

# Report to Business & Transformation Scrutiny Panel

Agenda Item:

**A.4**

Meeting Date: 1<sup>st</sup> April 2021  
Portfolio: Community Services  
Key Decision: No  
Within Policy and Budget Framework: Yes  
Public / Private: Public

Title: IMPROVING ATTENDANCE POLICY  
Report of: Deputy Chief Executive  
Report Number: CS 22/21

## Purpose / Summary:

This report provides an update on the Task and Finish group established to review the Council's Attendance Management Policy. A new policy has been drafted and is proposed to be retitled the Improving Attendance Policy. The accompanying Manager's toolkit has also undergone a significant update.

## Recommendations:

- 1) Consider and comment on the new Improving Attendance Policy and accompanying Manager's toolkit, noting that the results of a staff consultation will be incorporated in a final report that will be taken to Employment Panel for their review and agreement.

## Tracking

Executive:	
Scrutiny: BTSP	
Council:	

## **1. BACKGROUND**

The Council has an Attendance Management procedure which was initially written and implemented in 2004.

At Business and Transformation Scrutiny Panel on 13<sup>th</sup> February 2020, it was resolved that a Task and Finish Group would be established to assist the HR Manager in reviewing the Attendance Management Policy with the aim of more effectively managing absence.

The aims of the Task and Finish Group were set out as follows:

- Review existing policy, seek advice from HR team on strengths and challenges of existing policy
- Research examples of good practice
- Develop recommendations to share with Business and Transformation Scrutiny Panel (BTSP)

Members of the Task and Finish Group consisted of:

Members:

Cllr Bainbridge (Chair)  
Cllr Allison,  
Cllr Mrs Bowman,  
Cllr Mrs Birks,  
Cllr Tickner

Co-opted Members:

Sue Kaveney (HR Manager)  
Antonette Cullen (HR Adviser)  
Sophie Nixon (HR Adviser)

## **2. MEETINGS**

Meetings of the Task and Finish Group were held on 17<sup>th</sup> June 2020, 8<sup>th</sup> July 2020, 19<sup>th</sup> August 2020 and 4<sup>th</sup> November 2020. All meetings were extremely positive and engaging and included discussion around the existing policy and areas requiring improvement, benchmarking sickness rates, training and management support/capability, systems and reporting, supportive resources such as Occupational Health and Employee Assistance Programme (EAP), the process of redeployment and revised trigger points.

An online shared One Drive area was setup for all members to access, share information and to publish notes and thoughts.

During discussions it was proposed that the revised policy to be retitled “Improving Attendance” – this felt like a more supportive title than the current “Attendance Management” and something which has been adopted by other local authorities.

Updated flowcharts were developed detailing the revised process for managing absences and long-term sickness. These flowcharts were circulated and subsequently discussed with the Trade Unions. Some minor suggestions were made from the GMB and incorporated into the draft policy. A copy of the draft policy and accompanying Manager’s toolkit was later shared with the Trade Unions via email on 11<sup>th</sup> November 2020 with no additional feedback received.

These drafts were shared and agreed in the final Task and Finish meeting, held on 4<sup>th</sup> November 2020. Since the last meeting the HR team have explored the possibility of managers being able to upload absence documents directly into the HR and Payroll system, i-Trent. It was found that the increased storage could potentially reduce the functionality of the system; therefore, the policy draft has since been amended to maintain the existing process of sending documentation to HR to save on personnel files. Future consideration will be given to the use of SharePoint for storing documentation which may require a subsequent minor update to the policy.

### **3. PROPOSALS**

It is proposed that the accompanying Policy and toolkit are, following consultation, adopted for use within the Council.

### **4. RISKS**

None.

### **5. CONSULTATION**

Staff and management consultation in relation to the new policy and toolkit commenced on 16<sup>th</sup> March 2021 for a period of two weeks. Should any policy changes be considered appropriate following this consultation, a revised policy draft will be discussed with Trade Unions before it is taken to Employment Panel. Whilst the results of the consultation will not be known until after the circulation of this report a verbal update will be provided at the 1<sup>st</sup> April meeting of this panel.

### **6. CONCLUSION**

The Panel are asked to review and comment on the revised Improving Attendance Policy and subject to any comments agree the final draft for onward progression to Employment Panel.

## **7. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

Improved sickness monitoring and management to help maximise efficiency and ensure the required level of staff resource is available to help deliver the Carlisle Plan.

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**Appendices attached to report:**   New final draft Improving Attendance Policy and Final draft Managers Toolkit

**Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:**

- None

### **CORPORATE IMPLICATIONS:**

**LEGAL** - This report concludes the work of the Panel's Task and Finish Group and makes recommendations to Employment Panel arising out of its work. Business and Transformation Scrutiny Panel is asked to consider the proposed changes and, if it is happy with the recommendations, to approve onward progression of the new policy to Employment Panel, which has responsibility for adopting such policies. The proposed changes relate to how the Council manages attendance and may amount to a variation of staff terms and conditions. Accordingly, the Council is required to consult with staff before making the changes. Any representations arising out of consultation with staff must be considered.

**FINANCE** – This report raises no explicit financial issues.

**EQUALITY** – This report highlights the positive interventions taken around mental health in the workplace. This work demonstrates our commitment to the Public Sector Equality Duty and is consistent with the Equality Policy and Action Plan.

**INFORMATION GOVERNANCE** – This report raises no explicit issues relating to Information Governance.

# Improving Attendance Policy



The Council is fully committed to compliance with the requirements of the General Data Protection Regulations (GDPR) 2016 and the Data Protection Act (DPA) 2018. The Data Protection Legislation aims to balance the requirements of organisations to collect, store and manage various types of personal data in order to provide their services, with the privacy rights of the individual about whom the data is held. The Data Protection Legislation covers both manual and computerised records in any format, where the record contains details that can identify, directly or indirectly data on a natural person or persons. The Data Protection Legislation sets out principles which must be followed by those who process data; it gives rights to those whose data is being processed. Further information regarding how the Council collects, shares and uses personal information can be found in the Council's Privacy Notices.

## Policy on a Page

### Policy Aim:

The Council is committed to improving attendance and this policy has been designed to ensure absence is effectively and consistently managed across the Council.

The overall purpose of the policy is to encourage employees to improve their attendance at work and support them to achieve an acceptable level of attendance.

### Target Audience:

All Carlisle City Council employees.

### Training:

Managers will be required to complete mandatory training in relation to this policy; both a practical workshop and a Skill Gate module. A comprehensive Manager's Toolkit will also be provided to support managers with the implementation of this policy and procedure.

Further support and advice with regards to application of the policy and procedure can be sought from the HR team.

### Key Principles:

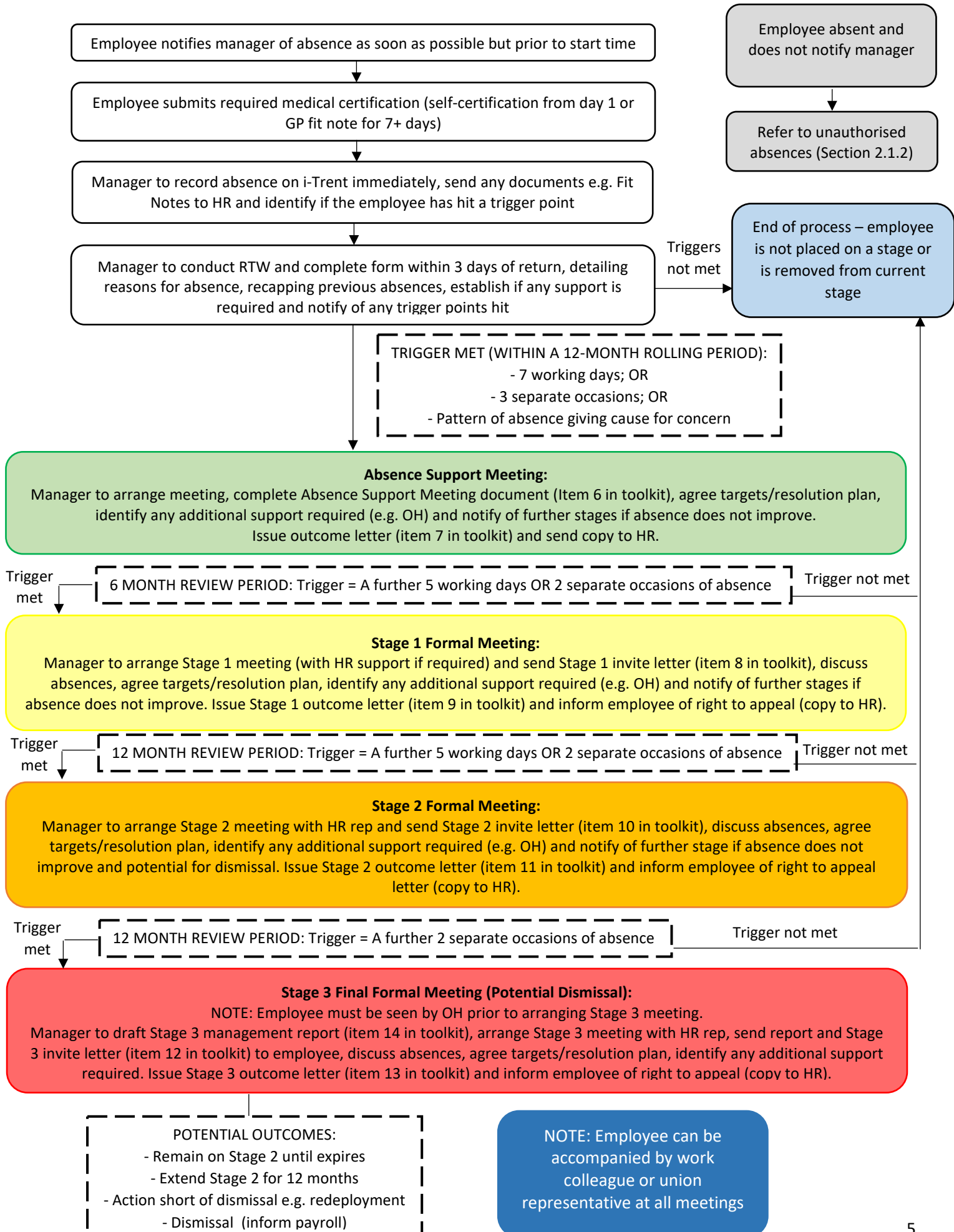
- This policy and procedure apply to all employees of the Council.
- No formal action will be taken without a review of the employee's attendance.
- Employees have the right to be accompanied at all meetings (informal and formal) by a recognised Trade Union representative or work colleague.
- Employees have the right to appeal against written warnings and dismissal due to sickness.

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## MANAGEMENT OF ABSENCES FLOW CHART



## GUIDANCE ON MANAGEMENT OF LONG-TERM ABSENCE

### Absences likely to be one month or more

Manager to refer employee to OH immediately if absence is for Stress, Work related Injury, and or Musculoskeletal problems.

After one month of absence, following OH referral and receipt of report, manager to arrange review meeting (or home visit if appropriate) with HR and send out invite letter (item 15 in toolkit) and outcome letter (item 16 in toolkit). Subsequent meetings to be agreed (suggested every 2-4 weeks).

NOTE: Employee can be accompanied by work colleague or union representative at all meetings

#### During and after meeting

Complete Checklist (see managers Toolkit), discuss OH Reports, agree action plan e.g. stress risk assessments if appropriate, and manager to issue confirmation letter within 5 days (copy to HR).

#### Employee to return to contracted duties

Manager to conduct RTW and complete form within 3 days of return, detailing reasons for absence, recapping previous absences, establish if any support is required and notify of any trigger points hit

Monitor as per Management of absence flowchart

#### Employee to return with modifications (i.e. phased RTW, temporary amended duties etc.)

Agree and confirm recommended modifications prior to return (if temporary, agree timeframe / if permanent, consider any contractual changes)

Manager to conduct RTW and complete form, detailing reasons for absence, recapping previous absences, establish if any support is required and notify of any trigger points hit

Monitor as per Management of absence flowchart (consider re-referral to OH)

#### OH advise permanent redeployment

Manager and HR to meet employee and complete re-deployment form (item 20 in toolkit) and seek to identify a suitable post. Manager to liaise with HR. Employee is placed on the Redeployment Register for 12 weeks

Has a suitable post been identified within 12 weeks? (Informal interview to take place)

No

Yes

Confirm details with employee, training plan and complete relevant paperwork

New manager to hold regular review meetings with employee (suggest every 2 to 4 weeks) and to confirm outcome after trial period (N.B. trial period for 4 to 12 weeks dependant on role and training)

#### Employee will not be returning to work (in a reasonable time period)

Manager to liaise with HR for Final Formal Review Meeting (potential dismissal). See items 17-19 in toolkit for templates.

Trial period / Redeployment has been unsuccessful

## 1. INTRODUCTION

Carlisle City Council is committed to creating a working environment which supports employee health and wellbeing and promotes good attendance at work. It is the responsibility of all employees to ensure they are committed to attending work, as this is vital for the Council's service delivery.

A separate Improving Attendance Toolkit is available for managers to assist them in using this policy and can be found on the HR and Payroll section of the Intranet.

## 2. POLICY

### 1.1 AIM

The purpose of this policy and procedure is to support employee health and wellbeing and encourage a culture of high attendance amongst employees within the Council.

This policy also provides managers with a clear framework on how to consistently and fairly manage absence.

### 1.2 SCOPE

This policy applies to all Carlisle City Council employees. Application of this policy will be considered on an individual case by case basis. Where managers are considering using discretion, advice should be sought from the HR team.

### 1.3 RESPONSIBILITIES

**Employees** are responsible for:

- Attending work when fit to do so.
- Notifying their manager if they must leave work or are unable to attend work due to sickness.
- Maintaining regular two-way contact with their manager during a period of absence.
- Engaging with this policy and procedure and any supportive meetings e.g. absence support meetings, Occupational Health and Physiotherapy appointments etc.
- Refraining from any activities outside work that may impair their recovery.
- Taking personal responsibility for their health and wellbeing.
- Raising concerns with their manager, as soon as possible, if they believe that their work is making them ill or contributing to their illness.
- Informing their manager as soon as possible if they sustain an injury during work.
- Informing their manager or any other relevant parties, of any medical information that may pose a potential health and safety risk to themselves or others e.g. if they have been issued with medication that restricts their capacity to carry out normal working activities.

**Managers** are responsible for:

- Managing employee absence consistently in accordance with this policy and procedure.
- Maintaining regular two-way contact with employees and keeping them up to date with team developments, vacancies and any other relevant Council updates during their absence.

- Ensuring that all employees are made aware of this policy and other relevant Council policies and support available e.g. counselling/Employee Assistance Programme (EAP).
- Carrying out informal and where necessary, formal absence meetings, in line with this policy, ensuring employees are aware of their right to be accompanied by a recognised Trade Union representative or work colleague.
- Ensuring all absence related matters are handled sensitively and confidentially.
- Updating i-Trent with relevant information in a timely manner.
- Keeping records of sickness absence for employees in line with agreed retention procedures.
- Attending and completing all necessary training in relation to this policy.
- Advising the Health and Safety Manager where an employee sustains an injury at work and carry out any investigations, as required.
- Monitoring absence within their team and taking appropriate action to support improved attendance.

**Directors** are responsible for:

- Determining appropriate managers to carry out various stages of the procedure.
- Ensuring that accurate and up to date records of sickness absence are kept and are available to enable early identification of individual problem areas
- Monitor and review attendance at work at individual and directorate level.
- Attending and completing all necessary training in relation to this policy.

**HR and Payroll** are responsible for:

- Providing regular reports to management on sickness absence in their area.
- Providing statistical data in relation to employee absence where required by managers or the Senior Management Team (SMT)
- Providing training, advice and guidance on this policy and procedure to managers and staff.
- Assisting with referral to Occupational Health and other avenues of support i.e. counselling, where appropriate.
- Being involved in absence support meetings, where appropriate.
- Being present at all formal meetings from Stage 2 onwards.
- Monitoring and update the policy in its application and ensure it reflects the operational needs of the Council, changing legislation and best practice.

## **1.4 CONFIDENTIALITY**

Any absence related matters will be handled in confidence. Referrals to Occupational Health and any additional avenues of support will be made in conjunction with the employee and with their consent.

## **2. IMPROVING ATTENDANCE PROCEDURE**

### **2.1. SICKNESS REPORTING PROCEDURE**

#### **2.1.1 FIRST DAY OF ABSENCE / INITIAL NOTIFICATION**

Employees must contact their manager on the first day of their absence and inform them that they are unable to attend work. This should be done as soon as possible and before an employee's start time to allow managers enough time to plan for cover arrangements.

Employees should make contact with their manager by telephone. If the manager is not available, the employee should contact their manager's deputy to report their absence and provide a contact number for their manager to call them back on. It is not appropriate for employees to report their absence via text message or email, or have somebody report their absence on their behalf, unless there are exceptional circumstances.

When reporting an absence, employees are expected to provide the following information:

- The date the sickness began;
- Nature of sickness;
- Whether the sickness is related to an injury at work;
- Whether the sickness is certified or self-certified;
- Details of any commitments for the period of anticipated sickness (e.g. important meetings/work activity);
- Estimated return date (if known)

If an employee has not contacted their line manager on their first day of absence, the line manager must contact the employee.

For absences which are anticipated to be short term i.e. up to one week, employees must contact their managers daily to provide an update on how they are feeling.

For absences that are anticipated to be longer term i.e. more than one week or covered by a medical certificate, the employee and manager should agree the frequency of contact.

#### **2.1.2 FAILURE TO NOTIFY / UNAUTHORISED ABSENCE**

It is a condition of employment, and the Council's sick pay scheme, that employees notify their manager when they are unable to attend work. Failure to do this without good reason may impact an employee's entitlement to sick pay.

Disciplinary action may be taken against an employee where they persistently fail to follow the correct reporting arrangements for absence. Prolonged unauthorised absence could be deemed gross misconduct and may ultimately lead to dismissal.

### **2.1.3 ABSENCES UP TO 7 DAYS**

On the first day of absence, after notifying their manager, employees must complete a Self-Certification form (Item 1 in toolkit). Managers must ensure the absence is recorded immediately on i-Trent and send any documents to the HR Advisory Service e.g. Fit Notes, Return to Work Forms etc.

Employees must advise their manager of their fitness to return to work at the earliest opportunity. This should be at the point when they are fit to return to work, even if this is on a non-working day, otherwise the employee will automatically be regarded as being sick on these days.

### **2.1.4 ABSENCES OF 7 DAYS OR MORE**

For absences greater than 7 (calendar) days a medical certificate must be forwarded to the manager. Where there is continuing sickness absence, the employee must provide consecutive medical certificates to cover the whole period of the absence.

From the outset, it is important that the employee and the manager agree on the frequency and form of communication going forward. This will depend on individual circumstances such as the reason for the absence and predicted absence length.

### **2.1.5 RECORDING ABSENCE**

When recording absence, managers must:

- Input details of sickness absence into i-Trent as soon as possible after an employee has reported their absence and send any relevant documentation e.g. Fit Notes to the HR Advisory Service.
- Keep records and brief notes of all discussions and meetings with employees, to ensure that the absence is being managed effectively and to act as a record of any previous support or action taken.
- Monitor sickness absence levels within their teams and ensure employee attendance is being managed in accordance with this policy i.e. ensuring the appropriate meetings are held when employees reach the various trigger points laid out in Section 3 of this policy.

## **2.2. FALLING SICK WHILST AT WORK**

Where an employee falls sick whilst at work, if they have completed more than 50% of their working day, their absence should not be recorded as sickness for that day. However, managers must keep a record of such occasions to identify any patterns of misuse of this aspect of the policy. Where an employee is sent home before they have completed 50% of their working day, they should be recorded in i-Trent as sickness.

## **2.3. IMMEDIATE ABSENCE SUPPORT**

There are several routes to accessing direct support, as set below.

### **Active Care**

For absences related to stress (work and/or personal), where appropriate, managers should refer the employee (with their consent) to Active Care immediately and complete the [Call Request Form](#). Active Care will carry out a telephone consultation with the employee, arrange counselling support where appropriate and will provide the, the manager, HR and Occupational Health with a report (subject to employee consent).

### **Employee Assistance Programme (EAP) / Counselling**

Employees should be reminded that the Council has an Employee Assistance Programme, which offers employees a free and confidential counselling service. The service is provided by an external organisation and callers remain anonymous to the Council. Employees can contact Health Assured on 0800 030 5182 or visit their website at [www.healthassuredeap.co.uk](http://www.healthassuredeap.co.uk).

### **Occupational Health**

The Council has an Occupational Health service that employees can be referred to, when required. Referrals to Occupational Health must be made by managers using the Manager's Referral Form (item 3 in toolkit) and explicit consent must be obtained from the employee. For muscular skeletal injuries, the employee should be referred to Occupational Health immediately so appropriate advice can be provided.

### **Physiotherapy**

Employees can also be referred to Physiotherapy where required. Referrals must be made by management using the Occupational Health referral form at the earliest opportunity, following a report from an employee that they are experiencing discomfort.

## **2.4. RETURN TO WORK INTERVIEWS**

Managers must conduct a Return to Work interview with all employees on their first day back when returning from sickness absence, except where there are exceptional circumstances. A record of this discussion must be kept and a copy of the Return to Work Interview Form (item 2 in toolkit) (combined with the employee's Self-Certification form) should be sent to the HR Advisory Service to be stored on the employee's personnel file.

The Return to Work interview should cover the following areas:

- Reasons for the absence and reassurance that the employee is fit to return to work.
- Raise any concerns regarding the employee's absence levels and/or patterns of absence, specifically in relation to the absence triggers set out below.

- Discuss whether there is a need for any additional support such as possible adjustments to work patterns and flexible working.
- Enter and close the absence on i-Trent.

## **2.5. ANNUAL LEAVE AND SICKNESS**

If an employee becomes ill during annual leave, they must follow the same notification procedures as set out above. Assuming employees have followed the appropriate reporting procedure, and have produced a medical certificate where required, annual leave days will be reinstated. Please note this does not apply to public holidays i.e. an employee will not be entitled to take time off at a later date if they fall sick on a bank holiday.

If an employee is off on long-term absence, they may wish to take a holiday during this time. This must be discussed and agreed with their line manager before any holiday is taken. The absence will still count as one period of sickness for the purposes of sickness monitoring and determining sick pay entitlement. If the employee has gone into half or no pay during their sickness period, they will receive full pay for the period of annual leave that they have booked.

Employees in half pay or no pay can also choose to use some of their annual leave to top up their pay. This should be discussed with their manager and processed via the HR and Payroll team.

The use of annual leave to cover periods of sickness to avoid a trigger is not permitted, although annual leave can be used to facilitate an extended phased return.

## **2.6. CONDUCT WHILE ON SICK LEAVE**

It is expected that an employee will do their utmost to facilitate a return to work at the earliest opportunity. The Council is supportive of activities which can aid rehabilitation and recovery; however, it would not normally expect anyone who is absent from work due to sickness or injury to:

- Participate in any sports, hobbies, social or other activities which could aggravate the illness or injury or delay recovery;
- Undertake any other employment whether paid or unpaid (without prior discussion with your manager);
- Work additional hours for the Council in an alternative role e.g. as a Casual (without prior discussion with your manager);
- Engage in any activity, which is inconsistent with the nature of the illness or injuries;
- Engage in any activity which is unlikely to be conducive to their recovery.

A breach of any of the above may be deemed as gross misconduct and could be subject to the Council's Disciplinary Policy.

## **2.7. SURGERY**

### **2.7.1 PLANNED SURGERY**

Where an employee provides notice of surgery managers should consider making a referral to Occupational Health (OH) prior to the employee's surgery taking place, where appropriate i.e. where the employee is experiencing health difficulties prior to their proposed procedure.

Again where appropriate, the manager will ensure that a meeting takes place with the employee prior to the commencement of the absence to discuss the OH report and suggested adjustments to their job, which may be incorporated into their return to work plan. The manager will schedule a meeting with the employee following surgery to discuss their health.

Adjustments to the plan may be required where, for example, the employee's recovery is not as expected. In such circumstances, the manager will seek further advice from OH and HR.

### **2.7.2 COSMETIC SURGERY**

Unless for a medical reason confirmed in a medical report, any absence taken for the purposes of cosmetic surgery cannot be taken as time off as sickness absence and should be covered by annual or unpaid leave. This time off must be agreed in advance with the relevant manager. Further information in relation to this can be found in the Council's Special Leave Policy.

## **2.8. MEDICAL SUSPENSION**

Where there are significant concerns relating to the health and wellbeing of an employee, it may be necessary to consider medical suspension.

Where an employee has refused a suggestion to go home from their manager who is concerned about their state of health and believes that the health, safety or welfare of the employee concerned or others may be at risk as a consequence, the manager can take action by approaching their Director to medically suspend the employee. In these circumstances, the manager must immediately contact Occupational Health for an urgent referral and the HR team for advice.

If an employee is suspended in these circumstances it is deemed to be a medical suspension and the employee will receive an allowance equivalent to their normal rate of pay until advice is received from Occupational Health, or the employee's GP, on the suitability of their return to work. If the medical advice received is that the employee is fit to return to work, the medical suspension should end with immediate effect with a return to work agreed. The period of medical suspension will not be recorded as sickness absence but will be reviewed on a regular basis.

## **2.9. SICK PAY ENTITLEMENT**

Sick pay entitlement provided by the Council is set out as below:

<u>Length of service</u>	<u>Full Pay</u>	<u>Half Pay</u>
During the 1st year of service	1 month	2 months (after completing 4 months service)
During the 2nd year of service	2 months	2 months
During the 3rd year of service	4 months	4 months
During the 4th & 5th year of service	5 months	5 months
After 5 years of service	6 months	6months

Payment of sick pay is dependent on employees following sickness absence reporting procedures and co-operating with all action taken designed to assist their recovery.

Sick pay entitlement is made up of two parts; Occupational Sick Pay (OSP) i.e. what the Council pays as part of the benefits package and Statutory Sick Pay (SSP) i.e. what a person is entitled to by law. An employee who is absent due to sickness for longer than 28 weeks is required to claim SSP from the Department of Work and Pensions (DWP). If this period is reached, a member of the HR and Payroll team will advise the employee of this. Any OSP due to the employee will continue to be paid into the employee's bank account on the normal pay date.

For sick pay to be payable for absences of over seven days (whether or not a working day), the employee must submit medical certificates to cover the full period of absence from the 8th day of absence.

Employees who abuse the sick pay scheme may be liable to disciplinary action, and/or immediate suspension of the occupational part of sick pay.

Where an employee is absent due to an accident where a third party is responsible e.g. a road traffic accident which was someone else's fault, the employee must advise their manager of this. The employee will continue to be paid as if sick pay were being paid. However, the employee will be asked to sign an agreement to claim this amount as part of their damages against the third party and, if successful, repay it to the Council. Employees will not be expected to repay any money received in sickness payment unless they are successful in claiming it back.

## **2.10. TIME OFF FOR HEALTH CARE APPOINTMENTS**

As per the Council's Special Leave Policy, employees requiring time off to attend medical, hospital outpatient and dentist appointments should, wherever possible, arrange appointments outside of normal working hours. However, in urgent cases or where this is otherwise not possible, managers will allow employees up to 2 hours paid time off to attend such

appointments. If additional time is needed the employee will be required to take flexi leave, annual leave, unpaid leave or time off in lieu.

Where an employee is receiving a course of treatment, each case will be dealt with on an individual basis. However, managers should explore flexible working options such as different working hours/working pattern to accommodate the appointments. If such options are not feasible, flexi leave, annual leave, unpaid leave or time off in lieu should also be considered.

If an employee is required to attend an appointment relating to the investigation and management of a potentially life threatening/disabling illness and/or of a disability, managers should consider any reasonable adjustments to enable the employee to attend such appointments.

Employees who are required to attend regular appointments will be treated compassionately in accordance with the Improving Attendance Policy and based on service needs.

Employees who are pregnant have a legal entitlement to time off with pay to attend ante-natal appointments. Further details of these provisions are set out in the Maternity, Paternity, Adoption, Shared Parental and Parental Leave Policy.

## **2.11. PHASED RETURNS / TEMPORARY ADJUSTMENTS**

In some cases, following a longer-term absence, it may be appropriate to consider temporary modifications to an employee's role. It may involve any, or all, of the following:

- Changes to working pattern or hours such as shorter hours initially following a return to work and gradually increasing them to full hours
- Reduced/lighter duties and responsibilities, via temporary redeployment if appropriate
- Working from home, or modifications to the physical working environment, where appropriate

Advice from Occupational Health (OH) should be sought in relation to a phased return. Where OH advice supports a phased return, employees will be permitted a phased return of up to four weeks, and during this period the employee will receive normal remuneration. In exceptional circumstances, this may be extended with advice from OH.

An employee can request to extend their phased return using annual leave; however, this will be at the discretion of the manager who will need to consider the needs of the service. Managers should also consider whether an employee will have enough annual leave remaining to cover the rest of the holiday year.

## **2.12. PERMANENT ADJUSTMENTS**

### **2.12.1. PERMANENT ADJUSTMENTS TO ROLE**

An employee should be allowed to return to their substantive post with permanent adjustments made to this role, where all parties agree this is reasonable, safe and feasible to do so.

Managers together with the employee should discuss with the HR team any schemes that may assist employees to remain in employment e.g. Access to Work.

If a return to work with permanent adjustments is not possible, the manager must give clear reasons to the employee and these should be confirmed in writing. This may be as part of the discussion in a Long-term Final Formal Review Meeting.

### **2.12.2. PERMANENT REDEPLOYMENT**

Where Occupational Health (OH) have advised that an employee is unable to return to their current post due to health reasons, managers must meet with the employee to:

- Discuss an appropriate way forward, and to make them aware of the redeployment process; a representative from HR must be present and the individual may be accompanied (either by a trade union representative or work colleague).
- Complete the Redeployment Form (item 20 in toolkit) in order to establish skills and experience so that suitable posts can be offered to the individual.
- Place the individual on the Redeployment Register for 12 weeks, where dedicated efforts will be made to find the employee a suitable post. The outcome of this meeting will be confirmed in writing to the employee and will include the right of appeal.
- Advise the employee that they must also be responsible for identifying suitable posts and making the manager aware of the posts they are interested in.
- Confirm that they will keep in close contact with the employee throughout the process.

If an individual is placed on the Redeployment Register they can be considered for all vacancies as long as they meet the essential criteria for the post. Individuals on the Redeployment Register are given prior consideration for posts before they are advertised more widely.

Where an employee meets the essential criteria (or is able to be trained to meet the criteria in a short space of time), they will be 'slotted in', as long as there are no other individuals seeking redeployment. Where there is competition for the post i.e. other staff who are seeking redeployment (for health reasons) an interview process will take place.

Even where there is no competition for a redeployment post, the employee will still be subject to an informal interview by the recruiting manager to ensure they are a suitable fit for the role. HR will advise the recruiting manager prior to this meeting.

The aim will be to redeploy employees into a post where the terms and conditions are similar to their current post. However, if this is not possible, and the individual is offered a post on a lower grade/pay/hours, they will be entitled to pay protection for 12 months as per the Council's Pay Policy.

When a suitable role has been identified:

- OH will be asked to advise on suitability and fitness for the proposed post.
- The employee can agree to the redeployment on a trial basis for up to four weeks.
- The employee will be offered reasonable on the job training to assist them in taking up the suitable alternative employment.
- Suitable alternative employment may include provision of reasonable adjustments.
- If the employee accepts the alternative employment, they will commence in post on the terms and conditions appropriate to the post. Managers must explain any effect on pay and conditions, including any impact on pension, to the employee when they are considering a redeployment post.

Where no suitable redeployment opportunities are identified, the manager will arrange to meet with the employee for a subsequent Long-term Final Formal Review Meeting, to ensure all possible alternatives have been considered. Termination of employment will be the outcome based on the grounds of capability, and appropriate notice will be given, in line with the employee's contract of employment.

Employees have the right to appeal against dismissal. Appeals must be made in writing to the relevant Service Manager/Director within 14 days of receiving written notification of the outcome.

Any appeal against an outcome of dismissal will be heard by a panel of Councillors. Please refer to the Council's Disciplinary Policy for further details on this appeals process.

### **3. SICKNESS ABSENCE TRIGGERS**

A flow chart of the short-term improving attendance procedure can be found on page 5 of this policy. Template invite letters and outcome letters for each stage of the Improving Attendance Procedure (short-term and long-term) can be found in the Manager's toolkit.

Managers reserve the right to exercise discretion at any stage of the process in particularly sensitive or complex cases; for example, considering extended trigger points for employees with chronic conditions. Managers should contact the HR team for advice when considering applying discretion.

Managers are expected to hold absence review meetings in a timely manner following a trigger being reached. Where employees are staged at any point in the process, the monitoring period

will commence from the date they returned to work following their last period of absence – not from the date of the review meeting.

Employees reserve the right to be accompanied by a trade union representative or workplace colleague at every stage of this process (both informal and formal).

Please note pregnancy related absences will not be counted towards trigger points.

### **3.1. INFORMAL STAGE – ABSENCE SUPPORT MEETING**

An employee will be placed on the Informal Stage of the Improving Attendance Procedure when they have reached one of the following triggers:

- 7 working days (in a 12-month rolling period); or
- 3 separate occasions (in a 12-month rolling period); or
- Where a pattern of absences gives cause for concern

When one of more of the above triggers has been reached, an Absence Support Meeting should be held with the aim of supporting the employee to improve their attendance. The reasons for the absences should be discussed and any appropriate support should be identified.

At this meeting, the employee will be placed on the Informal Stage of the Improving Attendance Policy for a period of 6 months, at which point a review meeting should take place. If the employee has no further absences during the review period, or if the absence is less than the trigger points for Stage 1 (formal), then the monitoring period will cease. If the employee has future episodes of absence after being taken off the Informal Stage, their overall absence rate will be considered over the last 12 months and if any of the triggers above are met again, they will be placed on the Informal Stage of the procedure again.

As this stage of the process is classed as “informal”, there is no formal right of appeal against a decision to place an employee at the Informal Stage. Any issues regarding staging at this point of the process should be dealt with using the Council’s Grievance Policy and Procedure.

### **3.2. FORMAL - STAGE 1**

If in the 6-month review period following the Informal Stage, an employee has the following further absence(s), they will be placed on Stage 1 of the formal procedure:

- 5 working days or more (during the 6-month monitoring period); or
- 2 separate occasions (during the 6-month monitoring period)

When one of more of the above triggers has been reached within the 6-month monitoring period, a Stage 1 meeting should be held with the aim of supporting the employee to improve their attendance. The reasons for the absences should be discussed and any appropriate support should be identified. HR support at this stage of the procedure is optional and should be discussed with HR in advance.

At this meeting, the employee will be placed on Stage 1 of the Improving Attendance Policy for a period of 12 months, at which point a review meeting should take place. If the employee has no further absences during the review period, or if the absence is less than the trigger points for Stage 2, then the monitoring period will cease. If the employee has future episodes of absence after being taken off Stage 1 monitoring, their overall absence rate will be considered over the last 12 months and if any of the triggers above are met again, they will be placed on the Informal Stage of the procedure again.

Employees reserve the right to appeal against a Stage 1 outcome. Appeals must be made in writing to the relevant Service Manager/Director within two weeks of receiving written confirmation of the staging.

### **3.3. FORMAL - STAGE 2**

If in the 12-month review period following Stage 1, an employee has the following further absence(s), they will be placed on Stage 2 of the formal procedure:

- 5 working days or more (during the 12-month monitoring period); or
- 2 separate occasions (during the 12-month monitoring period)

When one of more of the above triggers has been reached within the 12-month monitoring period, a Stage 2 meeting should be held with the aim of supporting the employee to improve their attendance. The reasons for the absences should be discussed and any appropriate support should be identified. A Stage 2 meeting must be supported by a member of the HR team.

At this meeting, the employee will be placed on Stage 2 of the Improving Attendance Policy for a period of 12 months, at which point a review meeting should take place. If the employee has no further absences during the review period, or if the absence is less than the trigger points for Stage 3, then the monitoring period will cease. If the employee has future episodes of absence after being taken off Stage 2 monitoring, their overall absence rate will be considered over the last 12 months and if any of the triggers above are met again, they will be placed on the Informal Stage of the procedure again.

Employees reserve the right to appeal against a Stage 2 outcome. Appeals must be made in writing to the relevant Service Manager/Director within two weeks of receiving written confirmation of the staging.

### **3.4. STAGE 3**

If in the 12-month review period following the Stage 2 an employee has **a further 2 absences**, they will be asked to attend a Stage 3 meeting to consider their attendance record and their future contract of employment. This meeting will be chaired by an appropriate senior manager, in line with the levels of authority detailed in the Council's Disciplinary Policy.

A manager must have a recent report from Occupational Health prior to this meeting being arranged to ensure medical advice is taken account when considering termination of the employee's contract of employment.

There are several potential outcomes following a Stage 3 meeting:

- The employee's contract of employment is terminated, and they are dismissed with immediate effect (with appropriate notice); or
- The employee remains on their Stage 2 monitoring until it expires; or
- The employee is placed on Stage 2 for a further 12 months; or
- An action short of dismissal is applied e.g. redeployment

Employees reserve the right to appeal against a Stage 3 outcome. Appeals must be made in writing to the relevant Director within 14 days of receiving written notification of the outcome.

A Stage 3 Appeal against dismissal will be heard by a panel of Councillors. Please refer to the Council's Disciplinary Policy for further details on this appeals process.

### **3.5. EXCEPTIONS**

Consideration should be given to the appropriateness of moving an employee through the stages of this policy when dealing with:

- Particularly sensitive cases
- Employees who have suffered an injury or illness as a result of their work
- Employees who have a disability, or are due to have planned surgery due to a genuine medical need

Managers should seek advice from the HR team when considering such cases.

## **4. MANAGEMENT OF LONG-TERM ABSENCES**

A flow chart detailing the process for managing long-term absence is on page 6 of this policy.

For the purpose of this policy, long term is referred to where absences exceed 28 calendar days or more.

Managers should complete the Long-Term Sickness Absence Contact Log (item 5 in toolkit) as a means of documenting communication during a long-term absence.

#### **4.1. LONG-TERM SICKNESS ABSENCE REVIEW MEETINGS**

After one calendar month of absence, managers should refer employees to Occupational Health (OH) if they have not done so already. Following receipt of the OH report, where appropriate, managers are expected to arrange a review meeting (or home visit if more suitable) with HR. Subsequent meetings should be agreed and will be dependent on the nature of the absence, but every 2-4 weeks is advised, to ensure regular contact with the employee during their period of absence.

The purpose of these meetings is not only to maintain contact, but to determine whether any additional support can be provided to help facilitate a return to work. At these meetings the following issues may be considered:

- OH advice and any other medical advice available;
- Potential return to work, length of sickness and any adjustments that may be required either temporary or permanent and if this should be on a phased basis. This must always be fully considered if the employee has a disability;
- Potential for re-deployment if advised by OH;
- Any re-training, mentorship or additional support needed e.g. counselling, physiotherapy;
- Ill-health retirement, if applicable.

Failure to attend meetings and engage with management, without notification or without good reason, may result in occupational sick pay being withdrawn.

A sickness review meeting should take place prior to a Final Formal Review Meeting to ensure up to date information is captured and added to the management report to ensure fairness.

#### **4.2. LONG TERM SICKNESS FINAL FORMAL REVIEW MEETING**

If the above process has been followed, adjustments have been made where possible and the employee is still not able to return to work after a reasonable time period, a Final Formal Review meeting should be held with the employee, HR and an appropriate manager with the authority to potentially dismiss.

If it is not likely that the employee will return within one month of the Final Formal Review, the manager chairing the meeting will consider the information/evidence and the action taken to date. If they are satisfied that all the appropriate action has been taken, then the following options may be considered:

- Potential redeployment to another post within the Council if advised by OH (this should result in a timely return to work and an expectation that the employee will maintain good attendance in the new role).
- A further review period, which would not normally exceed 12 months from the first date of the absence although in exceptional cases and following advice from OH, this may be extended to 15 months.
- The employee is dismissed on the grounds of capability due to ill health (this will require supporting documentation and advice from OH if agreed with the employee. If the employee does not given consent to the release of OH advice, a decision will be taken in the absence of this information.)

The HR representative or note taker will record details of the meeting and actions agreed. Any decision or recommendations will be fully discussed with the employee at the review meeting. The outcome will be confirmed in writing by the manager to the employee within 7 calendar days.

Appeals must be made in writing to the relevant Service Manager/Director within 14 days of receiving written notification of an outcome.

Any appeal against an outcome of dismissal will be heard by a panel of Councillors. Please refer to the Council's Disciplinary Policy for further details on this appeals process.

In particularly sensitive case, for example terminally ill cases or life limiting prognosis cases, it is recognised that the employee may not wish to take part in the formal process, and this can be discussed with HR and the line manager.

#### **4.3. ILL-HEALTH / PERMANENTLY UNFIT FOR WORK**

At any stage of the Improving Attendance procedure, where it has been confirmed that the employee is either permanently unfit for work or the timescale for return to work is not imminent or is unknown, consideration should be given to termination of contract on the grounds of capability due to ill-health. Employees will have the right to appeal this decision as set out above.

Employees who are members of the Local Government Pension Scheme (LGPS) for a minimum of 2 years are eligible to apply for ill health retirement. Such applications will be facilitated by HR, provided the application is supported by Occupational Health (OH).

Ill-health retirement benefits are payable in three tiers.

- Tier 1 – the employee has no reasonable prospect of being capable of undertaking any gainful employment before age 65.

- Tier 2 – the employee is not capable of undertaking gainful employment within 3 years of leaving employment but is likely to be capable of undertaking gainful employment at some time thereafter and before age 65.
- Tier 3 – the employee is likely to be capable of undertaking gainful employment within 3 years of leaving. A review assessment should be arranged after 18 months.

The decision as to whether an employee qualifies for ill health retirement benefits and the tier in which they are payable is advised by an Independent Registered Medical Practitioner (IRMP) as part of an OH assessment. The final decision to award ill-health retirement benefits resides with the Council as the employer. The Corporate Director of Finance and Resources is responsible for authorising such requests.

## 5. INJURY AT WORK

If an employee or manager believes that an absence is related to an accident or injury at work, an Accident Report Form must be completed as soon as possible, and the Health and Safety Manager advised.

The situation must be investigated in line with the Council's Health and Safety procedures (Accident or Incident Investigation & Report).

The manager must liaise with the Health and Safety Manager and HR as part of the considerations before any formal action is taken.

The manager must also advise the Payroll team and make an immediate referral to Occupational Health as soon as possible.

Sick pay entitlement while absent with an industrial injury is separate from sick pay for other reasons. For this to be claimed employees must seek medical advice and have this supported by a GP Fit Note.

## 6. REFERENCES *(all will be hyperlinked in final policy)*

Special Leave Policy

Pay Policy

Maternity, Paternity, Adoption, Shared Parental and Parental Leave Policy

Manager's Toolkit

## 7. POLICY REVIEW SCHEDULE

Policy title	Improving Attendance Policy
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<b>Policy Location</b>	HR
<b>Policy owner (Directorate)</b>	Finance and Resources
<b>Policy lead contact</b>	Antonette Cullen & Sophie Nixon (HR Advisers)
<b>Approving body (SMT)</b>	Employment Panel
<b>Date of approval</b>	
<b>Date of implementation</b>	
<b>Version no. (amendment date)</b>	V1
<b>Review interval</b>	2 years

## 8. VERSION CONTROL

<b>Revision date</b>	<b>Issue No.</b>	<b>Summary of Changes</b>
November 2013	V1.0	New document, new format, combination of various statements and entitlements.
January 2018	V2.0	New document, new format, combination of various statements and entitlements.
September 2018	V2.1	With effect from 1 October 2018, the Time Off for Public Duties Order 2018 was extended, and these were added
October 2020	V1	Complete policy re-write; renamed Improving Attendance Policy and replaces previous Attendance Management Policy.

# Improving Attendance Policy

## Toolkit for Managers

*To be used in conjunction with the Improving Attendance Policy*



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## 1. Employee Self Certification Form

This certificate is to be completed by the employee to cover the first 1 to 7 days of any absence. For an absence lasting 8 or more days, this form must be returned with your Medical Certificate.

**NB** Failure to complete and submit this form to your line manager could result in the loss of sick pay and statutory sick pay and lead to disciplinary action.

Name			
Job Title			
Department			
First day I was unfit for work (including weekends)			
First day I was absent from work			
Date on which I was fit to return to work (including weekends)			
Date on which I returned to work			
My absence was caused by the following illness/injury			
If an injury, please specify how this occurred, e.g. motor accident			
I have sought medical advice	Yes	No	
I have consulted my Doctor	Yes	No	
I have visited a hospital or clinic	Yes	No	
<b>Please tick one of the following options:</b>			
During this period of sickness absence, I have not undertaken any paid or unpaid employment or attended any training/study course whilst also claiming sick pay from the Council			
<b>OR</b>			
I have undertaken work during the time or attended a training/study course I have been absent from work through illness. If so, please provide details .....			
I am signing to confirm that the information that I have provided during my sickness absence is correct to the best of my knowledge			
Employee's signature		Date	
Line manager's signature		Date	

**THIS FORM SHOULD BE GIVEN TO YOUR LINE MANAGER**

### NOTE FOR LINE MANAGER

*A copy of this form should be scanned and saved on the employee's i-Trent.*

## 2. Return to Work Form

Explain that any confidential information made known will be not be disclosed other than to the employee's line management and HR/ Occupational Health.

*To be completed by line manager*

Name		Job Title	
Department		Manager undertaking return to work interview	
First day of employee's absence		Date of employee's return to work	
Date of return to work interview		Length of employee's absence (calendar days)	
Did the employee comply with the Sickness Absence Reporting and Certification Procedures?		Yes/No (if No refer to HR)	
Has the employee declared that they have worked during their absence?		Yes/No	
Total absence during last 12 months ..... days on .....occasions			
Is the employee currently on a review period in the Management of Absence process?		Yes / No If Yes, confirm stage .....	
Has the employee hit a trigger point? <i>If yes, confirm a separate meeting will be arranged and employee will be notified, liaise with HR where required.</i>		Yes / No (if Yes, confirm which trigger e.g. Informal, Stage 1, Stage 2, Stage 3)	

General Questions:			
1. What was the nature of the illness?			
2. Has the employee fully recovered?		Yes / No <i>If No what are the continuing effects of their illness (detail)?</i> .....	
3. Is the individual to continue to receive treatment for this problem (detail)?		Yes / No	
4. Is there a recommended phased return?		Yes / No <i>State duration agreed</i> .....	
5. Are there any recommendations as to potential changes to employee's hours, duties or working environment?		Yes / No <i>If Yes, please detail</i> ..... <i>State duration agreed</i> .....	
6. Does the employee need any additional support, e.g. referral to Active Care, OH, EAP, Physio?		Yes / No <i>If Yes, please detail</i> .....	
7. Does the employee consider it likely that they will have further absences due to their medical condition?		Yes / No <i>If Yes, please detail, discuss with HR &amp; obtain advice from Occupational Health</i> .....	
8. Does the employee consider themselves to have a disability under the Equality Act?		Yes / No <i>If yes detail &amp; consult HR</i> .....	
Date for review (if appropriate)			
I am signing to confirm that the information that I have provided during my return to work interview is a true account of my sickness absence			
Employee's signature		Date	
Manager's signature		Date	

### 3. Occupational Health Referral Form

OH19



Creating a happy,  
healthy workforce

#### **MANAGEMENT REFERRAL FORM – Version 14**

<b>SECTION 1 Company Details</b>			
Company Name:			
Referring Manager: Mr/Mrs/Miss/Ms [delete as appropriate]		Email Address:	
Line Manager: Mr/Mrs/Miss/Ms [delete as appropriate]		Email Address:	
Company Address & Postcode:			
Contact Telephone Number:		Fax Number:	
Person(s) to receive report:		Preferred means of receiving report (X)	Email Post
<b>SECTION 2 Employee Details</b>			
Mr/Mrs/Miss/Ms [delete as appropriate]	Surname:	Forename(s):	
Date of Birth:	Employee Number:		
Home Address:	Job Title (include a copy of job description):		
Post Code:			
Contact Telephone Number:	Date commenced employment:		
Contact Email:	Date commenced present job if different:		
Total Contracted hours:	Provide details of working pattern.		
Is the employee currently absent from work?		Yes	No
If the employee has any particular requirements in relation to access, mobility or communication, please give details.			
<b>SECTION 3 Please provide a brief overview of the job the employee carries out including tasks, hours, overtime and travel to other sites if appropriate.</b>			
<b>SECTION 4 Reason for this referral. Please outline the main issue(s) initiating this request including the effects of the health problem on work performance and attendance.</b>			

Please indicate if this a COVID-19 related referral.

Employee Name		DoB	
Assessment Date		QID	

**SECTION 5** Please provide details of any temporary adjustments the company can consider to help the employee carry out their role.

**SECTION 6** The Occupational Health Report will automatically provide advice on the following:

- Identification of a health problem that may impact on an individual's work.
- The potential effects of the problem on current future performance or attendance.
- Recommendations for adjustments to the work place that would assist in reducing the adverse effects of the health problem on attendance and performance.
- Timescales for expected improvement (and return to work if current on sick leave)

If you are seeking any specific advice in addition to the above please type this here:

**SECTION 7** Referral Consent – must be completed or your form cannot be progressed and will be returned.

Referring Manager please complete the following by indicating YES or NO

Yes	No
-----	----

I confirm that I have discussed the reasons for this referral with the employee and obtained the explicit consent to share their personal and sensitive information on this referral

I have passed a copy of this referral to the employee

I am aware that the employee will receive a copy of the resulting report and any additional correspondence.

**PLEASE NOTE:** if the employee is unaware of your reasons for the referral we may not be able to complete the assessment.

Referring Manager Signature: ..... Date Completed: .....

Print Name: ..... Job Title: .....

Date sent to OH: .....

This form is confidential to **Choose Occupational Health**. It should be completed by the Line Manager or HR Manager/Officer with the employee.

**Return Address - Please return the completed form to the postal or email address in the footer**

---

Choose Occupational Health  
14 Hartington Place, Carlisle, CA1 1HL  
Tel: 01228 513687

Fax: 01228 538916  
Email: [office@chooseoh.co.uk](mailto:office@chooseoh.co.uk)  
Web: [chooseoccupationalhealth.co.uk](http://chooseoccupationalhealth.co.uk)

A trading name of OH Aquisitions Ltd  
Company Reg 7365943  
VAT No. 12 121 2973



#### 4. Active Care Intervention Form

Please note the below is a screenshot only. For a copy of the form, please follow the following link: [Active Care Intervention request form](#)



## ACTIVE CARE – INTERVENTION FOR STRESS RELATED ABSENCE

### EXTERNAL USE

The Active Care service from Health Assured Ltd provides an effective intervention on the very first day you receive a fit note from an employee citing a stress related absence.

Upon receipt of an Active Care referral form, Health Assured Ltd will arrange for an experienced clinician to contact the employee and complete a structured consultation.

The focus of the consultation will be to understand the individual's needs, ascertain triggers, treatment prescribed and offer recommendations for support in an impartial manner.

Subject to the employee's consent, a written report will be sent to the referring manager summarising the consultation outcome and recommended steps.

#### Questions to consider before referral:

1. Has the employee been off for less than two weeks?
2. Has express consent been obtained from the employee for their contact details and a copy of their fit note to be provided to Health Assured Ltd for the purpose of an Active Care consultation?
3. Has the employee consented to a written outcome report being provided to the referring manager following the Active Care referral, and do they understand that they can withdraw their consent if they change their mind?

#### Employee Consent

Health Assured Ltd is committed to the protection of all client data and the transparent and informed use of our services. Under the General Data Protection Regulation (2016/679) (GDPR), Active Care services are provided with the legal basis of legitimate interest and for the provision of preventive or occupational medicine. Further information regarding how Health Assured Ltd handle data is available in our Privacy Notice on our website - [www.healthassured.org/privacy-policy](http://www.healthassured.org/privacy-policy).

For the purpose of the Active Care referral, the employee must provide clear consent for their data to be shared with Health Assured Ltd for the purpose of the Active Care consultation. Consent to an Active Care referral can be withdrawn at any time.

Should the employee wish to, they can withdraw consent by calling Health Assured Ltd on 0161 836 9481; or by emailing [activecare@healthassured.co.uk](mailto:activecare@healthassured.co.uk).

Please send the completed form by email to:  
E: [activecare@healthassured.co.uk](mailto:activecare@healthassured.co.uk)

## Active Care Call Request Form

### Section 1 - Employee Details

Name of employee:

Employee date of birth:

Employee address:

Employee contact telephone number:

Employee email address:

Start date of absence:

Please note: referral will not be eligible for Active Care if the absence commenced more than two weeks ago

### Section 2 - Employer Details

Name of referring manager:

Company name:

Company address:

Manager's contact telephone number:

Manager's email address:

Is the absence related to work, personal or both?

Brief description of absence:

Copy of 'fit note' attached?

Yes ☐ No ☐ (please tick as appropriate)

Has express consent been obtained from the employee?

Yes ☐ No ☐ (please tick as appropriate)

**Please Note:** An Active Care referral can only be made if the employee has consented to receiving our call.

**Employer declaration:** I confirm that the employee has consented to their contact details and a copy of their fit note to be provided to Health Assured Ltd for the purpose of an Active Care consultation. The employee is aware that a written outcome report will be provided to their employer once completed.

Referring Manager Name  Signature  Date

## 5. Long Term Sickness Absence Contact Log

Name of Employee	
Department	
Job Title	
Date Absence Began	
Reason for Absence	

Date and Time of Contact	Contact method	Details

Notes

Date of Occupational Health Appointments	Outcome

Date of Formal Meetings	Outcome

## 6. Invite to Absence Support Meeting

PLEASE ADD YOUR DIRECTORATE LETTER HEAD

Date

**Strictly Private & Confidential**

Employees Full Name

Home Address Line 1

Home Address Line 2

Postcode

Dear First Name,

**Re: Invite to Absence Support Meeting**

Further to your recent absence, I am writing to invite you to attend an Absence Support Meeting in accordance with the Council's Improving Attendance Policy. The purpose of the meeting is to enable us to review your absences in the last 12 months and identify any support we can offer to help you to improve your attendance at work.

Your absences in the last 12 months are as follows:

- DATE – DATE: REASON (AMOUNT OF DAYS)
- DATE – DATE: REASON (AMOUNT OF DAYS)

Arrangements have been made to meet with you on DATE at TIME in ROOM/VENUE. Also present at this meeting will be NAME, JOB TITLE as a representative from the Human Resources Department. *[if requested by manager/agreed but not compulsory at this stage of the policy]*

You have the right to be accompanied to this meeting by a trade union representative or work based colleague. You should be aware that it is your responsibility to arrange your representative's availability.

If you or your representative are unable to attend this meeting please advise me of this at the earliest opportunity.

A potential outcome of this meeting is that you could be placed on a 6-month review period under the Improving Attendance Policy. However, a decision will not be made on this until you have had an opportunity to put forward anything you wish to raise at the Absence Support Meeting.

I would advise that you read the Council's Improving Attendance Policy which is available on the Council's intranet, so that you are aware of this process. If you cannot gain access to the intranet please contact myself for a copy of this policy. **OR I would advise that you read the Council's Improving Attendance Policy (a copy is enclosed for your information).**

I understand this may be a difficult time for you and would like to remind you of the Council's Employee Assistance Programme, which offers employees a free and confidential counselling service. The service is provided by an external organisation and callers remain anonymous to the Council. You can contact Health Assured on 0800 030 5182 or visit their website at [www.healthassuredeap.co.uk](http://www.healthassuredeap.co.uk)

If you have any queries in advance of the meeting please do not hesitate to contact me.

Yours sincerely

MANAGER NAME

MANAGER JOB TITLE

*Copy: Employee's personnel file*

## 7. Absence Support Meeting Outcome

PLEASE ADD YOUR DIRECTORATE LETTER HEAD

Date

**Strictly Private & Confidential**

Employees Full Name

Home Address Line 1

Home Address Line 2

Postcode

Dear First Name,

### Re: Outcome of Absence Support Meeting

Thank you for attending the Absence Support Meeting which was held on DATE. Also present at this meeting was HR NAME, HR JOB TITLE and I note that you were / were not accompanied at this meeting by (delete as appropriate).

At the meeting, I considered your absence record over the last 12 months and noted your absence as follows:

- DATE – DATE: REASON (AMOUNT OF DAYS)
- DATE – DATE: REASON (AMOUNT OF DAYS)

We discussed whether there were any underlying issues which were contributing to your sickness absence and you confirmed (add details of discussion or reasoning behind absences).

We discussed a referral to Occupational Health and agreed that this is / is not (delete as appropriate) necessary at this time. (If referral is appropriate add the following sentence, otherwise delete) I will ensure a referral is submitted in a timely manner and will advise you of your allocated appointment.

Having taken everything we discussed into consideration, I informed you of my decision to place you on informal monitoring with a 6-month review period. I will continue to monitor your attendance record over the next 6 months from DATE to DATE (6 months from return to work date of last absence). If at any time during the review period you have a further 5 working days or 2 separate occasions of absence, it will be necessary to proceed to a Stage 1 Formal Meeting.

**OR**

Having taken everything we discussed into consideration, I informed you that you have not been placed on informal monitoring. I advised you that if you have future episodes of absence your overall absence rate will be considered over the last 12 months. If the triggers are met, you will be required to attend another Absence Support Meeting in line with the Improving Attendance Policy.

I understand this may be a difficult time for you and would like to remind you of the Council's Employee Assistance Programme, which offers employees a free and confidential counselling service. The service is provided by an external organisation and callers remain anonymous to the Council. You can contact Health Assured on 0800 030 5182 or visit their website at [www.healthassuredeap.co.uk](http://www.healthassuredeap.co.uk). Additionally, union members experiencing financial and emotional difficulties can contact their union's welfare charity, which provides a confidential advice and support service for members and their dependants.

Yours sincerely

**MANAGER NAME**

**MANAGER JOB TITLE**

*Copy: Employee's personnel file*

## 8. Invite to Stage 1 Formal Meeting

PLEASE ADD YOUR DIRECTORATE LETTER HEAD

Date

**Strictly Private & Confidential**

Employees Full Name

Home Address Line 1

Home Address Line 2

Postcode

Dear First Name,

**Re: Invite to Stage 1 Formal Meeting**

Following your Absence Support Meeting held on DATE, you have now been absent during the 6 month informal monitoring period as follows:-

- DATE – DATE: REASON (AMOUNT OF DAYS)
- DATE – DATE: REASON (AMOUNT OF DAYS)

In light of the above, you are invited to attend a Stage 1 Formal Meeting in accordance with the Council's Improving Attendance Policy.

The purpose of this meeting is to review your sickness absence which has continued to be at an unacceptable level following the 6-month absence review period and to discuss any further support we can provide to help you to improve your attendance at work.

Arrangements have been made to meet with you on DATE at TIME in ROOM/VENUE. Also present at this meeting will be NAME, JOB TITLE as a representative from the Human Resources Department. *[if requested by manager/agreed but not compulsory at this stage of the policy]*

You have the right to be accompanied to this meeting by a trade union representative or work based colleague. You should be aware that it is your responsibility to arrange your representative's availability.

If you or your representative are unable to attend this meeting please advise me of this at the earliest opportunity.

A potential outcome of this meeting is that you could be placed on a Stage 1 of the Improving Attendance Policy for a 12-month review period. However, a decision will not be made on this until you have had an opportunity to put forward anything you wish to raise at the meeting.

I would advise that you read the Council's Improving Attendance Policy which is available on the Council's intranet, so that you are aware of this process. If you cannot gain access to the intranet please contact myself for a copy of this policy. **OR I would advise that you read the Council's Improving Attendance Policy (a copy is enclosed for your information).**

I understand this may be a difficult time for you and would like to remind you of the Council's Employee Assistance Programme, which offers employees a free and confidential counselling service. The service is provided by an external organisation and callers remain anonymous to the Council. You can contact Health Assured on 0800 030 5182 or visit their website at [www.healthassuredeap.co.uk](http://www.healthassuredeap.co.uk)

If you have any queries in advance of the meeting please do not hesitate to contact me.

Yours sincerely

MANAGER NAME

MANAGER JOB TITLE

*Copy: Employee's personnel file*

*Enc: Improving Attendance Policy*

## 9. Stage 1 Formal Meeting Outcome

PLEASE ADD YOUR DIRECTORATE LETTER HEAD

Date

Strictly Private & Confidential

Employees Full Name

Home Address Line 1

Home Address Line 2

Postcode

Dear First Name,

### Re: Outcome of Stage 1 Formal Meeting

Thank you for attending the Stage 1 Formal Meeting which was held on DATE. Also present at this meeting was HR NAME, HR JOB TITLE and I note that you were / were not accompanied at this meeting by (delete as appropriate).

At the meeting, I considered your absence record over the last 6 months and noted your absence as follows:

- DATE – DATE: REASON (AMOUNT OF DAYS)
- DATE – DATE: REASON (AMOUNT OF DAYS)

We discussed whether there were any underlying issues which were contributing to your sickness absence and you confirmed (add details of discussion or reasoning behind absences).

We discussed a referral to Occupational Health and agreed that this is / is not (delete as appropriate) necessary at this time. (If referral is appropriate add the following sentence, otherwise delete) I will ensure a referral is submitted in a timely manner and will advise you of your allocated appointment.

Having taken everything we discussed into consideration, I informed you of my decision to place you on Stage 1 of the Improving Attendance Policy. I will continue to formally monitor your attendance record over the next 12 months from DATE to DATE (12 months from return to work date of last absence). If at any time during the review period you have a further 5 working days or 2 separate occasions of absence, it will be necessary to proceed to a Stage 2 Formal Meeting.

You have the right to appeal against this formal warning. If you wish to do so, you must submit your appeal in writing to Service Manager/Director (see HR for advice) within 14 calendar days of receipt of this letter.

### OR

Having taken everything we discussed into consideration, I informed you of my decision to not place you on a Stage 1 of the Improving Attendance Policy. You will continue to be monitored for the remainder of your informal monitoring period from DATE to DATE OR You will continue to be monitored for an additional 6-month informal monitoring period from DATE to DATE (delete as appropriate). I advised you that if you have future episodes of absence your overall absence rate will be considered over the last 12 months. If the triggers are met while you are in the 6-month review period, you will be required to attend another Stage 1 Formal Meeting in line with the Improving Attendance Policy.

I understand this may be a difficult time for you and would like to remind you of the Council's Employee Assistance Programme, which offers employees a free and confidential counselling service. The service is provided by an external organisation and callers remain anonymous to the Council. You can contact Health Assured on 0800 030 5182 or visit their website at [www.healthassuredeap.co.uk](http://www.healthassuredeap.co.uk). Additionally, union members experiencing financial and emotional difficulties can contact their union's welfare charity, which provides a confidential advice and support service for members and their dependants.

Yours sincerely

**MANAGER NAME**

**MANAGER JOB TITLE**

*Copy: Employee's personnel file*

## 10. Invite to Stage 2 Formal Meeting

PLEASE ADD YOUR DIRECTORATE LETTER HEAD

Date

**Strictly Private & Confidential**

Employees Full Name

Home Address Line 1

Home Address Line 2

Postcode

Dear First Name,

**Re: Invite to Stage 2 Formal Meeting**

Following your Stage 1 Formal Meeting held on DATE, you have now been absent during the 12-month review period as follows:-

- DATE – DATE: REASON (AMOUNT OF DAYS)
- DATE – DATE: REASON (AMOUNT OF DAYS)

In light of the above, you are invited to attend a Stage 2 Formal Meeting in accordance with the Council's Improving Attendance Policy.

The purpose of this meeting is to review your sickness absence which has continued to be at an unacceptable level following the 12-month absence review period and to discuss any further support we can provide to help you to improve your attendance at work.

Arrangements have been made to meet with you on DATE at TIME in ROOM/VENUE. Also present at this meeting will be NAME, JOB TITLE as a representative from the Human Resources Department.

You have the right to be accompanied to this meeting by a trade union representative or work based colleague. You should be aware that it is your responsibility to arrange your representative's availability.

If you or your representative are unable to attend this meeting please advise me of this at the earliest opportunity.

A potential outcome of this meeting is that you could be placed on a Stage 2 of the Improving Attendance Policy for a 12-month review period. However, a decision will not be made on this until you have had an opportunity to put forward anything you wish to raise at the meeting.

I would advise that you read the Council's Improving Attendance Policy which is available on the Council's intranet, so that you are aware of this process. If you cannot gain access to the intranet please contact myself for a copy of this policy. **OR I would advise that you read the Council's Improving Attendance Policy (a copy is enclosed for your information).**

I understand this may be a difficult time for you and would like to remind you of the Council's Employee Assistance Programme, which offers employees a free and confidential counselling service. The service is provided by an external organisation and callers remain anonymous to the Council. You can contact Health Assured on 0800 030 5182 or visit their website at [www.healthassuredeap.co.uk](http://www.healthassuredeap.co.uk)

If you have any queries in advance of the meeting please do not hesitate to contact me.

Yours sincerely

MANAGER NAME

**MANAGER JOB TITLE**

*Copy: Employee's personnel file*

*Enc: Improving Attendance Policy*

## 11. Stage 2 Formal Meeting Outcome

PLEASE ADD YOUR DIRECTORATE LETTER HEAD

Date

### Strictly Private & Confidential

Employees Full Name

Home Address Line 1

Home Address Line 2

Postcode

Dear First Name,

### Re: Outcome of Stage 2 Formal Meeting

Thank you for attending the Stage 2 Formal Meeting which was held on DATE. Also present at this meeting was HR NAME, HR JOB TITLE and I note that you were / were not accompanied at this meeting by (delete as appropriate).

At the meeting, I considered your absence record over the last 12 months and noted your absence as follows:

- DATE – DATE: REASON (AMOUNT OF DAYS)
- DATE – DATE: REASON (AMOUNT OF DAYS)

We discussed whether there were any underlying issues which were contributing to your sickness absence and you confirmed (add details of discussion or reasoning behind absences).

We discussed a referral to Occupational Health and agreed that this is / is not (delete as appropriate) necessary at this time. (If referral is appropriate add the following sentence, otherwise delete) I will ensure a referral is submitted in a timely manner and will advise you of your allocated appointment.

Having taken everything we discussed into consideration, I informed you of my decision to place you on Stage 2 of the Improving Attendance Policy. I will continue to formally monitor your attendance record over the next 12 months from DATE to DATE (12 months from return to work date of last absence). If at any time during the review period you have a further 2 separate occasions of absence, it will be necessary to proceed to a Stage 3 Final Formal Meeting. You should be aware a potential outcome of such a meeting may result in termination of your contract of employment.

You have the right to appeal against this formal warning. If you wish to do so, you must submit your appeal in writing to Service Manager/Director (see HR for advice) within 14 calendar days of receipt of this letter.

### OR

Having taken everything we discussed into consideration, I informed you of my decision to not place you on a Stage 2 of the Improving Attendance Policy.

You will continue to be monitored as per Stage 1 of the Improving Attendance Policy until the monitoring period expires on DATE (date 12 months was due to expire from original stage 1 meeting)

**OR**

You will be monitored as per Stage 1 of the Improving Attendance Policy for an additional 12 month period from DATE to DATE (delete as appropriate). I advised you that if you have any future episodes of absence your overall absence rate will be considered over the last 12 months. If the triggers are met while you are in the 12-month review period, you will be required to attend another Stage 2 Formal Meeting in line with the Improving Attendance Policy.

You have the right to appeal against this formal warning. If you wish to do so, you must submit your appeal in writing to **Service Manager/Director (see HR for advice)** within 14 calendar days of receipt of this letter.

I understand this may be a difficult time for you and would like to remind you of the Council's Employee Assistance Programme, which offers employees a free and confidential counselling service. The service is provided by an external organisation and callers remain anonymous to the Council. You can contact Health Assured on 0800 030 5182 or visit their website at [www.healthassuredeap.co.uk](http://www.healthassuredeap.co.uk). Additionally, union members experiencing financial and emotional difficulties can contact their union's welfare charity, which provides a confidential advice and support service for members and their dependants.

Yours sincerely

**MANAGER NAME**

**MANAGER JOB TITLE**

*Copy: Employee's personnel file*

## 12. Invite to Stage 3 Final Formal Meeting

PLEASE ADD YOUR DIRECTORATE LETTER HEAD

Date

**Strictly Private & Confidential**

Employees Full Name

Home Address Line 1

Home Address Line 2

Postcode

Dear First Name,

**Re: Invite to Stage 3 Final Formal Meeting**

Following your Stage 2 Formal Meeting held on [DATE], you have now been absent during the 12-month review period as follows:

- DATE – DATE: REASON (AMOUNT OF DAYS)
- DATE – DATE: REASON (AMOUNT OF DAYS)

In light of the above, we are now in receipt of your recent OH report and you are now invited to attend a Stage 3 Final Formal Meeting in accordance with the Council's Improving Attendance Policy.

In accordance with the policy, the meeting will be held by me and STATE HR REP & TITLE on DATE/ TIME IN ROOM. Also present, will be STATE MANAGER NAME who will be presenting the Stage 3 Final Formal Meeting Management Report (a copy of which is enclosed).

You have the right to be accompanied to this meeting by a trade union representative or work based colleague. You should be aware that it is your responsibility to arrange your representative's availability.

If you or your representative are unable to attend this meeting please advise me of this at the earliest opportunity.

A potential outcome of this meeting could be dismissal and termination of your contract of employment. However, a decision will not be made on this until you have had an opportunity to put forward anything you wish to raise at the meeting.

I would advise that you read the Council's Improving Attendance Policy (a copy is enclosed for your information).

I understand this may be a difficult time for you and would like to remind you of the Council's Employee Assistance Programme, which offers employees a free and confidential counselling service. The service is provided by an external organisation and callers remain anonymous to the Council. You can contact Health Assured on 0800 030 5182 or visit their website at [www.healthassuredeap.co.uk](http://www.healthassuredeap.co.uk)

If you have any queries in advance of the meeting please do not hesitate to contact me.

Yours sincerely

SNR MANAGER NAME

SNR MANAGER JOB TITLE

Copy: Employee's personnel file

Enc: Improving Attendance Policy

Stage 3 Final Formal Meeting Management Report

### 13. Stage 3 Final Formal Meeting Outcome

PLEASE ADD YOUR DIRECTORATE LETTER HEAD

Date

Strictly Private & Confidential

Employees Full Name

Home Address Line 1

Home Address Line 2

Postcode

Dear First Name,

**Re: Outcome of Stage 3 Final Formal Meeting**

I am writing to confirm the outcome of your Stage 3 Final Formal Meeting which took place on DATE in line with the Council's Improving Attendance Policy. I chaired the meeting and was supported by HR, NAME, TITLE. Also present at the hearing was LINE MANAGER and NAME who attended as note taker. You were given the right to be accompanied at this meeting by a trade union representative or a workplace colleague, however, chose to attend unaccompanied OR I note that you were accompanied at this meeting by NAME (delete as appropriate).

You were aware that a potential outcome of this meeting could be the termination of your contract of employment.

At this meeting I considered your absence following you being placed on Stage 2 of the policy detailed as follows:

- DETAIL ALL RELEVANT MEETING STAGE DATES, ABSENCES, REASONS HERE

In addition, I took this opportunity to review your overall absence record and the support provided by the Council to date included as follows:

- STATE DETAILS AND INCLUDE ANY ADJUSTMENTS MADE

Having considered all the information presented at the meeting, it has been decided to extend your Stage 2 Absence Review period for a further 12 months i.e. for the period of DATE to DATE OR you will continue to be monitored as per stage 2 of the Improving Attendance Policy, until the monitoring period expires on DATE (date 12 months was due to expire from original stage 2 meeting). Should you progress to a Stage 3 Final Formal meeting again, you are aware a this may lead to a decision to terminate your contract of employment.

(If Stage extended) You have the right to appeal against this decision. If you wish to do so, you must submit your appeal in writing to Service Manager/Director (seek advice from HR) within 14 calendar days of receipt of this letter.

I understand this may be a difficult time for you and would like to remind you of the Council's Employee Assistance Programme, which offers employees a free and confidential counselling service. The service is provided by an external organisation and callers remain anonymous to the Council. You can contact Health Assured on 0800 030 5182 or visit their website at [www.healthassuredeap.co.uk](http://www.healthassuredeap.co.uk)

**OR**

Having considered all the information presented at the meeting, I can confirm my decision is to dismiss you with immediate effect on the grounds of capability. Please note you will be paid XX weeks' notice from DATE in accordance with your contract of employment. You will also be paid for any outstanding holiday

entitlement in the next payroll run. Your pension contributions will cease, and you will become a Deferred Member of the Pension Scheme.

You have the right to appeal against this decision. If you wish to do so, you must submit your appeal in writing to *Director* within 14 calendar days of receipt of this letter.

If you have any queries in relation to any of the above, please do not hesitate to contact me.

Yours sincerely

**SNR MANAGER NAME**

**SNR MANAGER JOB TITLE**

*Copy: Employee's personnel file*

# Stage 3 Final Formal Meeting Report

Re: EMPLOYEE NAME, TITLE, DEPARTMENT

Prepared by:

MANAGERS NAME, TITLE

HR SUPPORT NAME, TITLE

DATE



**Background**

[include details of full name, job title, department, hours and length of service. Can also include any pertinent information regarding known medical conditions and relevant personal circumstances]

**Sickness Over Trigger Periods**

Date From	Date To	Diagnosis	No. of Calendar Days
<i>resulted in an absence support meeting held on X placed on informal monitoring from X to X</i>			
<i>resulted in stage 1 meeting held on X placed on Stage 1 review period from X to X</i>			
<i>resulted in stage 2 meeting held on X placed on Stage 2 review period from X to X</i>			
<i>trigger for stage 3 meeting</i>			

total days lost	
-----------------	--

**Advice From Occupational Health**

[summarise the advice received from occupational health]

**Support Provided**

[detail all other support provided – this might include, but is not limited to: emergency leave, last minute annual leave, flexible working, career breaks, adjusted duties, time off for appointments etc]

**Effect on Service**

[detail the effect of high levels of sickness absence on the service provided by the department]

**Previous Attendance Record over last 3 years (not including above trigger absences)**

Date From	Date To	Diagnosis	No. of Calendar Days

total days lost	
-----------------	--

**Any Other Relevant Information**

**Appendices**

[Include copies of: all relevant return to work forms, invite letters and outcome letters pertaining to the trigger period – also copies of any occupational health reports and any other relevant documentation.]

## 15. Invite to Long Term Sickness Absence Review Meeting

PLEASE ADD YOUR DIRECTORATE LETTER HEAD

Date

**Strictly Private & Confidential**

Employees Full Name

Home Address Line 1

Home Address Line 2

Postcode

Dear First Name,

### Re: Invite to Long Term Absence Review Meeting

I wish to arrange a meeting to discuss your current long term sickness absence and also to provide any necessary support to help facilitate a return to work.

As such, I have arranged a meeting on DATE at TIME in VENUE and HR Rep will be present as a representative from the Human Resources Department. The meeting will be held in line with the Council's Improving Attendance Policy.

At the meeting you may, if you wish, be accompanied to this meeting by a trade union representative or work based colleague. You should be aware that it is your responsibility to arrange your representative's availability.

If you or your representative are unable to attend this meeting please advise me of this at the earliest opportunity.

I would advise that you read the Council's Improving Attendance Policy which is enclosed for your information.

I understand this may be a difficult time for you and would like to remind you of the Council's Employee Assistance Programme, which offers employees a free and confidential counselling service. The service is provided by an external organisation and callers remain anonymous to the Council. You can contact Health Assured on 0800 030 5182 or visit their website at [www.healthassuredeap.co.uk](http://www.healthassuredeap.co.uk)

If you have any queries in advance of the meeting please do not hesitate to contact me.

Yours sincerely,

**LINE MANAGER  
TITLE**

*Copy: Employee's personnel file*

*Enc: Improving Attendance Policy*

## 16. Long Term Sickness Absence Review Meeting Outcome

PLEASE ADD YOUR DIRECTORATE LETTER HEAD

Date

**Strictly Private & Confidential**

Employees Full Name

Home Address Line 1

Home Address Line 2

Postcode

Dear First Name,

### Re Outcome - Long Term Absence Review Meeting

I am writing following our meeting held on DATE to discuss your current long term absence. I was supported at the meeting by NAME, as a representative from the Human Resources Department and note that you were/were not accompanied at the meeting by NAME, TITLE *(delete as appropriate)*. This meeting was held in line with the Council's Improving Attendance Policy.

The purpose of this meeting was to review your long term absence that commenced on DATE, and to decide the next steps in line with the Policy. You updated me on your current medical situation confirming the following:-

[DETAIL HERE A SUMMARY OF THE DISCUSSIONS]

We reviewed the Occupational Health report dated [DATED DETAIL SUMMARY OF DISCUSSIONS AND PROPOSALS]

From the information provided and discussed, we agreed [DETAIL HERE AGREED ACTIONS AND NEXT STEPS & CONFIRM IF PROCEEDING FURTHER TO FINAL FORMAL MEETINGS WHERE APPROPRIATE AND FOLLOWING HR ADVICE.]

I understand this may be a difficult time for you and would like to remind you of the Council's Employee Assistance Programme, which offers employees a free and confidential counselling service. The service is provided by an external organisation and callers remain anonymous to the Council. You can contact Health Assured on 0800 030 5182 or visit their website at [www.healthassuredeap.co.uk](http://www.healthassuredeap.co.uk)

If you have any queries, please do not hesitate to contact me.

Yours sincerely,

**LINE MANAGER**

**TITLE**

*Copy: Employee's personnel file*

## 17. Invite to Long Term Sickness Final Formal Meeting

PLEASE ADD YOUR DIRECTORATE LETTER HEAD

Date

**Strictly Private & Confidential**

Employees Full Name

Home Address Line 1

Home Address Line 2

Postcode

Dear First Name,

### Re: Invite to Final Formal Meeting – Long Term Sickness Absence

Further to the previous review meeting on DATE you are now invited to attend a Final Formal Meeting to discuss your continued absence from work. The meeting will be held in line with the Council's Improving Attendance Policy (a copy of which is enclosed).

The purpose of this meeting is to review your sickness absence and to consider your continued employment status with the Council. As part of this, I will review the content of the latest Occupational Health report and consider any recommendations. I must point out that a potential outcome of this meeting could be dismissal and termination of your contract of employment.

Arrangements have been made for us to meet at TIME on DATE in ROOM. I will be accompanied at the meeting by NAME, JOB TITLE, who is a representative from the Human Resources department. Also present, will be STATE MANAGER NAME and HR SUPPORT who will be presenting the management report (a copy of which is enclosed).

You have the right to be accompanied to this meeting by a trade union representative or work based colleague. You should be aware that it is your responsibility to arrange your representative's availability.

Please confirm your attendance at this meeting with me on the number above as soon as possible but no later than two days prior to the meeting.

I understand this may be a difficult time for you and would like to remind you of the Council's Employee Assistance Programme, which offers employees a free and confidential counselling service. The service is provided by an external organisation and callers remain anonymous to the Council. You can contact Health Assured on 0800 030 5182 or visit their website at [www.healthassuredeap.co.uk](http://www.healthassuredeap.co.uk)

If you have any queries in advance of the meeting please do not hesitate to contact me.

Yours sincerely

SNR MANAGER NAME

SNR MANAGER JOB TITLE

*Copy: Employee's personnel file*

*Enc: Improving Attendance Policy*

*Final Formal Meeting Management Report*

## 18. Long Term Sickness Final Formal Meeting Outcome (Dismissal)

PLEASE ADD YOUR DIRECTORATE LETTER HEAD

Date

**Strictly Private & Confidential**

Employees Full Name

Home Address Line 1

Home Address Line 2

Postcode

Dear First Name,

### Re: Outcome of Final Formal Meeting – Long Term Sickness Absence

I am writing to confirm the outcome of your Final Formal Meeting which took place on DATE and in line with the Council's Improving Attendance Policy. I chaired the meeting and was supported by HR, NAME, TITLE. Also present at the hearing was LINE MANAGER and NAME who attended as note taker. You were given the right to be accompanied at this meeting by a trade union representative or a workplace colleague, however, chose to attend unaccompanied OR I note that you were accompanied at this meeting by NAME (delete as appropriate).

You were aware that a potential outcome of this meeting could be dismissal and termination of your contract of employment.

At this meeting I considered your current episode of long term sickness absence.

In addition, I took this opportunity to review your overall absence record and the support provided by the Council to date included as follows:

- STATE DETAILS AND INCLUDE ANY ADJUSTMENTS MADE

Having considered all the information presented at the meeting, I can confirm my decision is to dismiss you with immediate effect from DATE on the grounds of capability. Please note you will be paid XX weeks' notice from DATE in accordance with your contract of employment. You will be paid for any outstanding holiday entitlement in the next payroll run. Your pension contributions will cease, and you will become a Deferred Member of the Pension Scheme.

You have the right to appeal against this decision. If you wish to do so, you must submit your appeal in writing to Director within 14 calendar days of receipt of this letter.

If you have any queries in relation to any of the above, please do not hesitate to contact me.

Yours sincerely

SNR MANAGER NAME

SNR MANAGER JOB TITLE

Copy: Employee's personnel file

# Long Term Sickness Absence Final Formal Meeting Report

Re: EMPLOYEE NAME, TITLE, DEPARTMENT

Prepared by:

MANAGERS NAME, TITLE

HR SUPPORT NAME, TITLE

DATE



**Background**

[Include details of full name, job title, department, hours and length of service.]

**Current Sickness Absence Episode**

Date From	Diagnosis	No. of Calendar Days	No. of Working Days

[Describe reason for current absence and any pertinent information regarding other known medical conditions and relevant personal circumstances]

**Advice from Occupational Health**

[summarise the advice received from occupational health]

**Support Provided**

[detail all other support provided – this might include, but is not limited to: emergency leave, last minute annual leave, flexible working, career breaks, adjusted duties, etc]

**Effect on Service**

[detail the effect of high levels of sickness absence on the service provided by the department]

**Previous Attendance Record**

Date From	Date To	Diagnosis	No. of Calendar Days

total days lost	
-----------------	--

**Consideration of Reasonable Adjustments and/or Redeployment**

[include details of consideration and application of reasonable adjustments and/or redeployment – and if not appropriate/possible give an explanation of why]

**Any Other Relevant Information****Appendices**

[include copies of: all relevant invite letters and outcome letters, and also copies of any occupational health reports and any other relevant documentation.]

## 20. Redeployment Form

Name			
Contact email address (this will be used by HR to send vacancy bulletins to)			
Contact Telephone number			
Job Title			
Department			
Line Manager			
Grade			
Current working hours per week (if part time, please specify hours and days you work)			
Are you flexible on the hours/days you can work? (Please specify what days/hours you are available)			
Are there any days coming up where you would be unavailable to attend an interview (e.g. annual leave, childcare etc).			
Summary of work history/experience/skills			
Summary of Qualifications (e.g Professional Qualification and/or Membership of Professional Bodies)			
Do you have a valid driver's license?			
Is there any other information you would like us to be aware of?			
Employee's signature		Date	

Please send a copy to [HRAdvisoryService@carlisle.gov.uk](mailto:HRAdvisoryService@carlisle.gov.uk)