



Managing Attendance Procedure

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ATTENDANCE MANAGEMENT POLICY

1. Policy Statement

- 1.1 The school is committed to delivering an excellent service to the community in an efficient and effective way to achieve best value and continuous improvement. The effective management of attendance is crucial to ensuring that levels of attendance are commensurate to supporting this excellent service.
- 1.2 The School recognises that the majority of employees have good attendance levels. The Attendance Management Policy has been developed to ensure there is a consistent, supportive and fair approach to dealing with absence, which applies to all employees and covers all types of absence to minimise the impact on colleagues having to cover.
- 1.3 The aim of this policy is to provide support to employees during periods of ill health and the procedure provides a framework for this support. The School believes that Governing Bodies, Head teachers, nominated deputies, Trade Unions/Professional Associations representatives and employees all share a responsibility to work together to promote attendance and health management.
- 1.4 The responsibility for effective attendance management rests with the Head teacher or nominated person who will be supported by Human Resources, the Occupational Health Service (OHS) Employee Assistance Programme (a confidential advisory service for all employees, please refer to Appendix 4), and the School Governors. If the Head teacher chooses to delegate attendance Management the school should identify a nominated person who may be the Deputy Head teacher or other senior person from the School Management team according to the organisational arrangements of the school. There must be clarity amongst all employees as to the nominated person and where there is more than one nominated person the employees each are responsible for. It may be appropriate in a large school for a male and female member of the Management team to be nominated. In the case of absences by the Head teacher there will, where necessary, be liaison between the Deputy Head teacher, the schools HR team and the Chair of Governors regarding the absence. The support provided will aim to be proactive and will be regularly monitored and reviewed to focus on promoting good health and welfare initiatives for all employees.
- 1.5 The Attendance Management Policy and Procedure will be monitored and reviewed by HR to ensure that it continues to meet the Schools aims and complies with the principles it outlines.

Confidentiality Clause

All information about an employee absent from work due to sickness or injury is confidential and must be treated with sensitivity by all parties. However, there is also a need to share information on an individual's record between those involved in its management. Records of absence will be stored securely and access will be restricted only to those with a responsibility for managing or recording sickness absence in line with the General Data protection Regulations (GDPR).

2. School's Commitments

- 2.1 The School recognises that it has responsibilities for providing a healthy and safe workplace for its employees, pupils, the public and other business contacts. It aims to develop and maintain a culture where employees feel motivated at work to perform to their maximum ability in a culture of openness, honesty, and teamwork supporting the achievement of a work-life balance for our workforce. The School will aim to promote a continuous improvement and preventative approach rather than a punitive one.

2.2 The School will ensure that it complies with statutory obligations (legislation) in relation to the Equalities Act Oct 2010 in order to deliver a fair and effective management of sickness

2.3 It is the responsibility of the Head teacher/nominated person to communicate to all employees the standards of attendance required the timescale over which these are to be achieved and the management for monitoring and review giving reasonable time for improvement. The Head/nominated person must also ensure that staff is fully aware of the consequences of failing to meet the required standards.

3. Employees' Commitments

3.1 Employees also have responsibilities for health and safety at work and should be pro-active and co-operative in ensuring that risks are identified and addressed. Employees should also commit to a culture of openness and honesty and teamwork within the employment relationship. They will attend work when fit to do so and comply with the sickness reporting procedure during periods of absence. Employees are expected to co-operate fully with the Head teacher or nominated Deputy, Occupational Health Service and other organisations approved to provide support.

The employee should be advised that a Trade Unions/Professional Associations representative or workplace colleague may accompany them at any **'formal'** notification stage. Alternative venues may be agreed, as appropriate, for regular meetings at various stages of recovery; these may include school-based meetings to assist employees in preparing to return to the workplace.

4. General Principles

4.1 This policy provides a framework for sickness absence to be managed fairly and consistently, in a way that is appropriate to all circumstances. Matters raised relating to an employee's attendance do not imply any distrust or any concerns regarding their conduct.

4.2 Employees' sickness absence will be dealt with in a way that is non-discriminatory and in accordance with equal opportunities in relation to the Equalities Act Oct 2010 in order to deliver a fair and effective management of sickness

4.3 Where the Head teacher has been absent due to sickness, the Chair of Governors will be accountable for the application of this Policy and any associated action

4.4 Sickness absence may be categorised into three main types and requires different management approaches, detailed in later sections, which can be summarised as follows:

Occasional short term absence (Section 7) – where the only action required is the Return to work discussion

Persistent Short term Absence (Section 8) – which, for the purpose of this policy, refers to frequent intermittent absences, which may or may not be related;

Long term Sickness Absence (Section 10) – which, in the context of this policy, is defined as any absence lasting for four calendar weeks or more.

5. Sickness Reporting Procedure

5.1 Every employee has a contractual obligation to comply with the Schools sickness reporting procedure. The core principles of all sickness reporting procedures are set out in [Appendix 1](#).

6. Maintaining Contact

6.1 It is important to maintain regular contact with the employee for the following reasons:

- To avoid the employee feeling isolated;
- To ensure that opportunities to provide relevant support and assistance are identified and for employees to raise any concerns regarding their absence;
- To enable the Head teacher to plan work reallocation arrangements, thereby ensuring that the absent employee is not required to organise or set work for classes to assist and support colleagues whilst on sick leave
- To keep the employee updated with any relevant workplace issues.

6.2 Home visits are usually preferable to telephone conversations in relation to long-term absence, particularly for employees finding it difficult to leave the house; however they should be undertaken on a sensitive and non-intrusive basis and following the agreement of the employee. Notification of any home visit should be confirmed by letter at least five working days prior to the visit taking place. The employee should be advised that a work colleague and/or Trade Unions/Professional Associations may accompany them during any home visit.

6.3 Where a home visit is not appropriate alternative venues may be agreed for regular meetings at various stages of recovery; these may include school-based meetings to assist employees in preparing to return to the workplace. It is good practice to record the outcome of the discussions of the visit in a letter to the employee.

6.4 An employee has responsibility to maintain contact either with their Head teacher or the person nominated by the Headteacher during their absence period to keep them up to date with their absence. Failure to do so may be considered as a breach of the absence reporting procedure and occupational sick pay may be terminated.

7. Return to Work Discussion

7.1 Return to Work (RTW) discussions are mandatory and should be undertaken by Head teachers or nominated person on the first day of the employee returning to work following any period **of sickness absence** in accordance with the arrangements put in place by the school. This provides an opportunity for Head teacher/nominated person and employee to discuss the reasons for the absence, any contributing factors, medical advice/treatment received and any likelihood of a recurrence. This should be an open and honest discussion focused on a shared understanding of the relevant issues and an exploration of any support needed. [See Appendix 3 for Guidance Notes](#)

7.2 The key aims of a Return to Work discussion are to:

- Welcome the employee back and let them know that they are a valued and appreciated member of staff / team;

- Discuss the reason for their absence, confirm the employee's fitness for work and explore any support required for a smooth return to full working duties; i.e. referral to Occupational Health and/or **Employee Assistance Programme** if appropriate.
- Give assurances of concern for the employee's welfare
- Express confidence in employee's ability to improve their attendance and update the employee on key work issues **during their absence**; provide an opportunity for the employee to share any relevant additional information.

7.3 Complete the Return to Work discussion form (**Appendix 2**) both parties will retain copies.

7.4 At the RTW discussion all employees will be reminded of the durations and frequencies of previous periods of sickness absence. If the absence is at the Trigger level as set out below, the Head Teacher/nominated person must arrange a separate Stage 1 Counselling Interview.

MANAGEMENT OF PERSISTENT SHORT TERM ABSENCE

8. Triggers for Action

- 8.1 Head teachers/nominated person are responsible for monitoring sickness absence levels using the monthly absence management information provided by the CSA detailing total absence and triggers together with information from RTW discussions, and are accountable for determining when further consideration of an employee's absence record is necessary.
- 8.2 Where an individual's absence level meets one of the following trigger points the Head teacher/nominated person will take the action set out below:

Trigger for Persistent Short-Term Absences (*includes both certificated and self-certificated absence*): Where an employee has had **7 or more working days sickness absence or three or more occasions of sickness in a 6 month period**, or particular **patterns of absence** causing concern. Action Required - Stage 1 Notification: Counselling Interview. The trigger points are intended to provide clear guidelines on handling recurrent absence to ensure fairness and consistency, however, the Head teacher/nominated person should treat each individual case on its merits and where the reasons for recurrent absences are legitimate and are known to be temporary it may be appropriate to defer any action until the specific issue is resolved. I.e. problematic but short term medical condition such as tonsillitis where an operation is pending.

9.1 Stage 1 Notification: The Counselling Interview (Informal)

- 9.1.1 The employee's Head teacher/nominated person will conduct the interview in private and it is not necessary for the employee to be represented at this interview, however staff can seek guidance from their Union representative prior to the meeting if required. (**See appendix 8 for invite letter**)
- 9.1.2 The main purpose is to reiterate the School's policy on attendance and to consider the employee's absence record as well as drawing attention to support available via OHS and Employee Assistance Programme and through Teacher Associations/Trade Unions/Professional Associations
- 9.1.3 The interview should be constructive and seek to explore any underlying medical or work related reasons for the level of sickness. Any patterns of absence, which might be evident, will be discussed, together with the effect of sickness absence on the workplace pupils and work colleagues. The interview should identify any appropriate support that could be provided which may include referral to the Occupational Health Service.

- 9.1.4 At the end of the meeting the Head teacher or nominated person will decide if any further action is required, for example in the case of monitoring the interview should conclude with an explanation as to the monitoring procedure for future improvement in the sickness absence level, and a review date will be set: this will normally be no more than 6 months
- 9.1.5 A record of the interview will be recorded on the Counselling Interview Form (Appendix 9) and retained on the Head teacher/nominated Deputy's file (not the personal file) with a copy given to the employee within 5 working days of the meeting. The outcome of the meeting will be confirmed in writing (See Appendix 10 for standard letter)
- 9.1.6 If at the end of the review period monitoring shows that the employee's attendance is no longer a cause for concern, the employee should be notified of this in writing (See Appendix 11 for standard letter) and confidence should be expressed in their ability to maintain their improved attendance during the review interview.
- 9.1.7 If during the review period absence exceeds the target set the Head teacher/nominated person can consider progression to Stage 2: The sickness review interview (Formal)

The employee should be informed that attendance is continuously monitored and if further action is triggered under this policy within the following 6 months, such action will begin at Stage 2 of the procedure.

After 12 months from the initial Stage 1 meeting should the employee continue to meet targets set then attendance procedure will cease. However, if the triggers are hit again then this procedure will continue.

9.2 Stage 2 Notification: The Sickness Review Interview (Formal)

Please note that notification of Stage 2 meetings should be confirmed by letter at least five working days prior to the visit taking place.

- 9.2.1 Where there are continuing concerns relating to sickness absence of the employee, the Head teacher/nominated person will invite the employee, in writing, to a formal interview (See Appendix 12 for standard letter). Trade Unions/Professional Associations representative or work colleague may accompany the employee. HR support is available on request.
- 9.2.2 The focus here is on the absence pattern and the reasons given in order to identify any underlying causes and obtain a referral via Occupational Health and review any support that has been provided including any earlier OHS reports.
- 9.2.3 The Head teacher/nominated person should ensure that the employee understands that the level of attendance is unsatisfactory and that improvement is needed over the review period. However, the emphasis should remain on supporting and encouraging the employee to improve.
- 9.2.4 The specific length for the review period will be determined by individual circumstances and will normally be **no more than 6 months**. An improvement in the sickness level will be required and a Stage 2 Review interview date will be set for the review period. Note e.g. if over summer not enough. Provide reason for longer period
- 9.2.5 During the review period the employee will normally be required to submit 'fit notes' rather than self-certificates, on their first day of absence. The School will meet the cost of any fee charged. The aim is to

ensure that the employee seeks advice from their doctor, which may be helpful, especially if the reason for absence is similar for each incidence.

- 9.2.6 The outcome of the Stage 2 interview will be confirmed in writing within 5 working days of the interview (See Appendix 13 for standard letter) and it should be stressed that, if attendance deteriorates during the review period to the extent that the absence exceeds the target set, the Capability Review Interview will be brought forward. A copy of the letter should be placed on the employee's personal file with HR.
- 9.2.7 If attendance improves to within acceptable levels during the review period, no further action should be taken except to confirm this to the employee in writing (See appendix 11 for standard letter), and express confidence in their ability to maintain their improved attendance during the review interview.

The employee should be informed that attendance is continuously monitored and if further action is triggered under this policy within the following 12 months, such action will begin at Stage 3 of the procedure.

After 18 months from the initial Stage 2 meeting should the employee continue to meet targets set then attendance procedure will cease. However, if the triggers are hit again then this procedure will continue.

9.3 Stage 3 Notification: The Capability Review Interview (Formal)

Please note that notification of Stage 3 meetings should be confirmed by letter at least five working days prior to the visit taking place.

- 9.3.1 If there has been no acceptable improvement after Stage 2, then a Capability review interview with the Head teacher/nominated person should be held and up to date information from Occupational Health sought.
- 9.3.2 The interview will cover the same points as Stage 2 and the invitation and the rights of representation are the same (See Appendix 14 for standard letter). It should also cover the operational implications of the continued absence, a review of any current medical reports, and an exploration of any other sources of support.
- 9.3.3 The employee will be notified that their attendance level is unacceptable and that sustained improvement is needed. A further monitoring period with a target for improvement will be set. This will be determined according to individual circumstances and the employee must be advised that if there is no sustained improvement, then a recommendation to dismiss on the grounds of capability will be made to the board of Governors and a Case Review Hearing convened.
- 9.3.4 The Stage 3 interview outcome must be confirmed in writing within 5 working days (See Appendix 15 for standard letter): it should be stressed that, if attendance deteriorates during the review period to the extent that absence exceeds the target set, the review date will be brought forward. A copy of the letter should be placed on the employee's personal file with HR.
- 9.3.5 If attendance improves to acceptable levels during the review period, no further action should be taken except to confirm in writing to the employee that their attendance is now considered to be satisfactory and express confidence in their ability to maintain their improved attendance during the review interview (See Appendix 11 for standard letter).

The employee should be informed that attendance is continuously monitored and if further action is triggered under this policy within the following 12 months, such action will be to consider moving to the Capability Review Meeting.

After 18 months from the initial Stage 3 meeting should the employee continue to meet targets set then attendance procedure will cease. However, if the triggers are hit again then this procedure will continue.

9.3.6 If attendance does not reach the target levels during the review period and there are no exceptional circumstances meriting an extension of that period, then the employee will be advised of this (See Appendix 16 for standard letter) and the Head teacher/nominated person will send a report to the board of Governors recommending a Case Review Hearing takes place. The Clerk to Governors will support the arrangements for the Hearing.

MANAGEMENT OF LONG TERM SICKNESS ABSENCE

Triggers are more difficult to define with long-term sickness, and may vary depending upon the medical advice available. However, the following stages should be followed:

(Please note: terminal illness will be managed sensitively according to the needs of the case.)

10.1 Stage 1: The Welfare Meeting (Informal)

Please note that notification of Stage 1 meetings should be confirmed by letter at least five working days prior to the visit taking place.

10.1.1 This is the first informal stage of the long-term sickness management process and the meeting should be arranged after a sickness period three weeks has occurred and within the following three weeks having taken into consideration the nature of the illness and the circumstances of the individual (See Appendix 17 for standard letter). Consideration should be given to the location of the meeting. Where possible the meeting should take place privately in the normal workplace setting or other appropriate Council premises. In exceptional circumstances the meeting can take place at the employee's home i.e. if there are serious mobility problems.

10.1.2 It may be considered appropriate for the employee to be accompanied by a work colleague or Trade Unions/Professional Associations representative. The discussion should follow a similar format to the sickness-counselling interview. A guide for carrying out welfare meetings is available (Appendix 18).

10.1.3 The discussion should consider:

- Reasons for absence, their progress, ongoing treatment and the likely return date
- Organising a referral for Occupational Health/counselling support or associated services;
- Review any assistance that may be required e.g. returning on reduced hours;
- Explore other options such as temporary change of role or change in hours;
- Ensure that reasonable adjustments are explored, with agreement of the employee

10.1.4 The Occupational Health Service recommends that employees are referred to them at the earliest opportunity in case there is a need to contact a GP, consultant or specialist for further information. In the case of serious illnesses this is equally important so that support, advice and guidance is available.

10.1.5 At the conclusion of the welfare visit the Head teacher/nominated person should consider the following options:

- What course of action, if any should be taken at this point
- continue to monitor and maintain contact via the Head teacher/nominated person;
- Reasonable **adjustments to the post** where appropriate

10.1.6 The outcome of the meeting should be confirmed in writing to the employee within 5 working days (See Appendix 19 for standard letter).

The employee should be informed that attendance is continuously monitored and if further action is triggered under this policy within the following 6 months, such action will begin at Stage 2 of the procedure.

After 12 months from the initial Stage 1 meeting should the employee continue to meet targets set then attendance procedure will cease. However, if the triggers are hit again then this procedure will continue.

10.2 Stage 2: The Sickness Review Interview (Formal)

Please note that notification of Stage 2 meetings should be confirmed by letter at least five working days prior to the visit taking place.

10.2.1 A prolonged absence (2-3 months) becomes operationally unacceptable and it is appropriate to review the case and ensure an up-to-date Occupational Health report is available. Once the reports are available, a formal sickness capability interview must be arranged and confirmed in writing with the employee (See Appendix 20), who should be advised that they have a right to have a Trade Unions/Professional Associations representative or workplace colleague at the interview. HR support is available.

10.2.2 The interview must consider the following:

- Review previous discussion with the employee and consider the latest OHS report and the employee's current and future capability;
- Discuss their future employment prospects and **explore other** viable options such as reasonable adjustments, change in hours or change of role with the agreement of the employee;
- Retirement on ill-health grounds where a return to work is already identified as unlikely
- It should be made clear that, whilst everything practically possible will be considered to accommodate the employee, this may not be practicable and termination of their contract may have to be considered
- Should the employee agree a date to return to work, discuss a phased return to work implementing any reasonable adjustments/support previously explored.

10.2.3 The outcome of the meeting should be confirmed back to the employee in writing within 5 days and a copy placed on the employee's personal file (See Appendix 21 for standard letter).

The employee should be informed that attendance is continuously monitored and if further action is triggered under this policy within the following 12 months, such action will begin at Stage 3 of the procedure.

After 18 months from the initial Stage 2 meeting should the employee continue to meet targets set then attendance procedure will cease. However, if the triggers are hit again then this procedure will continue.

10.3 Stage 3: The Capability Review Interview (Formal)

Please note that notification of Stage 3 meetings should be confirmed by letter at least five working days prior to the visit taking place.

10.3.1 All situations will vary depending upon the nature of the medical problems and the prognosis of the employee's condition: however, it may become clear whether or not the employee is likely to return to work in the near future. If this seems unlikely, a further interview, Stage 3, should be arranged with the same **written notice and rights of representation as at Stage 2 (See Appendix 22 for standard letter)**. The purpose of this procedure is to provide a framework within which to manage and Head teachers/nominated person should exercise discretion according to the particular circumstances of the absence i.e. hysterectomy/broken leg

10.3.2 The following options should be considered:

- Discuss ill health retirement, giving details of estimated benefits (only available to employees who are found to be permanently incapacitated);
- Setting a review period pending further medical advice;
- Where termination of employment is looking a likely possibility, the employee may wish to obtain his/her own medical advice at this stage;
- Ensure that reasonable adjustments are explored, with agreement of the employee;
- Finally, consider any feasible change of role.
- Should the employee agree a date to return to work, discuss a phased return to work implementing any reasonable adjustments/support previously explored.

10.3.3 The outcome must be confirmed in writing (**See Appendix 23 for standard letter**) and should ideally result in an agreed return to work plan, or the Head teacher/nominated person should seek HR advice regarding a Case Review Hearing.

10.3.4 Where absence is clearly genuine, long-term absence cannot be sustained indefinitely and if there is no prospect of a return to work in the foreseeable future, Head teacher/nominated person must recommend to the Governing Body a Case Review Hearing to consider dismissal on capability grounds. Special consideration should be given to employees suffering from a terminal illness.

N.B. Where applicable Head teacher can dismiss for Capability due to ill health

The employee should be informed that attendance is continuously monitored and if further action is triggered under this policy within the following 12 months, such action will be to consider moving to the Capability Review Meeting.

After 18 months from the initial Stage 3 meeting should the employee continue to meet targets set then attendance procedure will cease. However, if the triggers are hit again then this procedure will continue.

CASE REVIEW HEARING

11.1 Following the completion of the Notification Stages, cases of short-term absences, or continuing long-term absences, will be referred to a Case Review hearing.

11.2 This Case Review Hearing and any subsequent Appeal will be convened following the Procedure at a formal Disciplinary/Appeal Hearing detailed in the Disciplinary procedure.

11.3 The purpose of the Case Review hearing will be to consider whether there are any further actions that the School can take to assist the employee in continuing their employment or whether employment should be terminated due to the employee's incapability to undertake their duties effectively because of their ill health.

11.4 The Head teacher/nominated person report should include:

- Background of employee
- Detailed records of sickness absence and OHS reports;
- Details of meetings held and actions taken under the Attendance Procedure;
- Details of other arrangements made by the Head teacher/nominated Deputy to support the employee;
- Any issues raised or comments expressed by the employee or their representative.
- The impact of the employee's absence **on other employees, pupils and School** service;
- Recommendations

11.5 The above list is not exhaustive and the weight attached to each will depend on the circumstances of the case, whilst balancing the needs of the employee and the School.

11.6 Where the decision has been made to dismiss the employee the letter will:

- Refer to the formal hearing to discuss the employee's high level of absence;
- Advise the employee that his / her level of absence can no longer be accommodated;
- State the effective date and that the reason for dismissal is on the grounds of capability;
- Indicate the contractual notice provisions the employee is entitled to receive;
- Refer to the employee's right of appeal and the date this should be received.

OCCUPATIONAL HEALTH SCHEME

12.1 Service available

12.1.1 The School can access a comprehensive Occupational Health Service (OHS). This service is able to provide employees with support and specialist Occupational medical advice. Information will also be provided to Head teacher or nominated person to enable decision-making around workplace support.

12.1.2 Referral requests are dependent on individual circumstances and the following summary guidance should be observed. Further information and guidance on the OHS is set out in [Appendix 4](#)

12.1.3 Where an employee is indicating that they are having particular problems affecting their job, referrals may be made immediately. Employees do not need to be absent from work in order to be referred;

12.1.4 If, in a persistent short-term absence case, the employee or Head teacher/nominated person believe or suspect that an underlying medical problem is a contributory factor, then a referral is likely to follow one of the meetings held under the Notification Stages or following a return to work (RTW) discussion.

12.1.5 The OHS medical referral form (Appendix 5) should be completed by the Head teacher/nominated person with assistance from HR as appropriate. Clear reasons plus specific questions and any supplementary information should be submitted on the form to assist OHS with the advice that they give. OH requires the referral to be discussed with the employee and a hard copy signed and dated prior to the form being

submitted. The referral can be emailed in the first instance followed by a signed hard copy which should be faxed or posted to Occupational Health.

HR will then liaise with the Occupational Health Nurse Advisor (OHNA), who will contact the employee with the appropriate appointment details. Details of this appointment will also be copied to the Head teacher/nominated person, who should confirm receipt with the employee. The OHNA will liaise with the employee prior to releasing the medical report to the Head teacher/nominated person; a copy will also be retained on the employee's confidential personal file in HR. The Head teacher/nominated person should then make arrangements to discuss the report with the employee and provide a copy of the report.

Where an appointment has been made and employee does not attend the Head teacher/nominated person should explore the reasons why prior to taking the appropriate action. (See Appendix 7 for standard letter)

12.2 Acting on the Medical Advice

12.2.1 When considering medical reports, the School will always explore reasonable adjustments, taking account of Disability Provision within the Equality Act where this applies. An OHS report on an employee is likely to advise on one or more of the following:

- Recommendation for referral to an appropriate treatment or therapy;
- Fit to return to the full duties of the post;
- Fit to return to the post subject to reasonable adjustments being made;
- Review case at a future date, usually where further medical reports are required;
- Permanently unfit for their post or other comparable employment – Case Review Hearing to consider dismissal
- The option to apply for Ill Health Retirement should Occupational Health advise that the employee is permanently unfit for their post

12.2.2 Under the National Conditions of Service, employees shall, at any time, submit to a medical examination by a medical practitioner nominated by the School, subject to the provisions of the Access to Medical Reports Act 1988.

12.2.3 An employee failing to attend any appointment provided under the OHS may cease to be eligible for occupational sick pay unless evidence of inability to attend without notice is provided, e.g. a Doctor's statement will be required to pay the full cost of the medical examination. Where occupational sick pay is suspended it will only be reinstated when the School is satisfied with the explanation offered after reviewing the circumstances.

12.2.4 Throughout the operation of this procedure, the employee is entitled to access any reports submitted to and obtained from OHS.

12.2.5 OHS may occasionally recommend an employee be referred to a consultant for diagnosis or will refer an employee for further tests or treatment. Consideration will be given as to whether it is in the School's interest to facilitate a speedier referral through the private sector.

12.3 Rehabilitation

Specialist disability related advice may require temporary adjustments to the job role, working hours or a phased return to work programme to ensure that rehabilitation is at an appropriate pace and make reasonable

accommodation of any ongoing treatment. During this time formal reviews should be undertaken to monitor the employee's progress. See guidance notes on Rehabilitation Back to Work ([Appendix 6](#)).

12.4 Inability to Return to Work or to Substantive Post

Occupational Health advice may conclude that the illness or condition prohibits employees from carrying out the full duties of their post. The School will consider its legal obligations under the Disability provision within the Equality Act, and the reasonableness of such adjustments, including cost, practicality impact and the effects upon colleagues and potential redeployment opportunities. In such cases, the following options may be pursued:

(i) Retirement on ill-health grounds

The criteria for ill health retirement and the early release of pension benefits requires the Council's Occupational Health service and a second independent adviser, to agree that, on the balance of probability/based on current medical knowledge, the employee is permanently (i.e. up to normal retirement age) incapable of carrying out their job, or a comparable job.

(ii) Dismissal on the grounds of capability

As outlined above.

APPENDIX 1 – Sickness Reporting Procedure

In order for School service to be maintained, it is essential that the reporting procedure is followed. Every employee has a contractual obligation to comply with the Schools sickness reporting procedure. The following represents the core elements to be included in all reporting procedures:

First Day of Absence

Employees must report their absence to their Head teacher or nominated person in line with school processes and this should be at least 1 hour before normal start time on the first day to allow Supply cover to be arranged.

Employees must provide details of their illness or injury, their anticipated length of absence and any work commitments that may need rearranging.

If employees state that their absence may have been caused by something work- related, they must inform their Head teacher or nominated person so that an Accident / Incident Report Form can be completed.

Exceptionally, if employees are unable to telephone in person, they must arrange for someone to telephone on their behalf, in order to comply with the above. The employee must then make contact with their Head teacher or nominated person, as soon it is practical to do so.

N.B. Failure to inform the Head Teacher or nominated person may lead to the absence being considered as unauthorised, resulting in loss of pay and possibly disciplinary action.

Fourth Day of Absence

On the fourth day of absence an employee must report their continued absence following the above procedure. It is not necessary for an employee to report their absence on day 4 if a “fit note” has been submitted.

Eighth day of Absence

If the absence continues beyond seven days (including Saturday and Sunday):

The employee must consult a doctor, obtain a “fit note” and send it to their Head teacher or nominated person immediately marked private and confidential.

Where there is continuing sickness absence, employees must send in consecutive “fit notes” to cover the whole period of absence.

Head teacher or nominated person will ensure that “fit notes” are recorded on the absence return form and that the Payroll section is notified of the absence.

Exceptionally, where a Head teacher or nominated person is concerned at the frequency of an employee’s absence, the employee may be required to obtain a “fit note”, rather than self-certificates, from their first day of absence. In such cases, the School will pay any cost incurred.

APPENDIX 2 – Return to Work Interview Form

The School's Attendance Management Policy and Procedure requires Head teacher or nominated person to conduct return to work discussions with all staff when they have been absent. This gives the employee the opportunity to discuss any health problems with the Head teacher or nominated person this may include any work related issues that may be contributing to the ill health.

The Return to Work will also establish that the employee is fit to return to their role within the school

SECTION A – ABSENCE DETAILS

Employee Details

Employee No.:

Surname:

Forename:

Post Number:

Post Title:

Absence Details

First date of absence:

Last date of absence:

Date of RTW interview:

Reason for absence:

Was this absence related to a previous absence? (if yes, provide details):

Advice from Doctor RE: Return to Work or if further treatment required? (if yes, provide details):

Employee: I certify that the information I have given is accurate and complete.

Employee Signature:

Date:

SECTION B – OUTCOME DETAILS

Outcome/Follow Up

No further action:

Managerial support:

Signposted to
Counselling Services:

Referral will be made
to Occupational Health:

Other:

Details of any agreed Manager/Employee Actions:

Certification

Managers Signature:

Date:

Employee's Signature:

Date:

APPENDIX 3 – GUIDANCE NOTES – Return to Work Discussion

A return to work discussion is mandatory and should take place between the Head teacher or nominated person and employee, ideally during the first day of the employee returning to work following any sickness absence.

The Return to Work form has been designed to give the Head teacher or nominated person the opportunity to discuss an employee's sickness absence record with them, in accordance with the Schools Attendance Management Policy and Procedure. Head teacher or nominated person should conduct the interview as constructively and sensitively as possible following the **W.A.R.M.** themes set out below.

Head teacher or nominated person - **W.A.R.M.**

Welcome the employee back and explain the purpose of the return to work discussion is to understand and discuss their sickness **Absence** and any health problems that have caused them to be absent from work previously.

Be sensitive but constructive;

Discuss reasons and possible causes of recent absences / likelihood of recurrence;

Discuss what medical help, if any, they have received;

Identify whether the absences were work place related;

Discuss solutions / ways of improving

Clarify that they are fit to return to work

Offer any support or training where necessary;

Highlight the need for regular attendance and problems caused by non-attendance;

Responsibility – absence may not be their fault but it is their problem and a supportive discussion should explore how this could be improved.

Any further action to be taken should be noted on this form. It is important to leave the meeting on a positive note by expressing confidence in the employee's ability to improve their attendance and **Move on**. It may also be useful to update them on any key work issues they have missed during their absence or that require attention as they resume work.

At the end of the discussion the employee must sign the form confirming that the discussion has taken place and that the notes represent an accurate record of the discussion.

A copy of the completed form must be given to the employee.

EMPLOYEE

The Schools Attendance Management Policy and Procedure requires Head teacher or nominated person to conduct return to work discussions with their staff when they have been absent as it is part of good management practice.

This form is designed to help ensure that a Return to Work discussion takes place and that you are given every opportunity to discuss any health problems that you may have with your Head teacher or nominated person including any workplace-related problems that you feel might be contributing to your ill health. The form also assists in identifying any support that you feel may need on returning to work. You will be asked to make any comments you feel are appropriate and sign the form at the end of the discussion and you are entitled to retain a copy of the completed form.

APPENDIX 4 – Occupational Health Service - Information and Guidance

The school is committed to the provision of an effective, supportive, and quality driven Occupational Health Service (OHS) for all employees. This service is provided in recognition of the School's statutory health, safety and welfare responsibilities, and its commitment to proactively encouraging and attaining a more physically and psychologically healthy and motivated workforce. Applying preventative methods on ill health at work, the OHS provides health promotion, support and advice to management, employees and prospective employees, on all matters relating to physical and psychological health, both within the workplace and externally.

The OHS is capable of managing and providing support on a wide range of **health** problems and issues, both proactively and preventatively. Some of these are listed below:

Long term or persistent short-term absence;	Employment Health Needs Assessment
Statutory medical surveillance and Immunisation;	Individual and team workplace issues and concerns;
Specific occupational hazards;	Issues arising out of the abuse of alcohol or drugs;
General physical, behavioural and psychological health matters;	
Issues arising from the Disability provision within the Equality Act;	
Problems arising from terminal sickness and persistent ill-health conditions.	

In order to support and address the above issues, the in-house OHS consists of a team of dedicated Occupational Health Nurses employed by Blackpool Council and access to an Occupational Health Physician. The OHS also has access to a support network of Counsellors, Specialist Consultants, Clinical Psychologists, Occupational Health Physiotherapists and Complementary Therapist that can also be accessed to assess and address employees' health issues.

Notes to Remember

In order for the OHS to function efficiently please take note of the following.

Before referring an employee to Occupational Health, please ensure contact has been made with Human Resources Team and / or the Occupational Health Team for support and advice.

N.B. Employees are not permitted to self-refer to the Occupational Health Scheme.

Upon making a referral please complete the referral form with as much detail as possible. Any individual, who feels unable to discuss a request for an OHS appointment with their Headteacher, must contact an officer from the relevant Human Resources Team and / or the Health and Safety Team.

The OHS will work towards achieving a more physically and psychologically healthier workforce and the service constantly striving to improve. The OHS will on a regular basis carry out satisfaction surveys to assess the requirement for improvement or the need to diversify.

EMPLOYEE ASSISTANCE PROGRAMME

☎ 0800 030 5182 (or 0044 161 836 9498 to call from outside UK and calls will be charged). Counselling Advice - CounsellingAdvice@healthassured.co.uk Access to **Mincom** is arranged via scheduling a consultation using the Counselling Advice mailbox. The Employee Assistance Programme is an independent organisation that provides confidential help and assistance, including counselling, for employees and their immediate families (¹living in the same household) for any personal or work related problems. It is available 24 hours a day, 7 days a week, 365 days a year. To access the service online, please go to online health portal – www.healthassuredeap.co.uk
Using the generic **Username**: Blackpool and **Password**: Council

¹ Due to HRMC rules and regulations EAP is only offered to employees ,partners of employees, retirees for up to three months after they have left the organisation and dependants who are between the ages of 16-24 years old in full education living at the same house hold address as the employee.

APPENDIX 5 – Occupational Health Referral Form

Please see the “Manager’s Guidance for Completion of a Referral” for assistance in completing this form.

Before referring this employee, have you considered the benefits of promoting contact with the [EAP Service](#)? Here the employee can access help and support to deal with emotional issues. They can speak to a counsellor and receive counselling face to face or via the telephone – online CBT is also available.

SECTION A – EMPLOYEE INFORMATION

This section can be auto-generated using the mail-merge facility on the HR System – to do this go to the employee ‘Personal - Details’ screen, select the employee and use the right click facility to select this form from the documents available list. If any data generated is incorrect please update and save the details on the system via the employees ‘Personal - Address’ screen, then refresh this document accordingly.

Personal & Contact Details	
Employee No:	Name:
Date of Birth:	NI No.
Home Tel.	Work Tel.
Mobile No.	Personal email:
Email:	<i>(this will be used for appointment details)</i>
Home Address:	

Post Details	
Post Number:	Post Title:
Department:	Division:
Section/ School:	Location:

SECTION B – REFERRAL REASON

Background Information <i>(please see completion guide for assistance)</i>
Is the employee currently in work? Yes - <input type="checkbox"/> No - <input type="checkbox"/>
Date of First Day of Absence and Length of absence at time of referral: <i>(if applicable)</i>
What action has already been taken to support the Employee?

e.g. EAP, adjusted working hours/duties, home working? Include any adjustments that have been considered but cannot be implemented and why?

What information or advice do you require from Occupational Health? Please tick boxes that apply;

Is there an underlying health problem that may affect attendance, performance or fitness to work?	<input type="checkbox"/>
What reasonable adjustments should be considered to keep the employee at work/assist the employee back to work?	<input type="checkbox"/>
Is the employee eligible for ill health retirement? – <i>this should only be considered if reasonable adjustments /alternative duties have been considered and explored in full.</i>	<input type="checkbox"/>
Other – <i>i.e. any other questions you wish to ask OH or any specific advice. Please provide questions below;</i>	<input type="checkbox"/>

Additional Comments:

Please state below if there are any dates/times the employee cannot attend or if they will be on annual leave.

SECTION C – MANAGERS INFORMATION

Manager's Details

Name:

Contact No.

Work Tel.

Email:

Date of Completion:

Human Resource Contact Details

Name:

Contact No.

Work Tel.

Email:

SECTION D – CONFIRMATION

NOTE FOR EMPLOYEES: Upon receipt of this referral, the Occupational Health Service will store this form as part of your Occupational Health record. Records are stored either in paper or electronic format in compliance with General data protection regulations and medical records legislation.

NOTES FOR MANAGERS:

1. I confirm I have discussed the content and reason for the referral with the employee **and I have provided them with a copy of the referral form** and the information for employees. Occupational Health will not be able to arrange an appointment if this box is not ticked.

Please tick to confirm:

2. Once completed, please email the completed referral form to occupationalhealth@blackpool.gov.uk or for further guidance please contact the Occupational Health Department on 01253 478241 – note, if this absence is at Stage 2 of the Attendance Management Procedure please send this form to your HR Employee Relations Contact before submitting to Occupational Health.
3. **Special Instructions:** Under GMC ruling all employees seen by the Occupational Health Physician will be offered the opportunity to see their report before being sent to their manager. Please understand that this may necessitate the employee revisiting the Occupational Health Department to read the report and sign for its release and in some circumstances can cause a delay in sending out the finished report.

For Office Use Only:

OH Category:	Outcome Category:
Entered By:	Date:

MANAGER'S GUIDANCE FOR COMPLETION OF A REFERRAL

What is the Occupational Health Service?

The Occupational Health Service is not a diagnostic service and therefore does not replace the need for a GP/Specialist care.

The purpose of an Occupational Health Referral is to seek professional guidance on issues within the workplace in order to support management action. It also gives employees an opportunity to raise health issues and how they are impacting upon work.

Prior to making a referral, please consider if any of the following resources could be of benefit in the first instance;

- [EAP service](#) – online information & counselling
- [Managers absence guide](#) – information regarding possible adjustments for some conditions
- [Pressure Self Risk Assessment](#) – this is a good starting point for a discussion if the employee perceives there to be work related stress issues

When should I refer to Occupational Health?

- When an employee is struggling to fulfil the duties of their job or stay at work as a result of a health issue
- When an employee has been absent from work, in line with the timescales mentioned in the [Attendance Management Policy](#)
- When advice is required with regards to adjustments/support that could be put in place in order to prevent ill health/deterioration of health condition/or facilitate a return to work

As part of sickness absence management, it is the responsibility of both the manager and employee to make arrangements to ensure regular contact is maintained throughout any period of absence. Advice on the appropriate frequency and means of maintaining this communication may be sought from the Employee Relations team. The purpose of maintaining contact is to ensure that support is offered and the employee does not begin to feel isolated. This can have a big determining factor in the success or otherwise of their rehabilitation back into the workplace after a period of absence. Being kept informed regarding work can help make the employee feel valued and aid recovery.

A referral to Occupational Health is **not required** to resolve management issues, performance issues, grievance issues, relationship issues unless these are having a detrimental effect upon an employee's health. There are other policies in place (i.e. [mediation](#)) to support in these instances.

If an employee would like counselling but no further advice regarding support or adjustments is required, then a referral to Occupational Health is not needed. Telephone and Face to Face counselling can be accessed by telephoning the [EAP](#) service on telephone 0800 030 5182

How do I complete a referral?

The referral form [Occ Health Referral Form](#) can be found on the Hub and on the HR vision system.

Where an individual is at Stage 2 or above of the Attendance Management Procedure, please discuss the content and reasons for referral with your HR/Employee Relations contact prior to submitting the referral to Occupational Health. **In all circumstances, please copy your HR/Employee Relations contact on the email when it is sent to Occupational Health and include their name and contact details on the referral form.**

Provide Occupational Health with as much information as possible. Please include;

- Accurate and up to date contact details for the employee (an email address/mobile phone is needed in order to arrange an appointment)
- Any background information that will be useful for occupational health (e.g. health, work situation)
- Up to date job description/role & responsibilities if this is relevant to the health problem
- Any adjustments that have been implemented.
- **Any adjustments that have been considered but you are unable to implement and the reasons for this.**

- Any questions that you need answering, occupational health cannot predict what information you need to know
- Accurate and up to date contact details for the manager and HR

Please be aware that the report you will receive will not tell you how to manage your employee. You will still have to make decisions based on the information you receive. Think about the answers you want before you ask the question. If the employee's performance in their job is of concern you may be seeking confirmation that there either is or is not an underlying ill health issue. If the report from Occupational Health indicates that the employee is fit to work, then advice can be sought from your Employee Relations Advisor on how to proceed.

The Occupational Health referral must be discussed with the employee and the employee must be provided with a copy of the referral before this is sent to Occupational Health. Occupational Health are unable to accept a referral if the employee is unaware of it.

Send the completed referral to occupationalhealth@blackpool.gov.uk

What happens next?

Upon receipt of your referral, the occupational health team will make contact with the employee and arrange an appointment. You will be notified of the appointment schedule. Once you receive this notification, contact should be made with the employee to ensure that they are able to attend and that they do not require any assistance to aid their attendance (e.g. transport). OH appointments are in high demand and failure to attend means a waste of an appointment. If the appointment is inconvenient for your employee, the appointment can be rearranged thus allowing someone else to have this appointment.

If anything considerable changes with the employee (for example change in health, adjustments that have been agreed) between the time that the referral was sent and the scheduled appointment, please provide Occupational Health with an update. This also applies if a review appointment is arranged; please provide Occupational Health with an update

What happens if an employee fails to attend?

You will be notified by email of any non-attendance. Any appointments missed with the Physician will incur an appointment charge if a further appointment is required. The Occupational Health Physicians are not employed by the Council and are an expensive resource.

When will I receive the management report?

Consent will be obtained during the consultation to provide a report for management. The employee will be offered a copy of the report at the same time that it is issued to management. For any reports completed by the OH Physician, the employee will be offered the opportunity to view the report prior to its release (this is to comply with GMC Guidance). This may delay the release of the report slightly. Usually, you will receive a report **within 5 working days** of the appointment and in order to protect confidentiality, any reports issued will be password protected. You will be notified if an employee declines the release of a report.

If you have any queries regarding a report, please contact the department by phone or email.

What is the Fit for Work Service?

You may have heard of the Department for Work and Pensions new National Fit for Work (FFW) Occupational Health Assessment Service. This is being launched during 2015 with the aim to assist smaller organisations/businesses who do not have an Occupational Health provider. The aim of the new service is to complement existing OH services, not replace them. If your employee is referred to this service by their GP, they may provide you with a Return to Work Plan; this should be treated in the same way as a Fit Note. If you have any queries with regards to advice provided by this service, please contact the OH team on telephone 478241.

Name:

Job Title

APPLICANT - Please fill out for all referrals

Occupational Health Service

Blackpool Council, PO Box 4 Blackpool, FY1 1NA.

Hazard/Task	Tick	% Of Time	Details
Noise			
Vibrating tools, other powered equipment/machinery (please specify)			
Working at heights, e.g. scaffold or ladders			
Working alone, isolated or in confined spaces			
Respiratory sensitisers, e.g. hardwood dust, fumes, 2 pack paints			
Skin sensitisers/irritants, e.g. solvents or cleaning compounds			
Driving LGV/PCV/Minibus or carrying clients in own/lease car (please specify)			
Food handling			
Visual Display Screen Equipment work			
Lifting and handling weights Under 25kg Over 25kg Over 50kg			
Contact with blood and body fluids			
Lifting and handling people			
Working with children (please specify age group)			
Working with children/adults with special needs/learning disabilities behavioural problems/physical disabilities (please specify)			
Contact with public leading to likely conflict?			
Other - please state, e.g. welding, animals, chemical exposure, work pressure, responsibility or other relevant facts			
Night Working as described in the working time directives.			

Signed

Date

APPENDIX 6 – Guidelines for Rehabilitation to Work

When an employee has been absent on sick leave due to a long-standing medical condition and it is considered that complete recovery can be assisted by a phased return to work, the School will consider this option subject to a recommendation by OHS in consultation with the employee's GP.

Managing sickness absence is a challenge for many employers, the new '**Fit Note**' gives clear and practical advice about an employee's fitness to work and recommendations such as those listed below in order to support the employee through their return to work. (Further guidance on the Fit Note can be found at www.nhs.uk/chq/pages/2584.aspx)

The types of conditions where a phased return to work may be considered, the agreed arrangement of reduced and / or flexible hours, and the individuals rehabilitation programme if required, will vary according to the circumstances of **each individual case presented** and the educational setting, and will be discussed and agreed with the Head Teacher or nominated person

In order to plan an individual phased return it is important to consider the following:

- *Changing work duties or variation of tasks*
- *Changing working hours, night working, shift changes and/or longer breaks*
- *Work place assessments and adjustments*
- *Reducing productivity targets and balance out workloads across the team*
- *Provision of wheelchairs and/or transport to and from work*
- *Consideration for childcare / elderly care (notice to allow for arrangements to be made)*
- *Health, lifestyle and well-being advice*

Head teacher or nominated person should note that support and advice for implementing a rehabilitation to work will be available from OHS, the GP, and the relevant Human Resources Team. Rehabilitation may also be supported by additional treatments as recommended by OHS where it is considered to be in the best interests of the School and employee.

The Head teacher or nominated person should also take into account that under the new 'Fit Note' not all employees need to return to their GP prior to commencing their phased return.

The health and welfare of employees is fundamental, and Head teacher or nominated person are reminded that the agreed rehabilitation to work should be carefully monitored, supported and regularly reviewed, giving employees opportunity to express any concerns regarding their recovery.

Administration Procedure

A "Fit Note" should be obtained from the employee's GP prior to an agreed phased return to work. However, additional Medical statements indicating that an employee is capable of part-time work should be obtained at least every four weeks. Any duties that an employee is unable to undertake should be identified.

During the period of the phased return, the agreed non-working days will reduce the employee's normal sick pay entitlement except in the case of teaching staff) However, if the employee wishes to use Annual Leave (if this is applicable) as an alternative then this would be acceptable by agreement. Unpaid Leave may also be considered if necessary.

Having agreed one of the above options, it will be necessary to notify the employee, Human Resources Team and / or those responsible for submitting Sickness Absence returns to Payroll of the arrangement in writing. This notification should set out the employee's name, pay number, job title and workplace, the dates during which reduced hours will be worked and the actual hours/days which will be worked.

When completing the Schools Sickness and Unpaid absence return form (PAY 02), details of the last day of absence prior to the commencement of the phased return should be entered.

The agreed non-working days, which will be set against the employee's remaining Occupational Sick Pay Entitlement, need to be reported on the PAY 02 form as separate absences with return dates entered where applicable. **Sickness Absence code S.330 – phased return** has been created for this purpose. Any sick pay entitlement throughout the period of the phased return can only be paid in full or half day denominations. Teacher's sick leave conditions are not impacted as a result of this Policy.

Where an employee reports in sick on any of the agreed working hours / days during the period of the phased return these days should also be recorded on form PAY 02 and will be set against the employee's sick pay entitlement.

The period for which full pay for part-time work is granted should be closely monitored to ensure that full pay for part-time work does not continue for more than a maximum of 3 months. Head teacher or nominated person must advise Human Resources and Payroll when an employee returns to full-time work.

The principles set out in the above guidelines will apply to part-time employees on a pro-rata basis.

(A list of Sickness Absence Codes to be used for any period of absence can be found at Appendix 24 of this policy)

STRICTLY PRIVATE & CONFIDENTIAL

Name
Address

Please ask for:
Telephone No:
Our Ref:
Date:

Dear

Occupational Health Visit

I have been advised by my colleagues in Occupational Health that you did not attend the appointment arranged for you on, nor did you make a further appointment.

This is disappointing as the appointment was intended to provide you with support and specialist medical advice in order to understand how we best support you during your absence and subsequent return to work.

Your failure to attend the appointment could lead to you not receiving the support you require, may make you ineligible for occupational sick pay and could potentially result in disciplinary action

Please contact me to discuss your reasons for non-attendance and in the meantime I will arrange another appointment for you, which you must attend.

Yours sincerely

APPENDIX 8 – LETTER TO EMPLOYEE – STAGE 1 COUNSELLING INTERVIEW

STRICTLY PRIVATE & CONFIDENTIAL

Name
Address

Please ask for:
Telephone No:
Our Ref:
Date:

Dear

Stage 1 – Counselling Interview

Under the Attendance Management Policy and Procedure, a copy of which is enclosed, I am writing to ask you to attend a meeting with me on **DATE** at **TIME**. This will be held at **VENUE**.

At least 5 working days' notice to be given

This meeting is an opportunity to discuss your attendance record, try to identify any support, which you may require and consider any underlying medical or work related reasons for your attendance level.

It is important that you are aware of the expected level of attendance and it is my responsibility, as your manager, to work with and support you to improve your attendance record following an agreed procedure, which ensures fairness, consistency and support. At the end of the meeting we will agree a review date.

I appreciate that this is a difficult time and a number of support mechanisms are available to you. There is a free and confidential Counselling service provided by Occupational Health. Details are available from your line manager. The Employee Assistance Programme can also provide guidance and support to employees. They can be contacted by telephone on 0800 030 5182 (or 0044 161 836 9498 to call from outside UK and calls will be charged). Access by Minicom can be arranged by emailing CounsellingAdvice@healthassured.co.uk.

To access the service online, please go to online health portal – www.healthassuredeap.co.uk using the generic **Username:** Blackpool and **Password:** Council.

Yours sincerely

APPENDIX 9 – LETTER TO EMPLOYEE – STAGE 1 COUNSELLING INTERVIEW

Employee Name:			Job Title:		
Absence Dates: (Current absence first) From To		Actual Days Absent/Or Working Days:	Self-Cert./Cert.:	Reasons:	*Is absence considered to be Disability related: Y / N
Head teacher or nominated Deputy Comments:					
Employee's Comments:					
Agreed Action/s:					
Targets Set?					
Monitoring Period					
Set Review meeting Date					
Any special help required? <u>YES/NO</u>			Is Occupational Health Referral appropriate? <u>YES/NO</u>		
<u>E.A.P. Leaflet Offered</u> <u>YES/NO</u>			<u>Comments:</u>		
<u>Comments:</u>					
Head teacher/Deputy _____			Date: _____		
Employee: _____			Date: _____		

STRICTLY PRIVATE & CONFIDENTIAL

Name
Address

Please ask for:
Telephone No:
Our Ref:
Date:

Dear

Stage 1 – Counselling Interview

This letter follows your meeting of **DATE** and confirms the outcome of discussions with regard to your attendance levels. I have also attached a copy of the Counselling Interview Form, which was completed and signed by all parties present at the meeting

This meeting was held in accordance with the 'Attendance Management Policy and Procedure', a copy of which was given to you.

We confirmed that since **DATE** you have been absent from work for **NUMBER** days over **NUMBER** occasions and have explained the improvements required over the next **NUMBER – should be no more than 6 months** (as per attached form).

You were able to confirm that the reasons for absence are/ **NOT WORK RELATED** and that there/ **ARE NO UNDERLYING CAUSES** impacting on your attendance levels.

You also agreed to an Occupational Health referral to ensure that full information is made available. The meeting will also consider how you can improve your attendance and any appropriate support required.

A review meeting has been arranged for **DATE** at **TIME** at **VENUE**.

I appreciate that this is a difficult time and a number of support mechanisms are available to you. There is a free and confidential Counselling service provided by Occupational Health. Details are available from your line manager. The Employee Assistance Programme can also provide guidance and support to employees. They can be contacted by telephone on 0800 030 5182 (or 0044 161 836 9498 to call from outside UK and calls will be charged). Access by Minicom can be arranged by emailing CounsellingAdvice@healthassured.co.uk.

To access the service online, please go to online health portal – www.healthassuredeap.co.uk using the generic Username: Blackpool and Password: Council.

I must stress that if following this period of monitoring you are unable to achieve and maintain the necessary level of attendance at work we will have no alternative other than to take formal action as per the Attendance Management policy.

If however attendance deteriorates during the review period to the extent that absence exceeds the target set, the review date may be brought forward.

If you wish to discuss the content of this letter, or any other issues, please do not hesitate to contact me.

Yours sincerely

STRICTLY PRIVATE & CONFIDENTIAL

Name
Address

Please ask for:
Telephone No:
Our Ref:
Date:

Dear

This letter follows your meeting of **DATE** during which a monitoring period was set for you to improve your attendance levels.

This meeting was held in accordance with **(INSERT STAGE)** of the 'Attendance Management Policy and Procedure', a copy of which was given to you.

I am pleased to confirm that you have met the required standard and I am confident that you will be able to maintain this improvement on an ongoing basis.

If however, your attendance does deteriorate within **6/12 (DELETE AS APPROPRIATE 6 months if currently at Stage 1 Counselling Interview and 12 months if currently at formal stages 2 or 3 of procedure)** months triggering further action under the Attendance Management Policy such action will begin at **current stage/Stage 2 (DELETE AS APPROPRIATE current stage if already at formal stages 2 or 3 of procedure or Stage 2 if currently at Counselling Interview informal stage)** of the Procedure in accordance with the policy.

If you wish to discuss the content of this letter, or any other issues, please do not hesitate to contact me.

Yours sincerely

STRICTLY PRIVATE & CONFIDENTIAL

Name
Address

Please ask for:
Telephone No:
Our Ref:
Date:

Dear

Stage 2 – Sickness Review Interview (Formal)

Under the Attendance Management Policy and Procedure, a copy of which is enclosed, I am writing to ask you to attend a meeting with me on **DATE** at **TIME**. This will be held at **VENUE**.

At least 5 working days' notice to be given

This meeting follows the Stage 1 meeting held on **DATE** where you were advised of the expected levels of attendance, which you have not met

Insert agreed expected levels of attendance

The Sickness Review interview meeting will further discuss your level of sickness absence and any underlying reasons for this and consider what support may be required to help you improve your attendance and ensure that the needs of the service are met. . I will also reiterate the levels of attendance that the Department expects from its staff.

In addition and to ensure that I have all available information I will also arrange for an up to date referral to be requested from Occupational Health

I know you are already aware of the expected level of attendance and my role in helping you to achieve this and I will therefore be arranging a further review meeting with you when we meet.

I have asked (**colleague / Personnel in particularly difficult cases**) to accompany me at this meeting. You are entitled to be accompanied by a school colleague, or Trade Union Representative.

Yours sincerely

STRICTLY PRIVATE & CONFIDENTIAL

Name
Address

Please ask for:
Telephone No:
Our Ref:
Date:

Dear

Stage 2 – The Sickness Review Interview (Formal)

This letter follows your meeting of DATE and confirms the outcome of discussions with regard to your attendance levels. At the meeting you were/were not represented by.* (Delete as appropriate) I was supported byHR Assistant

This meeting was held in accordance with the 'Attendance Management Policy and Procedure', a copy of which was given to you.

We reviewed attendance levels since the last meeting and confirmed that since DATE you have been absent from work for NUMBER days over NUMBER occasions and have explained the improvements required over the next NUMBER – should be no more than 6 months.

Insert details here

You again confirmed that the reasons for absence are/ NOT WORK RELATED and that there/ ARE NO UNDERLYING CAUSES impacting on your attendance levels.

We reviewed the progress relating to the Occupational Health referral and discussed whether you needed any additional support in order to improve your attendance. (INSERT DETAILS OF ANY ADDITIONAL SUPPORT AGREED) We also discussed the need to ensure you are fully supported by your GP and have therefore requested for future absences that you attend your GP on every occasion and provide a sick note. We will of course cover any costs incurred as a result.

I have enclosed two copies of the minutes of the meeting at which all the above points were discussed. I would be grateful if you would read these to ensure they are a true reflection of the meeting. Please sign, date and return a copy in the pre-paid envelope.

I appreciate that this is a difficult time and a number of support mechanisms are available to you. There is a free and confidential Counselling service provided by Occupational Health. Details are available from your line manager. The Employee Assistance Programme can also provide guidance and support to employees. They can be contacted by telephone on 0800 030 5182 (or 0044 161 836 9498 to call from outside UK and calls will be charged). Access by Minicom can be arranged by emailing CounsellingAdvice@healthassured.co.uk.

To access the service online, please go to online health portal – www.healthassuredeap.co.uk using the generic **Username:** Blackpool and **Password:** Council.

A further review meeting has been arranged for **DATE** at **TIME** at **VENUE**. You again have the right to be accompanied by a trade union representative or a school colleague. **Where under 18 please add or parent or guardian** Please advise me of your chosen representative and provide them with the copy letter attached.

If however attendance deteriorates during the review period to the extent that absence exceeds the target set, the review date may be brought forward.

If you wish to discuss the content of this letter, or any other issues, please do not hesitate to contact me.

Yours sincerely

STRICTLY PRIVATE & CONFIDENTIAL

Name
Address

Please ask for:
Telephone No:
Our Ref:
Date:

Dear

Stage 3 – Capability Review Interview (Formal)

Under the Attendance Management Policy and Procedures, a copy of which is enclosed, I am writing to ask you to attend a meeting with me on **DATE** at **TIME**. This will be held at **VENUE**.

At least 5 working days' notice to be given

This meeting follows the Stage 2 meeting held on **DATE** where you were advised of the expected levels of attendance (**Insert details here**), which you have not met. Your attendance record continues to be unacceptable and a sustained improvement is urgently needed.

The Capability Review interview will discuss again your level of sickness absence and any underlying reasons for this and consider what support may be required to help you improve your attendance and ensure that the needs of the service are met. . I will also reiterate the levels of attendance that the Department expects from its staff.

I will ensure that you understand the next stage of the Procedure and that you are aware that one possible outcome could be the termination of your employment. If there is any new information regarding circumstances, which have affected your ability to make the necessary improvements, this is your opportunity to tell me about them. I will of course ensure that I have all available information from Occupational Health prior to making any decision.

For your information, I have attached a list of the occasions on which you have been absent because of sickness, as I shall be referring to this at the meeting.

You are by now very aware of the expected level of attendance and my role in helping you to achieve this and I will therefore be arranging a further review meeting with you when we meet.

I have asked (**colleague / Personnel in particularly difficult cases**) to accompany me at this meeting. You are entitled to be accompanied by a school colleague, or Trade Union Representative.

Yours sincerely

STRICTLY PRIVATE & CONFIDENTIAL

Name
Address

Please ask for:
Telephone No:
Our Ref:
Date:

Dear

Stage 3 – Capability Review Interview (Formal)

This letter follows your meeting of **DATE** and confirms the outcome of discussions with regard to your attendance levels. **At the meeting you were/were not represented by (Delete as applicable), I was supported byHR Assistant.**

This meeting was held in accordance with the ‘Attendance Management Policy and Procedure’, a copy of which was given to you.

We reviewed attendance levels since the last meeting and confirmed that since **DATE** you have been absent from work for **NUMBER** days over **NUMBER** occasions and I have explained that your attendance is unsatisfactory and that a sustained improvement is required over the next **NUMBER – should be no more than 6 months. Insert details here**

You again confirmed that the reasons for absence are **...../ NOT WORK RELATED** and that there **...../ ARE NO UNDERLYING CAUSES** impacting on your attendance levels.

We have provided the support where possible as suggested by Occupational Health and requested by yourself to ensure you have been fully supported to improve your attendance levels **(WHERE REPORT IS MORE THAN 4 WEEKS OLD A FURTHER APPOINTMENT WITH OH SHOULD BE ARRANGED AND CONFIRMED IN THIS LETTER)** and therefore if there is no sustained improvement during this final period of monitoring a recommendation to dismiss on the grounds of capability will be made to the Governors at a Case Review Hearing.

I have enclosed two copies of the minutes of the meeting at which all of the action points above were discussed. I would be grateful if you would read these to ensure they are a true reflection of the meeting. Please sign, date and return a copy in the pre-paid envelope.

I appreciate that this is a difficult time and a number of support mechanisms are available to you. There is a free and confidential Counselling service provided by Occupational Health. Details are available from your line manager. The Employee Assistance Programme can also provide guidance and support to employees. They can be contacted by telephone on 0800 030 5182 (or 0044 161 836 9498 to call from outside UK and calls will be charged). Access by Minicom can be arranged by emailing CounsellingAdvice@healthassured.co.uk.

To access the service online, please go to online health portal – www.healthassuredeap.co.uk using the generic **Username:** Blackpool and **Password:** Council.

A further review meeting has been arranged for **DATE** at **TIME** at **VENUE**. You again have the right to be accompanied by a trade union representative or a school colleague. **Where under 18 please add or parent or guardian** Please advise me of your chosen representative and provide them with the copy letter attached.

If however attendance deteriorates during the review period to the extent that absence exceeds the target set, the review date may be brought forward.

If you wish to discuss the content of this letter, or any other issues, please do not hesitate to contact me.

Yours sincerely

APPENDIX 16 – ADVISE EMPLOYEE CASE REVIEW HEARING BEING ARRANGED – PERSISTENT SHORT TERM ABSENCE

STRICTLY PRIVATE & CONFIDENTIAL

Name
Address

Please ask for:
Telephone No:
Our Ref:
Date:

Dear

I write further to our meeting of **DATE** during which we discussed your levels of attendance, the improvements required and the review period. **Insert details below**

You were advised during the meeting that should your attendance deteriorate during the review period to the extent that absence exceeds the target set, the review date might be brought forward, and this is the case.

We have now received and reviewed the latest report from Occupational Health (copy enclosed) stating that there are no underlying medical reasons for your absence and also that no further support has been identified.

As a result of the above and in line with the Attendance Management Procedure a Case Review Hearing will now be arranged and you will receive your invite shortly.

Yours sincerely

STRICTLY PRIVATE & CONFIDENTIAL

Name
Address

Please ask for:
Telephone No:
Our Ref:
Date:

Dear

Stage 1: The Welfare Visit (Informal)

I am sorry that you have been absent from work for (INSERT TIME), and am keen to offer my support to ensure that your health improves as quickly as possible.

In order to best support you at this time I would like to arrange a meeting to discuss your absence and facilitate your return should this be appropriate.

At least 5 working days' notice to be given

The meeting will provide an opportunity to discuss the reason for your absence, ongoing treatment and a likely return date together with a possible referral to Occupational Health in order to ensure we consider any assistance that may be required.

I would suggest that we either visit you at home, LOCATION or a venue of your choice on DATE at TIME at VENUE.

I have attached a copy of the Attendance Management Procedure for information so that you fully understand the Policy and Procedure and the support available.

Please contact me on telephone number INSERT NUMBER in order to confirm attendance and venue.

I appreciate that this is a difficult time and a number of support mechanisms are available to you. There is a free and confidential Counselling service provided by Occupational Health. Details are available from your line manager. The Employee Assistance Programme can also provide guidance and support to employees. They can be contacted by telephone on 0800 030 5182 (or 0044 161 836 9498 to call from outside UK and calls will be charged). Access by Minicom can be arranged by emailing CounsellingAdvice@healthassured.co.uk.

To access the service online, please go to online health portal – www.healthassuredeap.co.uk using the generic **Username:** Blackpool and **Password:** Council.

I look forward to hearing from you shortly.

Yours sincerely

APPENDIX 18 – GUIDE FOR STAGE 1 MEETING – LONG TERM ABSENCE

Pre-Visit	
✓ Have current sick pay status and details of half pay/nil pay dates	
✓ Take personal file, copy of the policy (for the employee) and copies of Occupational Health Report if applicable	
Visit	
✓ Check that they are happy to continue with the meeting and whether they have representation or not (clarify person in attendance in notes of meeting)	
✓ Check that employee is in agreement with comments made by Occupational Health if appropriate and clarify the current status of condition/reason for absence.	
✓ Are there any other medical opinion/advice available for consideration - i.e. GP, specialists, referrals to consultants	
✓ What treatment is currently being undertaken	
✓ What is the likely prognosis? When can we expect a return to work and what arrangements will be required i.e. phased return	
✓ What level of contact is expected during absence and who from i.e. weekly/fortnightly from line manager/supervisor?	
✓ Is there any other support that we can offer to support during absence – i.e counselling	
✓ Will a (further) referral to Occupational Health be necessary/ has a review date been set already – Seek consent for an initial referral Check that employee consents to information being passed to OH in support of their return to work	
✓ Consider retirement on the grounds of ill health	
✓ Provide an indication of the next stage in terms of the procedure and when a further visit may be required.	
✓ Any questions?	
Post – Visit	
✓ Referrals to Occupational Health	
✓ Confirm outcome of meeting to employee	
✓ File Notes	
✓ Update for redeployment list and vacancy bulletin (if applicable)	
✓ Investigate options for retirement (if applicable)	

STRICTLY PRIVATE & CONFIDENTIAL

Name
Address

Please ask for:
Telephone No:
Our Ref:
Date:

Dear

Stage 1 – The Welfare Visit (Informal)

This letter follows your meeting of **DATE** and confirms the outcome of discussions with regard to your absence.

This meeting was held in accordance with the 'Attendance Management Procedure', a copy of which was given to you.

You were able to confirm that the reasons for absence are/ **NOT WORK RELATED** and that there/ **ARE NO UNDERLYING CAUSES** impacting on your attendance.

You also agreed to an Occupational Health referral to ensure that full information is made available. This meeting will also consider how we can facilitate your return to work and any appropriate support or reasonable adjustments required.

OR

We agreed that your likely date of return would be **DATE**, if for any reason you cannot return to work on this date we will arrange an Occupational Health referral to ensure full information is made available.

It is important that communication continues during your absence and I have therefore asked **NAME** to keep in touch at the agreed intervals, in the meantime it is important that you keep us informed about your ongoing absence and send in fit notes as soon as possible to ensure appropriate sickness payments

If you wish to discuss the content of this letter, or any other issues, please do not hesitate to contact me.

Yours sincerely

STRICTLY PRIVATE & CONFIDENTIAL

Name
Address

Please ask for:
Telephone No:
Our Ref:
Date:

Dear

Stage 2: The Sickness Review Interview (Formal)

I write further to our earlier meeting of **DATE** and would now like to arrange a further meeting to review our previous discussion and consider the latest information available from Occupational Health.

The meeting will provide an opportunity to discuss future employment prospects and any reasonable adjustments required to facilitate your return to work.

At least five working days' notice must be given

I would again suggest that I either visit you at home, **LOCATION** or a venue of your choice on **DATE** at **TIME** at **VENUE**. Should you wish to be accompanied at this meeting, you have the right to be represented by a Trade Union representative or School colleague.

Please contact me on telephone number **INSERT NUMBER** in order to confirm attendance and venue.

I look forward to hearing from you shortly.

Yours sincerely

STRICTLY PRIVATE & CONFIDENTIAL

Name
Address

Please ask for:
Telephone No:
Our Ref:
Date:

Dear

Stage 2 – The Sickness Review Interview (Formal)

This letter follows our meetings of DATES and confirms the outcome of discussions (Please state below) with regard to your absence. At the meeting you were/were not represented by (Delete as applicable).., I was supported by.....HR Assistant.

You were again able to confirm that the reasons for absence are/ NOT WORK RELATED and that there/ ARE NO UNDERLYING CAUSES impacting on your attendance.

During the meeting we discussed the up to date information available from Occupational Health and any reasonable adjustments required to facilitate your return to work. As advised you have my assurance that everything possible will be considered to support your return to work, however, if despite this you remain unable to return it may be necessary to consider termination of your contract. This will of course be a last resort which is only considered following up to date information from Occupational Health. Or.....

During the meeting we discussed the up to date information available from Occupational Health and any reasonable adjustment required to facilitate your return to work. It was agreed that you will commence a phased return (copies attached) with effect from.....and that throughout this period of timewill act as a mentor.

I have enclosed two copies of the minutes of the meeting at which all of the action points above were discussed. I would be grateful if you would read these to ensure they are a true reflection of the meeting. Please sign, date and return a copy in the pre-paid envelope.

I appreciate that this is a difficult time and a number of support mechanisms are available to you. There is a free and confidential Counselling service provided by Occupational Health. Details are available from your line manager. The Employee Assistance Programme can also provide guidance and support to employees. They can be contacted by telephone on 0800 030 5182 (or 0044 161 836 9498 to call from outside UK and calls will be charged). Access by Minicom can be arranged by emailing CounsellingAdvice@healthassured.co.uk.

To access the service online, please go to online health portal – www.healthassuredeap.co.uk using the generic Username: Blackpool and Password: Council.

If you wish to discuss the content of this letter, or any other issues, please do not hesitate to contact me.

Yours sincerely

STRICTLY PRIVATE & CONFIDENTIAL

Name
Address

Please ask for:
Telephone No:
Our Ref:
Date:

Dear

Stage 3: The Capability Review Interview (Formal)

I write further to our previous meetings of **DATES** during which we discussed your absence and any support required in order to facilitate a return.

At least 5 working days' notice to be given

Having received a further update from Occupational Health it has now become clear that you are unlikely to return to work in the near future and I would therefore like to arrange a further meeting to discuss the options and support available. **Or**

Having received a further update from Occupational Health I have been advised that you are able to return to work in the near future and would therefore like to arrange a further meeting to discuss the options and support available.

I would again suggest that I either visit you at home, **LOCATION** or a venue of your choice on **DATE** at **TIME** at **VENUE**. Should you wish to be accompanied at this meeting, you have the right to be represented by a Trade Union representative or School colleague

Or

As you have had further absence(s) on (please state) you have been unable to achieve and maintain the necessary levels at work. We have no alternative but arrange a further meeting under Stage 3 of the Attendance Management Procedure.

The meeting will be held on **DATE** at **TIME** at **VENUE**. Should you wish to be accompanied at this meeting, you have the right to be represented by a Trade Union representative or School colleague

Please contact me on telephone number **INSERT NUMBER** in order to confirm attendance and venue.

I look forward to hearing from you shortly.

Yours sincerely

STRICTLY PRIVATE & CONFIDENTIAL

Name
Address

Please ask for:
Telephone No:
Our Ref:
Date:

Dear

This letter follows our meetings of **DATES** and confirms the outcome of discussions with regard to your absence. **At the meeting you were/were not represented by (Delete as appropriate), I was supported by.....HR Assistant.**

During the meeting we discussed the up to date information available from Occupational Health, which indicated that you were unlikely to return to work in the foreseeable future....or.....that you are able to return to work on a phased return with effect from.....

As a result we discussed and agreed the following

POTENTIAL OPTIONS – please elaborate on the following points depending upon individual circumstances

Early retirement – no enhancements;

Ill Health retirement – only if approved/recommended by Occupational Health;

Redeployment within the school;

Progression to a Case Review meeting;

Where OH report is challenged own medical advice to be sought prior to progression to Case Review meeting;

Phased return to work;

Mentor role and support for the period of the phased return;

Identified any training needs

I have enclosed two copies of the minutes of the meeting at which all of the action points above were discussed. I would be grateful if you would read these to ensure they are a true reflection of the meeting. Please sign, date and return a copy in the pre-paid envelope

I appreciate that this is a difficult time and a number of support mechanisms are available to you. There is a free and confidential Counselling service provided by Occupational Health. Details are available from your line manager. The Employee Assistance Programme can also provide guidance and support to employees. They can be contacted by telephone on 0800 030 5182 (or 0044 161 836 9498 to call from outside UK and calls will be charged). Access by Minicom can be arranged by emailing CounsellingAdvice@healthassured.co.uk.

To access the service online, please go to online health portal – www.healthassuredeap.co.uk using the generic **Username:** Blackpool and **Password:** Council.

If you wish to discuss the content of this letter, or any other issues, please do not hesitate to contact me.

Yours sincerely

APPENDIX 24 – REASONS FOR ABSENCE (PAID AND UNPAID)

WEF 1.10.08

S = SICKNESS

- S201 BACK & NECK PROBLEMS (to include related Arthritis, Spondylitis)
- S210 OTHER MUSCULO -SKELETAL PROBLEMS (to include Whole body, Head, Chest, Shoulder, Collar Bone, Arm, Wrist, Hand, Finger/Thumb, Hip, Thigh, Knee, Lower Leg, Ankle, Foot and Toe)
- S220 STRESS,DEPRESSION,ANXIETY (to include mental health, fatigue)
- S230 INFECTIONS (to include Colds, Flu, Coughs, Fever, Swollen glands, Measles, Mumps)
- S240 NEUROLOGICAL; (to include Headaches, Migraine, Dizzy spells, MS, Neuralgia)
- S250 GENITO-URINARY (to include Menstrual problems)
- S260 PREGANCY RELATED (EXCLUDING MATERNITY LEAVE)
- S270 STOMACH,LIVER,KIDNEY & DIGESTION (to include Sickness/Vomiting, Gastroenteritis, Bowel problems, Diarrhoea)
- S280 HEART,BLOOD PRESSURE & CIRCULATION (to include Blood disorders, Hypertension, Thrombosis)
- S290 CHEST & RESPIRATORY (to include Chest infections, Asthma, Bronchitis, Hay fever, Pneumonia)
- S300 EYE,EAR,NOSE & MOUTH/DENTAL (to include Sinusitis, Laryngitis, Tonsillitis)
- S310 OTHER (to include Burns, Rashes, Skin problems, Diabetes, Inflammation, Poisoning)
- S320 INJURY RESULTING FROM ACCIDENT OR INCIDENT OUTSIDE WORK
- S330 PHASED RETURN TO WORK (ABSENCES ONLY)
- S340 INJURY RESULTING FROM ACCIDENT OR INCIDENT AT WORK

Instructions

These guidance notes explain how to record the different causes of sickness absence for monitoring purposes

F = FAMILY RELATED

- F021 MATERNITY SUPPORT LEAVE - PAID
- F022 MATERNITY SUPPORT LEAVE - UNPAID
- F040 PARENTAL LEAVE-UNPAID
- F050 TIME OFF FOR DEPENDANTS-UNPAID
- F060 BEREAVEMENT LEAVE - PAID
- F061 BEREAVEMENT LEAVE - UNPAID

P = PUBLIC DUTIES

- P010 MAGISTRATE/JUSTICE OF THE PEACE - PAID
- P011 MAGISTRATE/JUSTICE OF THE PEACE - UNPAID
- P020 MEMBER OF INDUSTRIAL TRIBUNAL - PAID
- P021 MEMBER OF INDUSTRIAL TRIBUNAL - UNPAID
- P003 JURY SERVICE
- P040 ATTENDANCE AT COURT AS A WITNESS - PAID

F070 OTHER COMPASSIONATE LEAVE-PAID

F071 OTHER COMPASSIONATE LEAVE-UNPAID

U = TRADE UNIONS

U001 TRADE UNION DUTIES/ACTIVITIES - PAID

U002 TRADE UNION DUTIES/ACTIVITIES - UNPAID

X = OTHER ABSENCES

X001 AUTHORISED UNPAID LEAVE

X002 UNAUTHORISED ABSENCE - WITHOUT PAY

Y = PERSONAL

Y010 SABBATICAL - UNPAID

Y020 CAREER BREAK - UNPAID

Y041 INTERVIEWS-PAID

Y042 INTERVIEWS - UNPAID

P041 ATTENDANCE AT COURT AS A WITNESS - UNPAID

P005 TERRITORIAL ARMY TRAINING – PAID

P006 PARLIAMENTARY CANDIDATE - UNPAID

P007 CANDIDATE FOR ELECTION TO A LOCAL AUTHORITY - UNPAID

P008 MEMBERS OF OTHER LOCAL AUTHORITIES/COUNCILS/COMMITTEES – UNPAID

X003 ABSENCE WITH PAY

X004 INDUSTRIAL ACTION – UNPAID

T=TRAINING

T001 TRAINING -PAID ABSENCE

T002 TRAINING -UNPAID ABSENCE

T003 EXAM STUDY LEAVE-PAID

T004 EXAM STUDY LEAVE - UNPAID