team across the Company (e.g. HR/ Finance)
- xiv **'Vice-Chair'** means the Vice-Chair of the Governing Body elected from time to time.

1. Scope

- 1.1 This Sickness Absence Policy and Procedure applies to you if you are an employee or worker at the Academy (hereinafter referred to as an “employee” or “you”).
- 1.2 The purpose of this procedure is to establish a framework for the effective management of staff sickness absence taking into account both the welfare of employees and the requirements of the Academy to deliver an effective education to its pupils.
- 1.3 An employee is entitled to have access by arrangement to their personnel file and to request the deletion of time-expired records in line with the provisions of the General Data Protection Regulation (GDPR).
- 1.4 The Romero Catholic Academy delegates its authority in the manner set out in this policy.
- 1.5 When implementing this policy and procedure, the Romero Catholic Academy should have regard to the Academy’s Health and Safety Policy and Procedure in relation to any overlapping health and safety consideration(s) that may arise.
- 1.6 For the avoidance of doubt this policy may be used concurrently with the Academy’s Capability Policy and Procedure and Disciplinary Policy and Procedure.
- 1.7 In this policy “working day” means any day on which you would ordinarily work if you were a full-time employee. In other words “working day” will apply differently to teaching and non-teaching staff. However, part-time and full-time staff will not be treated differently for the purposes of implementing this policy and procedure.
- 1.8 The Romero Catholic Academy is committed to ensuring respect, objectivity, belief in the dignity of the individual, consistency of treatment and fairness in the operation of this policy. This commitment extends to promoting equality of opportunity and eliminating unlawful discrimination throughout the Academy community.
- 1.9 This Sickness Absence Policy and Procedure offers opportunities to ensure justice for teachers, support staff and pupils alike and has the potential for the expression of Christian qualities such as honesty, self-knowledge, respect for others and their gifts, recognition of the needs and achievements of others, challenge to self and others, personal growth and openness.

2. General Principles

The Romero Catholic Academy expects the Academy to:

- 2.1 Never ignore sickness absence
- 2.2 Always monitor attendance
- 2.3 Ensure that short term absences do not go unnoticed
- 2.4 Take swift, supportive action if the absence is work related
- 2.5 Keep accurate, up to date, employee attendance records
- 2.6 Handle attendance problems promptly and sensitively, in a supportive manner
- 2.7 Develop and maintain an atmosphere that encourages people to come to work
- 2.8 Deal with each person as an individual
- 2.9 Treat all staff fairly
- 2.10 Keep the Romero Catholic Academy informed about the Academy and Shared Services Team sickness absence rate
- 2.11 Seek support and advice from its HR provider, Occupational Health and the Birmingham Diocesan Schools Commission, as appropriate

3. Informal Approach

- 3.1 Prior to invoking the formal steps set out in this procedure you and/or your line manager may (where appropriate and practicable) initiate an informal discussion regarding your absence from work.
- 3.2 Depending on the circumstances and cause of your absence, an informal discussion may lead to agreeing strategies with you to help improve and maintain attendance levels. In agreeing to a strategy informally you are entitled if you wish to include your Companion in the informal discussion process.
- 3.3 The Academy is not procedurally required to implement an informal approach to investigating the reason for your absence and it is your responsibility to follow the appropriate procedure in informing the Academy of the reason for your absence and to fulfil your obligations set out in Paragraph 4 below.

4. Employee's Obligations

Employees are expected to:

- 4.1 Comply with the Academy's sickness notification procedure
- 4.2 Ensure medical advice and treatment, where appropriate, is received as quickly as possible in order to facilitate a return to work
- 4.3 Take and follow the medical advice and treatment offered
- 4.4 Keep in regular touch (consistent with your medical condition) and inform the Principal, or nominated person (or Catholic Senior Executive Leader in the case of sickness absence of the Principal or Senior Manager in Shared Services Team), of any significant developments affecting the period of absence
- 4.5 Attend medical appointments promptly.
- 4.6 Inform the Principal (or CSEL in the case of the sickness absence of the Principal or Senior Manager in Shared Services Team) immediately of any side effects associated with your health condition and/or medication that could have an impact on your suitability to work with children.

5. Sickness Notification Procedure

- 5.1 You must contact the Academy in accordance with your Contract of Employment (and/or the Staff Handbook or equivalent document).
- 5.2 You should contact the Academy personally and not ask third parties (such as members of your family or friends) to inform us on your behalf. This is because we cannot be certain of the identity of the third party and whether they are acting in your best interests. In exceptional circumstances where you are physically incapable of communicating with us yourself (for example due to being hospitalised in a state of concussion), we may need to rely on a third-party explanation for your absence.
- 5.3 Brief details of the reason for absence and, if possible, some indication of a likely return to work date should be given during this contact. The position in relation to current workload should be discussed in order to help the Academy make appropriate cover arrangements.
- 5.4 If your absence is the result of an accident or an injury sustained at work then this information must be made known. You should indicate if the incident has been reported, when it was reported and to whom.
- 5.5 If you are still unfit for work after three successive working days you must once again contact the Principal or nominated person on the fourth day of absence and advise them of the likely duration of your continued absence according to any medical advice you have received.
- 5.6 The Conditions of Service for Teachers in England and Wales (the Burgundy Book) (which applies to teachers employed by the Romero Catholic Academy) stipulates that a self-certificate should be completed from not later than the fourth working day of absence. Teachers are required to complete a self-certificate to cover every day of absence, including half days.
- 5.7 A doctor's Statement of Fitness for Work (a "doctor's statement") must be provided by all staff and sent to the Principal or other nominated person from the 8th calendar day of sickness.
- 5.8 If more than one doctor's statement is required for any period of absence, you must keep the Principal, or nominated person, informed of developments on a weekly basis. The Principal, or other nominated person, is also entitled to make reasonable contact with you during your sickness absence, whether or not you have complied with the requirement to make weekly contact. The purpose of maintaining such contact (whether on a weekly or reasonable basis) during such period of sickness absence is to ensure that the educational needs of the Academy are fulfilled, to give you the opportunity to indicate if there are any ways in which the Academy may be able to support you and to give you the opportunity (if you wish it) to be kept up to date with developments at the Academy.
- 5.9 The requirement that you maintain weekly contact during any period of sickness absence may be relaxed by the Academy if a doctor's statement indicates that such contact would hamper your return to work or, alternatively, by agreement between you and the Academy.

6. Return to Work Discussions

- 6.1 After every absence your line manager (or other appointed person) will welcome you back to work and discuss with you:
- i. the reasons for your absence;
 - ii. whether the appropriate notification has been completed;
 - iii. your fitness to work; and
 - iv. whether there are any issues which require particular support from the Academy.
- 6.2 A record of this return to work discussion should be placed on your personnel file.
- 6.3 Your line manager (or other appointed person) may use the return to work discussion as an opportunity to bring you up to date with developments within the Academy during your absence.
- 6.4 It is anticipated that a return to work discussion would normally last up to 15 minutes, but this is an indication only.
- 6.5 Because of the nature of your medical condition you may prefer not to discuss the reasons for absence with your line manager (or other appointed person) and, in that case, you may hold the return to work discussion with a member of the senior leadership team.

7. Occupational Health Referral

- 7.1 The Academy may, at any time it considers appropriate, refer you to Occupational Health for an assessment of:
- a) Your health
 - b) Its impact on your attendance at the Academy
 - c) Its impact on your fitness to perform the duties required by your employment
 - d) Its impact on your ability to attend formal meetings or interviews under any other procedure particularly in the light of the guidance at page 20 of the Health and Work Handbook produced by the Faculty of Occupational Medicine, Royal College of General Practitioners, Society of Occupational Medicine
 - e) that steps the Academy could take to improve your health and/or attendance

A referral to Occupational Health is a supportive measure and you are expected to cooperate fully where such a referral is made. Occupational Health appointments will be scheduled during working time, where possible.

- a. Before making any decision to dismiss you on notice under this Sickness Absence Policy and Procedure the Academy will have referred you for at least one Occupational Health assessment.
- b. Notwithstanding Paragraph 7.2 above, if you decide not to engage in an Occupational Health referral the Academy will have no option but to proceed to make decisions without the benefit of medical advice.

8. Absence Reviewer, Final Absence Reviewer and Appeal Manager

1.1 The table below sets out the persons to be appointed, where possible, throughout the stages of the sickness absence review procedure depending on the person who is/has been absent from work due to sickness:

<i>Employee Level</i>	<i>Absence Reviewer</i>	<i>Final Absence Reviewer</i>	<i>Appeal Manager (re Written Warnings)</i>	<i>Appeal Manager (re Dismissal)</i>
Principal, CSEL or Senior Management in Shared Services (ABD, Head of Finance, Head of HR)	Chair or a non-staff Director (other than the Vice-Chair) nominated by the Chair	Directors' Absence Panel appointed by the Vice-Chair	A non-staff Director (other than the Chair or Vice-Chair) nominated by the Vice-Chair	Directors' Appeal Panel, appointed by the Vice-Chair
Leadership Spine (Vice Principal Assistant Vice Principal and Leading Practitioners)	Principal	Chair or a non-staff Academy Committee nominated by the Chair	A non-staff Academy Committee representative nominated by the Vice-Chair	Academy Committee Representative Appeal Panel
Other Teaching Staff	(1) A member of the Leadership Team (other than the Principal appointed by the Principal or in the event that (1) above cannot be complied with, (2) A person appointed by the Principal	Principal	Chair or a non-staff Academy Committee Representative nominated by the Chair	Academy Committee Representative Appeal Panel
Shared Services Team Support Staff	Head of Finance; Head of HR or ABD according to reporting line	CSEL	Appeal against warning is to Chair of Board (or board member nominated by him/her)	Appeal against dismissal is a committee of board members.
School based Support Staff	A person appointed by the Principal	Principal	Chair or a non-staff Academy Committee representative nominated by the Chair	Academy Committee Appeal Panel

NB: In law, only the Romero Catholic Academy, as the employer of staff, has the power to terminate employment, so the Romero Catholic Academy will need to ensure that it has delegated this power to the Final Absence Reviewer in accordance with the table above. Where the Romero Catholic Academy amends the table above, it will need to ensure that it has delegated its power to dismiss to the panel of persons and/or the individual that it appoints as the Final Absence Reviewer.

9. Persistent Intermittent Absence

9.1 Persistent intermittent sickness absence can be defined as frequent short-term absences from work that are normally sporadic and attributable to minor ailments, in many cases unconnected.

9.2 Managerial problems are created by the frequency of the absences and the reasons behind the absences. It can only be addressed effectively through proper monitoring systems and effective management action.

Triggers

9.3 Whilst each case of sickness absence should be considered individually and based on your working arrangements, the following triggers will normally lead to a Formal Absence Review Meeting:

- 9.3.1** Sickness absence of 10 or more working days in any 12 month period, accrued over 3 periods of absence or more.
- 9.3.2** Sickness absence of 6 or more days accrued over 2 or more periods in any 4 month period.
- 9.3.3** Two periods of sickness absence both lasting 4 or more days in any 12 month period.
- 9.3.4** *Any levels of absence which show a trend or pattern* e.g. Friday – Monday absences, monthly dates (e.g. last Friday every month) and any other notable dates.

10 Long Term Absence

10.1 Long-term absence is where an employee is absent from work for a considerable number of weeks or months as the result of a serious health problem or planned medical procedure. It can normally be distinguished from persistent intermittent absence in that it tends to be continuous and usually can be traced to an underlying medical condition.

Trigger

10.2 An absence lasting 4 working weeks will normally lead to a Formal Absence Review Meeting.

11. Formal Absence Review Meetings

11.1 Where a Formal Absence Review Meeting has been triggered in accordance with Paragraphs 9.2 or 9.3 above, the Academy will appoint an Absence Reviewer in accordance with Paragraph 7. The Absence Reviewer will write to you inviting you to a Formal Absence Review Meeting. You will be given at least 5 working days notice of such meeting. At the same time as sending you the letter inviting you to the meeting, the Absence Reviewer will also send you a copy of the Absence Report which they have prepared and which shall:

- 11.1.1** Set out your absences from work indicating your reasons given for the absence
- 11.1.2** Set out any suggestions made by you or the Academy to make reasonable adjustments to working arrangements that could reduce your absence or assist your return to work
- 11.1.3** Include copies of self-certificates, doctor's statements and all medical reports including those obtained from Occupational Health.
- 11.1.4** state that one of the possible outcomes of the procedure could be the termination of your employment where this applies.

11.2 At a Formal Absence Review Meeting you will have the opportunity to:

- 11.2.1** Present any medical evidence in your possession
- 11.2.2** Make reasonable suggestions about managing your return to work including any phased return to work, change or reduction of duties and/or working hours
- 11.2.3** Make suggestions of other reasonable adjustments that could be made

12. Formal Responses

12.1The Absence Reviewer will confirm the outcome of the Formal Absence Review Meeting in writing within 5 working days of the date of such meeting. The Absence Reviewer may, in addition to making an Occupational Health referral, make the following formal responses:

12.1.1 Reasonable adjustments to working arrangements

These will vary on a case by case basis depending on the medical condition identified.

12.1.2 A First Written Caution

12.1.2.1In the context of a persistent intermittent absence this is a caution that if you are absent from work for two or more days in the period of the next six months you will be at risk of a Final Written Caution.

12.1.2.2In the context of a long term sickness absence this is a caution that if you are not fully back to work within between 4-12 working weeks there will be a further Formal Absence Review Meeting. The precise number of working weeks will be set by reference to the available medical evidence.

12.1.3 A Final Written Caution

12.1.3.1In the context of a persistent intermittent absence this is a caution that if you are absent from work at all in the period of the next six months you will be at risk of dismissal.

12.1.3.2In the context of long term sickness absence this is a caution that if you are not fully back to work within between 4-12 working weeks you will be referred to the Final Absence Reviewer in accordance with Paragraph 9 which could lead to dismissal. The precise number of working weeks will be set by reference to the available medical evidence.

12.2The Final Absence Reviewer may (in addition to the responses available to the Absence Reviewer) make the following responses:

12.2.1 Dismissal with Notice

In coming to such a decision in relation to a case of **persistent intermittent absence** the Final Absence Reviewer will consider:

12.2.1.1The total absence and pattern of absence

12.2.1.2The available medical prognosis

12.2.1.3Advice from Occupational Health

12.2.1.4The reasons advanced for the absence

12.2.1.5How long the employee has worked for the Academy

12.2.1.6Is the job a key job? If so, how long can the Academy effectively function without that contribution?

12.2.1.7The additional demands the persistent intermittent absence has generated for other employees and the Academy

12.2.1.8Whether other reasonable adjustments have been considered

12.2.1.9Whether other reasonable adjustments have been made and, if so, whether they were effective

12.2.2 In coming to such a decision in relation to a case of **long term absence** the Final Absence Reviewer will consider:

- (a) The available medical prognosis
- (b) Advice from Occupational Health
- (c) Is complete recovery likely and, if so, when?
- (d) How long the employee has worked for the Academy
- (e) Is the job a key job? If so, how long can the Academy effectively function without that contribution?
- (f) The additional demands the absence has generated for other employees and the Academy
- (g) Whether alternative employment or a transfer is available, suitable and acceptable
- (h) Whether ill-health retirement has been explored
- (i) Whether other reasonable adjustments have been considered
- (j) Whether other reasonable adjustments have been made and, if so, whether they were effective

12.2.3 In a case where your employment is terminated, the Final Absence Reviewer will recommend to the Romero Catholic Academy that your employment is terminated in accordance with your contract of employment, and the Romero Catholic Academy will take appropriate steps to terminate your employment.

12.3 In the event that your employment is terminated in accordance with Paragraph 12.2.3 above:

12.3.1 If your contract of employment contains a garden leave clause the Governing Board may exercise that clause so that you are not required to attend the Academy during your notice period but remain employed and so bound by the terms of your contract of employment until the expiry of the notice period; or

12.3.2 If your contract of employment contains a payment in lieu of notice clause the Governing Board may exercise that clause to bring your contract to an end with immediate effect.

12.4 You may appeal against a First Written Caution or a Final Written Caution by writing to the Clerk within 5 working days of being sent the relevant caution.

12.5 You may appeal against a dismissal with notice by writing to the Clerk within 10 working days of being sent the notification of termination.

12.6 Any appeal letter lodged in accordance with Paragraphs 13.4 or 13.5 above must set out the grounds of your appeal in detail.

12.7 The fact of the appeal does not delay the commencement of any period under any caution or of any notice period.

12.8 Any appeal should normally be heard within 20 working days of the Clerk receiving your appeal letter.

12.9 The Appeal Manager is not required to hear oral evidence and may rely on written evidence.

12.10 If the Appeal Manager does decide to hear oral evidence, you will be given an opportunity to comment on it either by (a) attending the meeting or (b) reviewing the notes of that oral evidence after the meeting (if you were not present at the meeting where such oral evidence was given). In the event of (b) you must provide any response to the notes of the oral evidence within 5 working days of receipt of the same.

12.11 The Appeal Manager will confirm the outcome of the Appeal Meeting in writing to you within 5 working days of the date of the Appeal Meeting. The decision of the Appeal Manager is final and there will be no further right of appeal. The outcomes of the Appeal Meeting are that:

- a) the Appeal Manager may uphold the decision of the Final Absence Reviewer; or
- b) the Appeal Manager may uphold the employee's appeal, overturn and refer the matter back to the Final Absence Reviewer for reconsideration.

13. Directors'/Governors' Panels

13.1 Directors' / Academy Committee Absence and Appeal Panels shall comprise three non-staff Directors or Academy Committee representatives not previously involved in the matter and shall not comprise the Chair or Vice-Chair unless there are insufficient numbers of non-staff Directors' / Academy Committee representatives not previously involved in the matter, in which case the Chair and/or Vice-Chair may be appointed to a Directors' / Academy Committee Absence or Appeal Panel.

13.2 In the event that there are insufficient numbers of Directors/ Academy Committee representatives available to participate in a Directors' Absence or Appeal Panel, the Romero Catholic Academy may appoint associate members solely to participate in the appropriate Directors'/Academy Committee' Absence or Appeal Panel on the recommendation of the Birmingham Diocesan Schools Commission.

14. Companion

14.1 If you are the subject of any Formal Absence Review Meeting and subsequent appeals, you may be accompanied by a Companion.

14.2 You must let the relevant Reviewer or Manager know who your Companion will be at least one working day before the relevant meeting.

14.3 If you have any particular reasonable need, for example, because you have a disability, you can also be accompanied by a suitable helper.

14.4 Your Companion can address the meeting in order to:

- (a) put your case;
- (b) sum up your case;
- (c) respond on your behalf to any view expressed at the meeting; and
- (d) Ask questions on your behalf

14.5 Your Companion can also confer with you during the meeting.

14.6 Your Companion has no right to:

- (a) answer questions on your behalf;
- (b) address the meeting if you do not wish it; or
- (c) prevent you from explaining your case.

14.7 Where you have identified your Companion and they have confirmed in writing to the relevant Reviewer or Manager that they cannot attend the date or time set for the meeting, the relevant Reviewer or Manager will not usually postpone the meeting for a period in excess of five working days from the date set by the Academy to a date or time agreed with your Companion provided that it is reasonable in all the circumstances. Should your Companion subsequently be unable to attend the Formal Absence Review Meeting, it may be held in their absence or written representations will be accepted.

15. Timing Of Meetings

Meetings under this procedure may:

- 15.1** need to be held when you were timetabled to teach.
- 15.2** exceptionally be held during planning, preparation and administration time if this does not impact on lesson preparation.
- 15.3** be held after the end of the Academy day.
- 15.4** not be held on days on which you would not ordinarily work.
- 15.5** be extended by agreement between the parties if the time limits cannot be met for any justifiable reason.

16. Venue for Meetings

The relevant Reviewer or Manager can hold the meeting off the Academy site to minimise any distress to the employee. Any reasonable request to do so will not be unreasonably refused.

17. Assistance

In all cases involving any cautions in relation to the Principal/Headteacher or to a person on the Leadership Spine, or to potential or actual dismissal of any other member of staff, the Diocesan Schools Commission may send a representative to advise the Absence Reviewer, the Final Absence Reviewer or the Appeal Manager.

18. Sickness Pay

18.1 You may be entitled to Statutory Sick Pay (“SSP”) if you satisfy the relevant statutory requirements. Qualifying days for SPP are Monday to Friday, or as set out in your employment contract. The rate of SSP is set out by the Government in April of every year. No SPP is payable for the first three consecutive days of absence. SPP starts on the fourth day of absence and may be payable up to 28 weeks. If you are not eligible for SSP, or if your SPP entitlement is coming to an end, the Academy will give you a SSP1 form informing you of the reasons.

18.2 You will be entitled to receive Occupational Sick pay (“OSP”) provided you have complied with this policy in all respects. OSP is inclusive of any SSP that may be due for the same period, as is paid on the following basis:

Teaching Staff

During the first year of service	Full pay for 25 working days and, after completing four calendar months’ service, half pay for 50 working days.
During the second year of service	Full pay for 50 working days and half pay for 50 working days
During the third year of service	Full pay for 75 working days and half pay for 75 working days
During the fourth and successive years	Full pay for 100 working days and half pay for 100 working days

Support staff

During the first year of service	1 months full pay and, after completing four calendar months' service, half pay for 2 months
During the second year of service	2 months full pay and 2 months half pay
During the third year of service	3 months full pay and 3 months half pay
During the fourth and fifth year of service	4 months full pay and 4 months half pay
After five years' service	6 months full pay and 6 months half pay

18.3 OSP for support staff is paid on a rolling 12-month basis

18.4 If any period of sickness absence is, or appears to be occasioned by actionable negligence, nuisance or breach of any statutory duty on the part of the third party, in respect of which damages are, or may be recoverable, you must immediately notify your Line Manager, or any other nominated person of that fact of any claim, compromise, settlement or judgement made, or awarded in connection with it, and all the relevant particulars that the Academy may reasonably require.

If the Academy requires you to do so, you must cooperate in any related legal proceedings and refund to the Academy that part of any damages or compensation you recover that relates to lost earnings for the period of sickness absence as we may reasonably determine, less any costs you incurred in connection with the recovery of such damages or compensation, provided that the amount to be refunded to the Academy shall not exceed the total amount paid to you in respect of the period of sickness absence.

18.4 Any employer and employee pension contributions will continue, subject to the relevant scheme rules during any period of SSP or OSP.

18. Links to other policies

This Absence Management Policy is linked to our;

- Disciplinary Policy
- Special Leave of Absence Policy
- Code of Conduct
- Annual Leave Policy

19. Monitoring and Review

This procedure produced by the Catholic Education Service (CES) for use in Catholic Voluntary Academies in England, was amended in September 2013, updated in June 2016 and again in May 2018 following consultation with the national trade unions. It may be adapted, as appropriate, for use in joint Church academies subject to the approval of the CES on referral by the relevant Catholic diocese.

The Board of Directors delegate the implementation of this policy to the Academy Committee.

This policy will be reviewed by CC2 Strategy, People and Organisational Development.