

Disciplinary Process and Procedure

Our approach

We believe in being fair. When something goes wrong - a conduct issue, a performance problem, a serious incident - we follow a clear, consistent process.

This policy follows the ACAS Code of Practice on Disciplinary and Grievance Procedures. It applies to all colleagues.

Informal action first

Most issues should start with an informal conversation. Your manager will explain the concern, listen to your response, and agree what needs to change. A record will be kept, but this is not a formal step.

Formal action is only used when the informal approach has not worked, or when the matter is too serious to be handled informally.

The formal process

1. Investigation

We will establish the facts before making any decisions. This may involve speaking to you, speaking to witnesses, and reviewing evidence. The investigation will be proportionate to the issue.

2. Notification

If there is a case to answer, we will write to you explaining the allegation, the evidence, and the date of a disciplinary hearing. You will be given enough time to prepare.

3. Disciplinary hearing

You have the right to be accompanied by a colleague or trade union representative. The hearing is your opportunity to respond to the allegations. We will listen to your explanation and consider any mitigating circumstances.

4. Decision

After the hearing, we will decide the appropriate outcome. This may be:

- No further action
- Informal warning / Verbal warning
- First written warning
- Final written warning
- Dismissal (with or without notice, depending on the circumstances)

Verbal warnings will remain active for 6 months and written warnings will remain active for 12 months.

The outcome will be confirmed in writing, along with your right to appeal.

5. Appeal

If you disagree with the decision, you can appeal in writing within 5 working days. The appeal will be heard by a more senior manager. The appeal decision is final.

Suspension

In some cases - usually where gross misconduct is alleged - we may suspend you on full pay while we investigate. Suspension is not a punishment and does not imply guilt. It is a temporary measure to allow a fair investigation.

Gross misconduct

Gross misconduct is behaviour so serious that it fundamentally damages the trust between you and the company. Examples include theft, fraud, violence, serious safety breaches, and being under the influence of drugs or alcohol at work. Other behaviour that is equally serious will be treated the same way.

If gross misconduct is established, the normal outcome is summary dismissal - dismissal without notice. However, you will still go through the full investigation and hearing process before any decision is made.

Questions

If you are subject to a disciplinary process and want to understand your rights, contact peopleteam@milbank.co.uk. If you are a manager dealing with a disciplinary issue, please speak to the People Team before taking any formal steps.

milbankgroup.co.uk

Version	Date	Author	Changes
V1		Milbank Group	Creation
V2	30/04/2026	Milbank Group	Approved