



THE LEARNING PARTNERSHIP

Attendance Management Policy & Procedure

Policy lead:	Director of People
Last review date:	July 2022
Next review date:	July 2024
Approval needed by:	Finance and Staffing Committee

History of most recent policy changes

Date	Page / Section	Change	Origin of change e.g. Legislation, TU request
July 2022	Whole document	Review Policy	Reflect changes within LA policy
July 2022	New Section	EIA	To reflect best practice

Policy Equality Impact Screening

Date of screening: 08 November 2022						
Name of person completing screening: Allan Howells						
	Does this policy have the potential to impact on people in any of the identified groups?		What is the expected impact of this policy on any of the identified groups			Notes
	Yes	No	Positive	Neutral	Negative	
Age		x		x		
Disability	x			x		
Gender Reassignment		x		x		
Race or Ethnicity		x		x		
Religion or Belief		x		x		
Marriage		x		x		
Pregnancy/ Maternity		x		x		
Sex		x		x		
Sexual Orientation		x		x		
Should the policy have a Full Equalities Impact Assessment? No						

Scope

This policy applies to all Trust staff. The policy does not form part of an employee's terms and conditions and can be amended at any time. The policy does not apply to employees in their probationary period.

Introduction

It is accepted that employees may be unwell from time to time, resulting in absence from work and this policy is designed to support staff who are absent from work, to make a full and sustained return. However, concern can arise where the level, frequency or pattern of such absences is considered to be excessive or prolonged. This procedure covers both short-term intermittent absences and long-term absence which continues for more than 4 weeks.

Confidentiality of Information

Information relating to an employee's absence is sensitive personal information and as such is covered by the Data Protection Act. Managers must ensure that they are aware of the requirements of the Act and adhere to them.

Monitoring of Absence

All absences from work will be recorded and monitored to ensure that managers are aware of an individual's absence record and can apply the procedure(s) consistently and fairly. Medical information will be managed sensitively and securely and only shared where necessary.

Reporting Procedure

All employees are required to follow the correct reporting procedure(s) and contact their designated member of staff on the first day of absence, giving reasons for their absence from work and an estimation of the length of their absence if possible.

Where it is apparent that the staff member's ill-health means that they will be absent for a long period of time, the staff member and their Line Manager should agree a frequency of contact that is appropriate and what form this should take.

Absence known in advance

All employees are required to follow the correct local procedure(s) in respect of requesting a planned absence for medical reasons. It is expected that employees provide copies of appointment letters as appropriate or where requested.

Informing Others

If permission has been granted for the requested medical absence, the employee must inform their Line Manager and/or Head of Faculty/Department, Head of Year and Duty Team Leader(s) in good time prior to taking the absence. This is to ensure the continued effective running of the school.

If employees have duties on the days where they are to be absent, it is their responsibility to arrange a 'swap' of duties.

Absence through illness or another emergency

All employees are required to follow the correct reporting procedure (s) and contact their designated member of staff on the first day of absence, giving reasons for their absence from work and the estimated length of absence if possible. It is expected that cover work can be set for the first day's absence.

It is important that employees inform school of their return to work as soon as possible and, at the latest, on the morning of their return.

If employees are absent due to sickness for up to 7 consecutive calendar days, they can 'self-certify' their absence, and this is done by way of the Staff Sickness Return to Work form (please see below). If employees are ill for more than 7 calendar days a Statement of Fitness to Work (fit note) must be obtained from the doctor. The Trust will reflect any changes to fit note frequency determined by Government in response to extraordinary events.

Obtaining Medical Advice

The Trust may, at any time in operating this policy, require an employee to consent to a medical examination by our Occupational Health provider and/or a doctor nominated by us (at our expense). They will be asked to agree that any report produced in connection with any such examination may be disclosed to us and that we may discuss the contents of the report with our HR advisers and the relevant doctor.

The Trust will obtain expert medical advice from the school's occupational health provider, with their consent, where this is necessary to:

- Consider whether they are affected by a disability under the Equality Act 2010.
- Identify any reasonable adjustments that may be required in order to support them in their job role and enable them to work effectively.
- Provide a prognosis on their future levels of attendance and/ or likelihood of a return to work.
- Inform any decision that may need to be made under the Trust's formal absence management process.

DISABILITIES

The Trust acknowledges that sickness absence may result from a disability. Disability is defined under the Equality Act 2010 as a physical or mental impairment that has a 'substantial' and 'long term' negative effect on an individual's ability to do normal daily activities.

There is no automatic obligation for an employee to disclose a disability or health condition to the Trust or Academy they work in, although the employee should inform their Headteacher/line manager if they consider their disability and/or health condition affects their ability to undertake their work and/or poses a health and safety risk. The employee

should also note that the Trust or Academy is under no obligation to consider making reasonable adjustments unless it is made aware that they have a disability.

Where they disclose a disability, as defined under the Equality Act 2010, the Headteacher/line manager should consider and discuss the necessary support, adaptations and reasonable adjustments to the workplace or role or other aspects of working arrangements that will provide support at work and/or assist a return to work.

The Trust is committed to ensuring that no-one who has a disability is disadvantaged because of their disability and, if absence is related to disability, the manager will ensure that this is recorded as such.

Return to Work Interviews

A return-to-work interview will take place with the employee and Line manager following every period of sickness or unplanned absence. The interview should take place preferably on the first day back following absence and ideally before the employee begins work but if this is not possible within 2 days of their return. It is important that the Line manager is informed of any recommended or requested workplace adjustments as soon as possible either prior to or upon return, so these can be discussed at the interview.

During the return-to-work interview, the manager will welcome back the employee and enquire about their health, offer help and support, and update them on any developments at work during their absence. Any recommendations for returning to work made in the employee's fit note or occupational health report should be discussed. Where appropriate, a Union representative or colleague may accompany the employee to the meeting. If an employee feels uncomfortable discussing the nature of their absence with their line manager, they may ask to discuss the matter with a member of the HR team instead. Any such request will not be unreasonably refused.

A return-to-work interview is an opportunity for the Line manager and employee to discuss the reasons for the absence, any contributing factors whether work related or not, medical advice/treatment received, and whether there is a likelihood of a recurrence. This discussion will assist in ensuring a full understanding of the reasons for absence, together with an exploration of any additional support that may be needed. The Line manager will ensure that the content of this discussion is kept highly confidential and will only share sensitive medical information where it is necessary for the purpose of supporting the employee and in the application of the absence management process.

Before the return-to-work interview takes place, the Line manager should prepare by reviewing the employee's attendance record and identify whether their absences have reached a trigger point for a review, due to frequency, duration or pattern of absence, so the employee can be advised of this as appropriate. If trigger points have been reached, the Line manager needs to inform the employee that they will be discussing this as part of the return-to-work interview, as per the procedure.

The Staff Sickness Return to Work Form will be completed and returned to Human Resources as soon as possible. This document will be treated as confidential and only used for the purpose of absence management. Failure by an employee to engage in the Return To Work

process may affect the payment of Occupational Sick Pay. A copy of the Staff Sickness Return to Work Form will be provided to the employee and they will be given the opportunity to comment on the form.

Discretionary leave

For all leave other than for personal illness please refer to the **Leave and Time Off Policy**.

Medical Appointments

Where possible, medical appointments must be arranged in an employee's own time to ensure the minimum amount of absence from work or disruption to the school. However, because it is accepted that it is not always possible or practical to arrange some appointments, particularly specialist or hospital appointments, outside working hours and that timing may not always be within their control, it is the Trust's policy to permit reasonable time off work for such appointments. The employee must obtain approval from their Headteacher/line manager in advance of any such appointment and their Headteacher/line manager has the right to ask them to reschedule an appointment if its timing would cause undue disruption to the work of the academy/their department. Their Headteacher/line manager may also ask to see their appointment card. Where the time-off required equates to half a day or greater, the time-off will be recorded as sick leave. The school may consider it a reasonable adjustment for appointments to be taken during the school day where staff have a disability. Time off for ante-natal appointments do not fall within this category.

The Academy/Trust will consider wherever possible any arrangements to be made to allow employees to make up time lost.

Illness of Dependents

Please refer to the **Leave and Time Off Policy**.

Attendance Management Policy

Introduction

The purpose of this policy is to set out the Trust's standards on dealing with situations where employees are unable to attend work due to sickness or incapacity.

Whilst we encourage employees to maximise their attendance at work, we recognise that, from time to time, employees will be unable to attend work because of ill health. The Trust will always consider individual circumstances and seek expert, medical opinion, where necessary. In particular, the Academy will ensure that they consider any reasonable adjustments that may be required in cases involving disability.

However, there may be circumstances where repeated (short term) or ongoing (long term) sickness absence is no longer sustainable, and the Trust may need to consider action under the formal absence management procedures.

The policy is complemented by the 'School's Health and Wellbeing Strategy that supports a number of health and wellbeing policies and initiatives promoting the wellbeing of its staff, and our health and safety policies that reflect the school's duty of care to ensure health at work.

What Employees can expect from the Trust:

The Trust will:

- Seek to ensure that employee mental health and wellbeing is always treated as a priority, and make sure that employees are supported if they are facing such issues.
- Take all reasonable steps to provide a safe and positive working environment and put in place measures to minimise the risks to employees' health and wellbeing.
- Be particularly sensitive when absences are caused by personal or family problems and recognise that, occasionally, employees may need to take time off work at short notice, to deal with family, domestic or personal matters. Please refer to the Trust's Leave and Time Off policy.
- Arrange Return to Work discussions on an employee's return from sickness and maintain regular Keep in Touch arrangements during longer term absences.
- Consider any advice given by a GP from a registered surgery or a hospital doctor on the 'Statement of Fitness for Work'.
- Where appropriate, obtain expert, medical advice on the prognosis for a return to work and/or any reasonable adjustments/measures that may be required as a result of disability. This may include referral to the Trust's occupational health provider.
- Provide salary payments, including payments of Statutory Sick Pay and Occupational Sick Pay, in line with the terms set out in the employee's Statement of Particulars of Employment (Contract of Employment).
- Offer support and assistance to employees if they are experiencing ill health, and where appropriate, seek to identify ways in which to assist them to improve their health and attendance in the future.

- Address shortfalls in attendance where it falls short of acceptable standards.
- Treat employees in a fair, reasonable, and consistent manner when dealing with absence issues ensuring that the reasons for sickness absence are understood in each case and investigated where necessary. Where needed and reasonably practicable, take measures to assist those who have been absent by reason of sickness to return to work.
- Ensure that if employees have a disability, reasonable adjustments are made where practicable to support them in the workplace.
- Ensure that managers receive training to enable them to deliver on behalf of the academy and this is properly recorded.
- Listen, respond and act appropriately and in a timely manner when employees tell us about something that is inappropriate or wrong.
- Respect the confidentiality of all information relating to employee sickness in line with the Data Protection Act 2018 and the Access to Medical Records Act 1988.

What the Trust expects of employees

The Trust expects employees to:

- Take personal responsibility for caring for their own health and wellbeing enabling them to maximise their attendance at work.
- Follow safe and healthy working practices and procedures and report any concerns to their Headteacher/line manager (i.e. if they believe that work or the work environment poses a risk to their health).
- Tell their Headteacher/line manager if they see or experience anything that is inappropriate or wrong so that the issue or their complaint may be properly investigated in a timely manner and, if appropriate, action taken. In the event that they are not satisfied with the outcome and response from their Headteacher/line manager, they should refer the issue to their manager or to the Chief Operating Officer.
- If they consider that they are suffering from an underlying medical condition or have been diagnosed as disabled, they should inform their Headteacher/line manager in the first instance (any information they provide will be treated as strictly confidential).
- If they are absent from work, report their absence in accordance with all requirements of this procedure.
- Speak to their Headteacher/line manager to update them of any significant subsequent changes to their condition or expected return date.
- Complete a self-certification form for absences not exceeding 7 days.
- Provide a 'Statement of Fitness for Work' certificate from a GP from a registered surgery or a hospital doctor to cover every subsequent day beyond the first 7 days.
- Wherever possible, arrange any personal appointments of a non-urgent nature including GP, hospital, dentist, optician etc. outside of working hours.
- Co-operate fully with Return to Work discussions, Keep in Touch arrangements, Stress Risk Assessments and meetings arising out of this procedure.
- Comply with requests to attend appointments with the Trust's occupational health provider and consent to a medical examination if requested to do so.
- Comply with the requirements of this policy and procedure.

MANAGING ABSENT EMPLOYEES

Absence Reporting Procedure

On the first day of absence the employee should make contact with their designated member of staff as soon as possible, by a telephone call only, detailing:

- that they are absent
- the reason for the absence. If the reason for absence is sensitive or confidential, and the employee does not want to leave a message to this effect, then an email should be sent, stating the reason for absence, to Human Resources
- the length of time they feel they will be absent and likely return to work date
- if they have made a GP appointment
- if possible, any urgent outstanding work that may need attention before their return

It is expected that employees will make contact personally to inform of their absence. It is only acceptable for someone else to make contact on the employee's behalf in exceptional circumstances, i.e. if the employee is in hospital and is unable to make the call themselves.

Maintaining Contact

Contact with the individual School should be made from day one onwards. The employee who is absent should maintain a two-way contact by keeping their Line manager updated on their absence. The Line manager, member of Human Resources, or an appropriate member of the Leadership Team will contact the employee if no contact is forthcoming. This is intended as a supportive mechanism, and as a way to inform them of any updates that may be relevant.

Whilst some absences can be sensitive and personal, it is reasonable for a member of the Human Resources team or an appropriate member of the leadership team to ask the employee relevant non-intrusive questions about their absence to enable alternative arrangements for cover, and to maintain service delivery with as little disruption as possible.

In the case of long-term sickness absence, it is important for the school to maintain sympathetic levels of contact with the employee (or another appointed member of their family or friend if the employee is too ill) to ensure they are kept up to date with treatment etc. and also to look at ways in which any employer support can be facilitated.

Stress Related Absences

When an employee reports that they are suffering from stress, stress related illness, anxiety or depression, or where the manager or other senior leader believes they are, then a referral to Occupational Health should be made whether they are at work or absent. A Stress Risk Assessment must be completed as soon as the employee is able, even if the employee is absent from work, and any stressors identified would need to be considered and/or temporarily removed (and noted on the form) under workplace adjustments. If the employee

is diagnosed with work-related stress, it may be appropriate for an agreed member of staff to carry out such a risk assessment and for them to be accompanied by their Trade Union Representative.

Recording Absence

Employees are required to sign a self-certification form for absences not exceeding 7 days upon their return to work, in order that sick pay, salary adjustments and attendance records are correct. Half day absences will also be recorded and count towards triggers but will not be calculated for sick pay purposes.

If absence exceeds 7 days, employees will need to provide a 'Statement of Fitness for Work' certificate (fit note) from a GP from a registered surgery or a hospital doctor to cover every subsequent day beyond the first 7 days. If the GP or hospital doctor advises on the "Statement of Fitness for Work" that the employee 'may be fit for work' their Headteacher/line manager will discuss with them ways of helping them get back to work including a phased return to work or amended duties. If it is not possible to provide the support needed, or the employee feels unable to return, then the Statement will be used in the same way as if the GP or hospital doctor advised that they were 'not fit for work'. Further medical advice may then be required.

NOTE: The Trust will reflect any changes to fit note frequency determined by Government in response to extraordinary events.

Failure to Supply Fit Notes/Medical Information relating to Sickness Absence

Where there is a failure to provide an appropriate medical statement to cover any part of an absence exceeding 7 calendar days, a formal letter will be sent to the employee to inform them that if they do not provide the necessary medical information relating to their absence by the deadline date that pay may be withheld until such time as they have followed the correct procedure. Where no certification is provided, the absence may be treated as unauthorised and this may be dealt with as a potential disciplinary matter.

Unapproved Absence

In addition to personal illness, the Headteacher/line manager will also be required to record absence that is unapproved.

Examples of Unapproved Absence:

- Non-compliance with the relevant absence reporting procedure
- Leaving the workplace without permission during working hours
- Sickness absence lasting more than 7 calendar days for which no medical statement or 'fit note' has been provided within 10 working days of the timescales set within the procedure
- Failure to attend work after permission for time off has been refused e.g. holidays
- Failure to report for duty without approval (not sickness related)

If there is a period of unauthorised absence, the Headteacher/line manager will make contact with the employee to discuss their health and wellbeing, expected length of continued absence from work and whether any of their work requires attention. In addition, their line manager will wish to find out why no fit note has been provided, and to make them aware that their pay may be withheld if no evidence is provided, and that unauthorised absence may be a disciplinary matter. If they still fail to provide satisfactory evidence/certification or explanation for absence, then their pay may be withheld (see Abuse of Sick Pay). Similarly, if it is established that they have reported sick when they were in fact fit for work, the Trust may regard this as breach of trust, and this will also be dealt with as a serious disciplinary matter. Continuous or frequent occurrences of unapproved absence may constitute serious misconduct, and will be investigated under the Disciplinary Procedure, potentially leading to dismissal.

Fitness to Teach (Teaching Staff)

Before taking any action in relation to a teacher's fitness to teach the head teacher **must** seek advice from Human Resources.

Statutory Basis

The Education (Health Standards) (Regulations) England 2003 states that employers and training providers must ensure that a person has the health and physical fitness to teach. These regulations explain that a "relevant activity" may only be carried out by a person if, having regard to any duty of their employer under Part II of the Disability Discrimination Act 1995 (DDA), they have the health and physical capacity to carry out that activity. If it appears to an employer that a teacher may no longer have the health or physical capacity to carry out a relevant activity the employer must follow the procedures under the 2003 regulations.

Governing bodies and head teachers of academies have powers to take emergency action and suspend teachers where it is believed they may have become medically incapable of performing teaching duties and are putting the health, education, safety or welfare of themselves, pupils and staff at risk, or where they have become medically unfit to perform teaching duties. Where a medical suspension may be necessary, the headteacher or chief executive must immediately refer the teacher to Occupational Health and with Human Resources guidance, put in place means of support for both the teacher and the school. An employee who is medically suspended will remain on the appropriate sick pay.

Employers have the wider remit of considering whether a teacher in relevant employment has become medically unfit to perform teaching duties (whether or not emergency action has been taken by a school).

Accident at Work (industrial injury)

Absence resulting from an injury at work that was not caused by the employee's negligence will still be recorded but may not count towards the calculation of triggers.

Referrals to Occupational Health

Referrals will be made to the OH provider either after an employee has been on sick leave continuously for four weeks, or, if the initial medical certificates indicate an absence of 4 weeks or more. If there is evidence that an employee is suffering from work-related stress,

depression or a related condition, referral will be as a matter of course regardless of whether that employee is in work or absent.

Upon receipt of any Occupational Health report, contents need to be considered by the Line manager along with a member of Human Resources and/or Headteacher and may need to be discussed with the employee either during or outside an agreed meeting, depending on the content. Any discussions and agreed recommendations should be confirmed in writing. The content of any report will be kept confidential and only accessed by a member of Human Resources and/or Headteacher, any other relevant key staff and the Trust's Human Resources advisers, solely for the purpose of supporting the employee and for absence management.

SHORT TERM ABSENCE MANAGEMENT

Short-term sickness absence under the terms of the Policy is defined as up to 4 weeks (28 calendar days). When an employee reaches any one of the identified trigger points, the short-term absence management process will be as follows:

- Informal Absence Review / Initial Trigger Meeting
- Stage 1: Formal Absence Review
- Stage 2: Formal Absence Review
- Stage 3: Final Absence Hearing

Triggers for Further Action:

The triggers to commence the Sickness Absence Review process are as follows:

- 4 or more instances of absence, regardless of length, in a rolling 12-month period.
- 10 or more working days in a rolling 12-month period.
- An employee has a recognisable pattern of absence. Some examples are given below; this list is not exhaustive:
 - Recognisable patterns of absence, e.g. on Fridays and/or Mondays or holiday periods.
 - Where there are periods of absence before or following annual leave.
 - Where there is absence during a period when a leave request has been refused.
 - Absence at the same time of year every year.

These conditions will apply to all unplanned absences whether covered by a medical certificate or not.

Absence exceeding four weeks will be considered as long-term absence.

Half day absences will also be recorded and count towards triggers but will not be calculated for sick pay purposes.

Any days of unauthorised sickness absence will also be counted when considering action under the Trust's absence management procedure.

Informal Absence Review / Initial Trigger Meeting

The Line manager will conduct the normal return to work interview process. (See Appendix 4). Following this, the Line manager will then explain that due to the last absence the employee has reached one of the triggers above. The Line manager should then discuss the absences that have caused the trigger.

This is an informal stage of the attendance management and sickness absence procedure and provides an opportunity for the Line manager to have an informal and confidential discussion around the reasons for the absence and the employee's circumstances. It allows the Line manager to proactively discuss and explore any potential underlying work or medical issues, including any disability, so that they can review any support, reasonable adjustments and further assistance that may be required to help increase the employee's attendance. It also gives the Line manager the opportunity to find out from the employee what they themselves are doing to support their return to the workplace i.e. attending counselling, physiotherapy etc.

A referral to Occupational Health may also be discussed and considered if the Line manager feels it is appropriate, particularly if stress/anxiety/depression are factors or if the employee requests it. The employee will be provided with a referral letter explaining the questions for the OH practitioner and asked for their consent. Where stress is the reason for the sickness absence, the Line manager should ask the employee to complete a stress risk assessment and discussion should be held with the employee regarding the implementation of practicable control measures.

During the meeting the Line manager should also explain to the employee what is expected regarding their attendance, and where appropriate highlight the effect their absence may have on the school and other colleagues.

The Line manager should conclude the meeting by explaining that attendance will continue to be monitored, improvement and targets will be set where appropriate, and any further unacceptable absences or exceeded targets may lead to a meeting at the First Stage Formal Review Meeting. The improvement targets should be documented on the Return-to-Work form.

Failure to Meet the Required Improved Attendance

If an employee's persistent short-term absence remains unacceptable or has not improved within the agreed timescale, employee will be advised that the Stage 1 Formal Absence Review Meeting of the Attendance Management Policy will be arranged. Likewise, if attendance has improved but is still of concern, the 1st Stage Formal Review Meeting will still go ahead.

Stage 1: Formal Absence Review Meeting

The employee should be invited to attend the meeting with five days' notice. They will be sent a letter explaining the purpose of the meeting, an up-to-date list of sickness absence and the opportunity to bring their Trade Union Representative or work colleague. The meeting should be confirmed in writing detailing the key points of the discussion to the employee.

The purpose of this meeting is to formally review the employee's attendance record to date, discuss what support they have received so far and what further support may be necessary

to assist them in improving their attendance. The discussion should be a supportive discussion regarding the reasons for the absences, and to explore all options or reasonable adjustments as appropriate. The manager should arrange a referral to Occupational Health if this has not been done already.

The following should be discussed as appropriate:

- Advice provided by Occupational Health
- Whether any further advice is required
- What reasonable adjustments would assist the employee in their current role, including flexible working options where appropriate
- In exceptional circumstances whether it would be in the school's interests to consider a referral for private diagnostic appointment (funded by the school)
- Opportunities for alternative duties within the same school
- Any other information relating to the employee that may have an impact on their ability to sustain a return to work
- A need to undertake a stress or job risk assessment

Possible outcomes of the first formal Absence Review Meeting may include:

- adjourning the meeting to obtain further medical evidence from occupational health;
- extending your monitoring period and a further review period may be set and/or the attendance target is adjusted in exceptional circumstances, e.g. if the absence is related to a disability as defined by the Equality Act 2010, serious illness or an injury caused by a third party
- issuing a first Improvement Notice as outlined below; or
- taking no further action at this stage (in limited circumstances, e.g. if there are extenuating reasons for the absence/s).

First Improvement Notice (Short Term Absence)

A first written Improvement Notice will establish the commencement of a formal absence monitoring period of no more than six months where a target of a maximum of 2 instances of absence, regardless of length, or a maximum of 4 working days will be set. The Improvement Notice will also explain the implications for not meeting the target set (i.e. that failure to improve may lead to a final written Improvement Notice), the review process during the monitoring period and the right of appeal against the decision.

At the end of the absence monitoring period, the Headteacher/line manager will write to the employee to inform them of the outcome that either:

- their attendance has improved satisfactorily, and normal monitoring arrangements will be resumed
- progress has been made towards them meeting the attendance target set, but it has not been achieved fully and the review period will be extended; or

- the employee has not met the attendance target set and the matter will be progressed to the Second Stage of the Absence Review Process.

Note. A record of the first Improvement Notice will be kept but will be disregarded for absence management purposes after a period of 9 months, subject to the employee achieving and maintaining satisfactory attendance during this period. This means that if the employee has been advised that normal monitoring will be resumed but their attendance falls short of acceptable standards during the lifespan of the first Improvement Notice, the Headteacher/line manager may move them to the Second Formal Review Meeting (Short Term Absence).

Stage 2: Formal Absence Review Meeting

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The Line manager (with support from a member of Human Resources if necessary) will invite the employee to a formal absence review meeting with the employee (the Academy will make arrangements to hold this meeting at a convenient location if the employee is unable to attend the workplace). At the Line manager's request, a member of the leadership team and/or a member of Human Resources may be present.

The letter of invitation will allow 5 working days' notice from receipt of the letter. It will include the date, time and venue of the meeting, the people present, the right for the employee to be accompanied by their trade union representative or work colleague, and a copy of the relevant flowchart.

The following should be discussed as appropriate:

- Advice provided by Occupational Health
- Any progress since the 1st Stage Meeting
- Whether any further advice is required
- What reasonable adjustments would assist the employee in their current role, including flexible and mobile working options where appropriate
- In exceptional circumstances whether it would be in the school's interests to consider a referral for private diagnostic appointment (funded by the school)
- Opportunities for alternative duties within the same school
- Any other information relating to the employee that may have an impact on their ability to sustain a return to work

Possible outcomes of the second formal Absence Review Meeting may include:

- adjourning the meeting to obtain further medical evidence from occupational health

- extending the monitoring period and a further review period may be set and/or the attendance target is adjusted in exceptional circumstances, e.g. if the absence is related to a disability as defined by the Equality Act 2010, serious illness or an injury caused by a third party
- considering other options (e.g. redeployment or ill-health retirement);
- taking no further action at this stage (in limited circumstances, e.g. if there are extenuating reasons for the absence/s), or,
- issuing a final Improvement Notice as outlined below

Final Improvement Notice (Short Term Absence)

A final written Improvement Notice will establish the commencement of a further formal monitoring period of six months where a target of a maximum of 2 instances of absence, regardless of length, or a maximum of 4 working days will be set. The Improvement Notice will also set out the implications for not meeting the target set (i.e. that failure to improve may lead to dismissal), the review process during the monitoring period and the right of appeal against the decision.

At the end of the absence monitoring period, the Review Manager will write to the employee to inform them of the outcome that either:

- their attendance has improved satisfactorily, and normal monitoring arrangements will be resumed (see note below);
- progress has been made towards meeting the attendance target set, but it has not been achieved fully and the review period will be extended; or
- they have not met the attendance target set and the matter will be progressed to the third stage of the Absence Review Process.

Note. A record of the Final Improvement Notice will be kept but will be disregarded for absence management purposes after a period of 12 months, subject to the employee achieving and maintaining satisfactory attendance during this period. This means that if the employee has been advised that normal monitoring will be resumed but their attendance falls short of acceptable standards during the lifespan of the Final Improvement Notice, their manager may move them to the Third Stage – Formal Final Absence Hearing.

Stage 3: Formal Final Absence Hearing

The employee will be invited to an absence management hearing if:

- it becomes clear that the targets for improvement cannot be reached during the monitoring period; the Headteacher/line manager does not need to wait until the end of the six-month period; or
- attendance falls short of acceptable standards during the lifespan of the Final Improvement Notice.

The hearing will be heard by the head teacher or one or more Governors if the head teacher has been involved at an earlier stage, together with a representative from the HR team acting in an advisory role. The format of the hearing can be found in Appendix 4.

The letter of invitation will allow 10 working days' notice from receipt of the letter. The letter will include the date, time and venue of the meeting, the people present, the right for the employee to be accompanied by their trade union representative or work colleague, and will include a copy of the relevant flowchart.

The hearing will consider a history of the case to date and whether any further support or actions are appropriate in the circumstances. A case history can include the absence record; the impact the absence has on the school, standards of teaching/learning, service delivery and other staff; financial and cost implications, representations made by other staff/or their representatives; actions taken to enable the employee to continue in employment, any medical advice (including Occupational Health reports) received, and any other relevant documentation.

The employee will have an opportunity to give their opinion with regards to their health and fitness for work.

After consideration of all the available evidence, a decision will be taken with regard to continued employment. At this point:

- the final Improvement Notice may be extended, and a further review period may be set (not exceeding one term) and/or the attendance target is adjusted in exceptional circumstances e.g. if the absence is related to a disability as defined by the Equality Act 2010, serious illness or an injury caused by a third party. Where there is a further absence during this review period, managers should consult with their HR Officer.
- Where it is appropriate to keep an employee under review for a specified period, the 3rd Stage Hearing will be reconvened at the end of that period.
- the employee may be considered for other options (e.g. redeployment or ill-health retirement);
- Dismiss the employee on the grounds of the employee's inability to fulfil their contract of employment due to non-attendance.

The outcome of the meeting should be confirmed by the governing body in writing by letter to the employee, normally within 5 working days. Where a decision is made to terminate

employment, the employee will receive written reasons for dismissal, the date on which the employment will terminate and advised of their right of appeal (see Appeals).

LONG TERM ABSENCE MANAGEMENT

Long-term absence under the terms of the policy is an absence of more than 4 weeks. During such absences it is particularly important for Line managers to maintain regular contact with the employee, whilst being sensitive towards the circumstances of the absence, and where it is clear the employee will need to be managed under this process, make the employee aware of this.

Where necessary, at the fourth week of absence, the employee should be referred to Occupational Health as a duty of care. It may be useful at this stage for the Occupational Health Report to be discussed with the employee as part of the regular contact arrangements.

Long term absence review meetings will consist of the following process:

- A first formal meeting at 8 weeks absence;
- A second formal meeting at 16 weeks absence, and where it is clear that there is no foreseeable return to work date;
- A third formal meeting at 26 weeks absence, and where it is clear that there is no foreseeable return to work date
- A formal hearing, if after the third formal meeting where it is clear that there is no foreseeable return to work date

In addition to the formal meeting, managers can request a meeting informally at 4 weeks if they feel it would be beneficial.

First Formal Meeting – at 8 Weeks

A first formal meeting should be arranged by the manager at 8 weeks if the employee is still absent from work due to ill health and a return-to-work date has not been provided. A letter of invitation allowing 5 working days' notice from receipt of the letter will be sent to the employee. At the managers' request, a member of Human Resources may be present at the first formal review meeting. The letter will include the time, date and venue of the meeting, the people present, the right for the employee to be accompanied by their trade union representative or work colleague and will include a copy of the relevant flowchart.

The purpose of the meeting is to review the employee's absence from work to date, what support they have received and what further support may be necessary to assist them in their return to work.

The following should be discussed as appropriate:

- Explain the procedure to the employee
- How long the absence is likely to last
- Advice provided by Occupational Health
- Whether any further advice is required

- What reasonable adjustments would assist the employee in their current role
- In exceptional circumstances whether it would be in the academy's interests to consider a referral for private diagnostic appointment (the academy will fund this)
- Opportunities for alternative duties within the same school
- Any other information relating to the employee that may have an impact on their ability to return to work

Possible outcomes of the first formal Absence Review Meeting may include:

- adjourning the meeting to obtain medical evidence or further up to date medical evidence from occupational health;
- extending the monitoring period and a further review period may be set in exceptional circumstances, e.g. if the absence is related to a disability as defined by the Equality Act 2010, serious illness or an injury caused by a third party
- arranging a return to work programme (possibly with a phased return to work if recommended by occupational health);
- issuing a First Notice of Concern as outlined below; or
- taking no further action at this stage (in limited circumstances, e.g. if there are extenuating reasons for the absence).

Notice of Concern (Long Term Absence)

A first written Notice of Concern will establish the commencement of a formal absence monitoring period whereby it will be expected that the employee will return to work by week 16 or earlier. The Notice of Concern will also set out the implications for not returning to work (i.e. it may lead to a final written Notice of Concern), the review process during the monitoring period and the right of appeal against the decision (see Appeals).

At the end of the absence monitoring period, i.e. at 16 weeks from the first day of absence, the Headteacher/line manager will write to the employee to inform them that either:

- normal monitoring arrangements will be resumed if the employee has returned to work (see note below); or
- the matter will be progressed to the second stage of the Absence Review Process.

Note. A record of the first Notice of Concern will be kept but will be disregarded for absence management purposes after a period of 9 months, subject to the employee achieving and maintaining satisfactory attendance during this period. This means that if the employee has been advised that normal monitoring will be resumed but their attendance falls short of acceptable standards during the lifespan of the first Notice of Concern, their Headteacher/line manager may move them to the Second Formal Review Meeting (Long Term Absence)

Second Formal Meeting – at 16 Weeks

A letter of invitation will allow 5 working days' notice from the receipt of the letter. A HR Officer should normally be in attendance at the Second Stage Formal Review Meeting. The letter will include the date, time and venue of the meeting, the people present, the right for

the employee to be accompanied by their trade union representative or work colleague and will include a copy of the relevant flowchart.

Further consideration will be given to:

- How long the absence is likely to last
- Any progress since the previous first formal meeting
- Any further advice provided by Occupational Health or other specialists
- Adjustments to hours, duties and location
- What additional support can be offered to assist the employee to return to work
- Opportunities for alternative duties within the same school
- Whether ill health retirement may be appropriate

Possible outcomes of the second formal Absence Review Meeting may include:

- adjourning the meeting to obtain further up to date medical evidence from occupational health;
- arranging a return-to-work programme (possibly with a phased return to work if recommended by occupational health);
- extending the monitoring period and a further review period may be set in exceptional circumstances, e.g. if the absence is related to a disability as defined by the Equality Act 2010, serious illness or an injury caused by a third party
- issuing a Final Notice of Concern;
- considering other options (e.g. redeployment or ill-health retirement); or
- taking no further action at this stage (in limited circumstances, e.g. if there are extenuating reasons for the absence).

Final Notice of Concern (Long Term Absence)

A Final Notice of Concern will establish the commencement of a further formal monitoring period whereby there will be an expectation that the employee will return to work by week 26 or earlier. The Notice of Concern will also set out the implications for not returning to work (i.e. it may lead to dismissal), the review process during the monitoring period and the right of appeal against the decision.

At the end of the absence monitoring period i.e. at 26 weeks from the first day of absence, their Head teacher/line manager will write to the employee to inform them that either:

- normal monitoring arrangements will be resumed if they have returned to work (see note below); or
- the matter will be progressed to the third stage of the Absence Review Process.

Note. A record of the final Notice of Concern will be kept but will be disregarded for absence management purposes after a period of 12 months, subject to the employee achieving and maintaining satisfactory attendance during this period. This means that if they have been advised that normal monitoring will be resumed but their attendance falls short of acceptable

standards during the lifespan of the Final Notice of Concern, their Headteacher/line manager may move them to the Third Formal Review Meeting (Long Term Absence).

Third Formal Meeting – at 26 Weeks

In most cases, schools can expect to determine an employee's position with regard to any likely return or termination of employment at the formal 26-week meeting, and the employee and their representative should be advised of this at the previous meeting.

The letter of invitation will allow 5 working days' notice from receipt of the letter. A HR Officer should normally attend the Third Formal Meeting. The letter will include the date, time and venue of the meeting, the people present, the right for the employee to be accompanied by their trade union representative or work colleague and will include a copy of the relevant flowchart.

At this meeting consideration will be given to:

- The length of absence and the reason(s) for the absence
- Information gained at the second formal meeting
- The advice sought and received from Occupational Health and other appropriate medical practitioners regarding the health and capability of the employee
- Any reasonable adjustments considered/made including flexible and mobile working options, where appropriate
- Opportunities for alternative duties within the same school
- The likelihood of the employee returning to work in the foreseeable future
- Whether any other options are available to assist the employee in returning to work that have not already been discussed
- Whether retirement on the grounds of ill health is an option (this needs approval from pension provider and support from a medical professional. Please discuss with a member of the HR team in the first instance)
- Having exhausted all other options, whether dismissal on the grounds of capability/non-attendance is the appropriate option

In cases where dismissal could be recommended at 26 weeks, a decision can be made by the head teacher/line manager to refer the case to one or more Governors. In these circumstances the case will be heard by one or more Governors accompanied by a member of the HR team acting in an advisory role.

Where the Headteacher has delegated powers to carry out the Initial Dismissal Decision and has not had any previous involvement in managing the case then they may hear the case.

Where there is disagreement or dispute about the facts of the case or any advice which has been provided then this should be explored fully before reaching a decision to refer the matter for dismissal.

Dismissal Hearing

A letter of invitation will allow 10 working days' notice from the receipt of the letter and will include the date, time, venue, people present and the right to be represented by a Trade Union representative or accompanied by a work colleague of their choice. The format of the meeting can be found in Appendix 4.

The outcome of the meeting will be confirmed in writing to the employee and a copy retained on the employee's file.

APPEALS

If an employee has been given a formal written Improvement Notice or they have been dismissed under this procedure, they have the right to appeal. If they wish to appeal, they must do so in writing, within 10 working days of receipt of the outcome letter, to:

- the Headteacher/line manager who issued the Improvement Notice; or
- the Headteacher if they have had no previous involvement in managing the case;
- the Chair of Governors

They must also set out the grounds on which they believe that the decision was flawed or unfair. An appeal hearing will not be arranged until the grounds have been received.

An appeal must have proper grounds that should normally relate to one of the following:

- there has been serious shortcomings in the procedure;
- new evidence, not available during the original Review Meeting/Hearing, has emerged; or
- the decision/conclusion reached by the Review/Hearing Manager is wholly unreasonable, having regard to the evidence presented.

They will be invited to an Appeal Hearing which will be conducted in line with the same procedures applied to Absence Management Meetings and which will take place no less than 30 working days following the receipt of their appeal. They may be accompanied at the appeal hearing by a companion. Their companion may be a fellow worker, a trade union representative or an official employed by a trade union.

The appeal will be heard by a governor or panel of governors with no prior involvement in the case. At the Appeal Hearing, the original decision and any sanction imposed will be reviewed or a complete re-hearing of the matter will take place if appropriate.

The outcome of the appeal will be confirmed to them in writing, explaining the grounds on which the decision was reached.

Any decision on appeal will be final.

SICK PAY AND ANNUAL LEAVE ACCRUAL

Exhaustion of Sick Pay

Once the employee has exceeded their entitlement to SSP/sickness benefit, medical certification will still be required in the form of a Doctors Certificate (fit note) to cover ongoing absence.

Annual Leave and Sickness Absence

Annual leave continues to accrue throughout periods of short and long-term sickness absence. Where an absence extends beyond the end of a holiday year and the employee has not been able to use their holiday entitlement, the unused contractual entitlement will be carried forward and be added to the following year's holiday entitlement. If employment is terminated any remaining annual leave entitlement will be paid in the final salary payment.

Employees may request to take annual leave during a period of sickness absence. If this is agreed by the line manager this will not end or interrupt the sickness absence and a break should not be recorded. Managers should communicate with Payroll to ensure that the correct pay elements are applied.

If employment is terminated any holiday entitlement accrued to the point of termination will be paid in lieu, in the final salary.

Suspension and Sickness Absence

If an employee falls ill whilst under suspension for a disciplinary matter, they must report this to their manager/Headteacher and after a period of 7 days' supply a medical certificate to cover their absence and be placed on sick pay for the period of time they are covered by a medical certificate. Arrangements should be made for the employee to attend an appointment with OHU if the absence continues beyond 7 days.

If they are later certified as fit to return to work, they should return to normal pay but remain suspended (if this is still the case). The same applies to an employee who is absent and then suspended.

Please refer to the Disciplinary Procedure for further guidance.

Abuse of Sick Pay

There may be occasions where the Sick Pay Scheme is being abused – for example, failing to follow the absence reporting procedure, unreasonably refusing to attend occupational health appointments, not providing appropriate medical certification and falsifying sickness. In these cases, the Headteacher/line manager may withhold an employee's occupational sick pay.

The Head Teacher/line manager will write to them to inform them that their sick pay may be withheld, giving the reasons, and invite them to a meeting to discuss the matter. They may

be accompanied by a companion at such a meeting. Their companion may be a fellow worker, a trade union representative or an official employed by a trade union. Following the meeting, the Headteacher/line manager will decide whether sick pay will be withheld and inform them in writing of the decision. Where such an abuse of sick pay occurs, consideration will be given to invoking the Disciplinary Procedure.

Appeal against Suspension of Sick Pay

An employee may appeal against the decision to withhold sick pay. An appeal should be sent to the Head Teacher/line manager in writing within 10 working days of receipt of the written decision from their Headteacher/line manager. The employee may be accompanied at the appeal hearing by a companion at such a meeting/s. Their companion may be a fellow worker, a trade union representative or an official employed by a trade union. The Head Teacher/manager will arrange a meeting. A decision will be made and confirmed in writing to them.

SICKNESS ABSENCE AND HOLIDAYS

Sickness or Injury while on Holiday (applicable to full year staff only)

If an employee falls sick or is injured while on holiday, they may be allowed to transfer to sick leave and take a replacement holiday at a later time. This policy is subject to the following conditions:

- the total period of ill health must be fully certificated by a qualified medical practitioner;
- they must contact their Headteacher/line manager (by telephone if possible) as soon as they know that there will be a period of sickness during a holiday;
- they must submit a written request no later than 10 working days after returning to work setting out how much of the holiday period was affected by sickness and the amount of leave that they wish to take at another time; and
- where they are overseas when they fall ill or injured, evidence must still be produced that they were ill by way of a medical certificate.

Where an employee fulfils all of the above conditions, they may be granted the same number of days' replacement holiday leave as the number of holiday days lost due to sickness or injury. This is at the discretion of the Headteacher/line manager.

Holiday Entitlement during Sick Leave (applicable to full year staff only)

An employee will continue to accrue their contractual holiday entitlement if they are absent on sick leave. They will be given the opportunity to take this at a later date, including in the subsequent leave year.

If employment is terminated any remaining annual leave entitlement including bank holidays during the holiday year in which their employment ends will be paid in the final salary payment. They may apply to take their annual leave entitlement while on sick leave. Any holiday that is taken while they are absent from work must be agreed in advance with their Headteacher/line manager. If this is not agreed, it may constitute a breach of sick pay.

Equality

The governing body will ensure that, when implementing the Attendance Management Procedure, no employee will be disadvantaged on the basis of their gender or transgender, marital status or civil partnership, racial group, religion or belief, sexual orientation, age, disability or pregnancy or maternity, social or economic status or caring responsibility. This means that the procedure may need to be adjusted to cater for the specific needs of an individual including the provision of information in alternative formats where necessary

Monitoring

Information relating to sickness will be collated and monitored regularly to ensure that the procedure is operating fairly, consistently and effectively. Issues that are identified from the information will be dealt with appropriately.

Review

This policy will be reviewed annually and the outcome will be monitored in line with the Equality Act 2010. The results will be shared with Trade Unions.

This flowchart supports, and should be used in conjunction with, the Schools managing Attendance procedure

Managers should ensure the day to day monitoring of staff attendance and wellbeing

Short Term Absence Triggers

4 absences in a rolling 12-month period

Absences totaling 10 days or more in a rolling 12-month period

A pattern of absences

Where a manager has concerns about an employee’s short term absence they should conduct an initial informal trigger review at the return to work meeting.

INITIAL INFORMAL TRIGGER REVIEW MEETING

Before the meeting:

- Manager to familiarise him/herself with the absence episodes or pattern
- Arrange to meet with the employee and explain the reasons whyShare the Managing Attendance Policy with the employee

At the meeting the manager should:

- Share absence record with employee
- Establish reasons for absence
- Can Occupational Health help?
- Can family friendly policies help?
- Agree action plan and timetable and targets for improvement
- Confirm everything in writing and put monitoring plan into place

No ——— Is there any improvement? ——— Yes

Move to STAGE 1 FORMAL REVIEW

Before the review meeting the manager:

- Informs their schools HR Advisor of the situation
- Writes to the employee with a minimum of 5 working days’ notice of the meeting
- Allows the employee to be accompanied by their TU Rep or work colleague

At the formal review stage 1 meeting the manager:

- Recognise any improvements
- Stresses the seriousness of the continuing situation
- Establishes why attendance has not improved – what are the reasons? Can the school help?
- Explores family friendly policies and other flexible working options – supportive measure Makes a referral to Occupational Health, if not done so already
- Reviews and agrees timescales, targets and monitors. Confirms all in writing

No ——— Is there any improvement? ——— Yes

Move to STAGE 2 FORMAL REVIEW

Before the review meeting the manager:

- Informs the Schools HR Advisor who will attend the meeting
- Writes to the employee with a minimum of 5 working days’ notice of meeting (see model letters)Allows the employee to be accompanied by the TU rep or work colleague

At the formal review stage 2 meeting the manager:

- Reviews the absence to date and stresses the seriousness of the situation
- Reviews support to date and determines if any further support can be offered to assist the employee in improving their attendance (O.H referral)
- Makes it clear to the employee that there are now serious concerns around their attendance
- Advises employee that improvement must happen and failure to do so means they will be escalated to the 3rd Stage Hearing Process
- Reviews and agrees timescales, targets, and monitors. Confirms all in writing.

No ——— Is there any improvement? ——— Yes

Move to STAGE 3 FORMAL FINAL ABSENCE HEARING

Stage 3 – Hearing: Employee has consistently failed to improve, or improvement is not sustained.

Before the hearing the manager (or other) hearing the case:

- Informs their Schools HR Advisor/Manager who will attend the hearing
- Writes to the employee with a minimum of 10 working days’ notice of hearing
- Allows the employee the opportunity to be accompanied by TU Rep or work colleague

At the Hearing the manager:

- Will consider the history of the case and whether any support or actions are appropriate in the circumstances
- Will allow the employee an opportunity to give his/her opinion with regards to their health and fitness for work

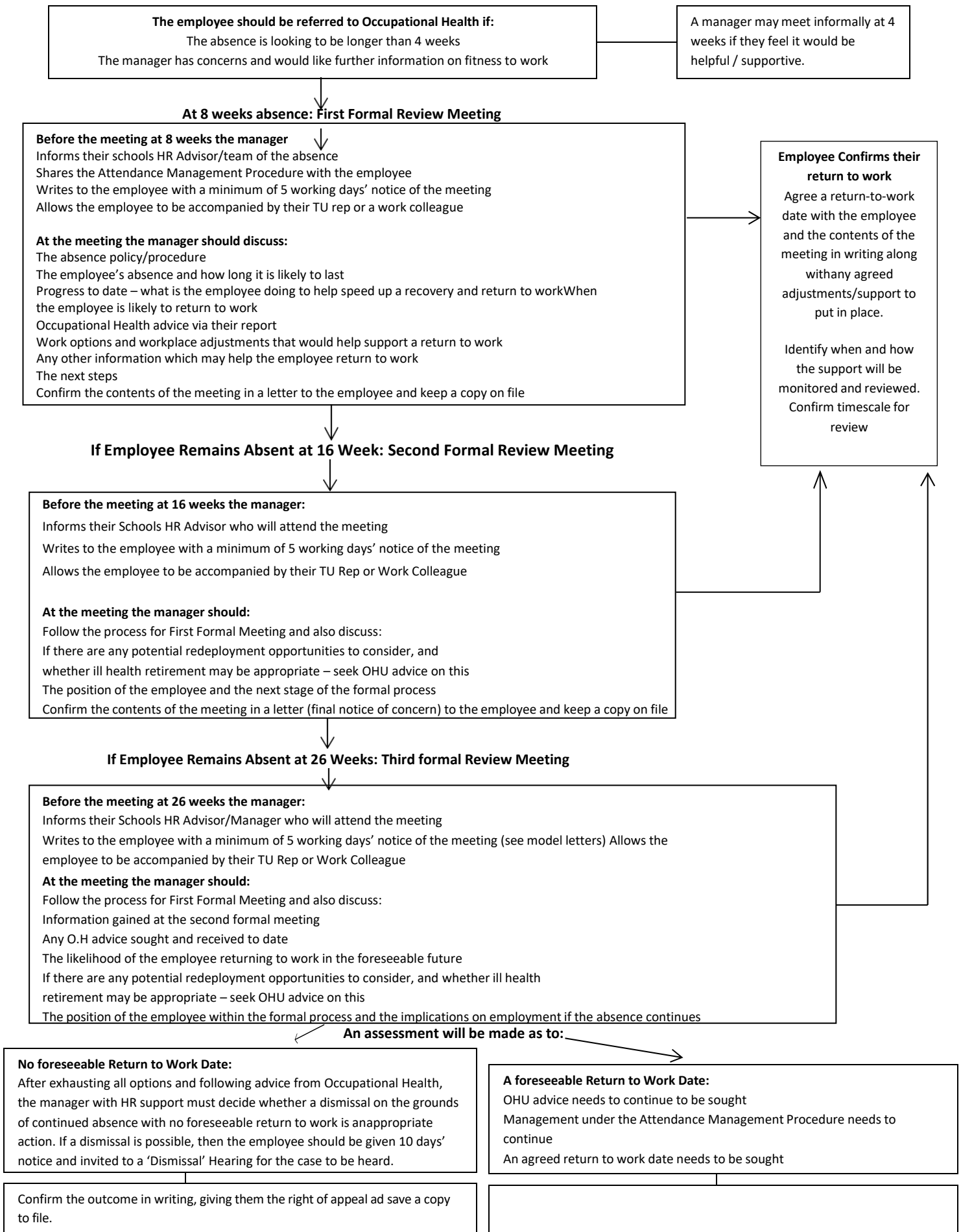
At the hearing a decision will be made to either:

- Review the situation for a period not exceeding 3 months (please refer to procedure)
- Dismiss the employee on the grounds of capability due to persistent short-term absence / non attendance
- The manager will confirm the outcome the outcome of the meeting in writing by letter to the employee within 5 working days o the hearing. Where the employee is dismissed, provide details of their right to appeal against dismissal.

Manager to agree a continued monitoring plan with the employee if necessary, and/or where the manager is happy with the outcome, return to day-to-day monitoring of employee attendance. Where the employee does not sustain their attendance, the manager resumes absence management and moves it to the next stage of the process

Long Term Absence Management - The Governing Body has Adopted the Following Principles and Practices

The flowchart supports, and should be used in conjunction with, the Attendance Management Procedure



STRESS RISK ASSESSMENT

This risk assessment should be completed by the Manager / Supervisor or another person who has a full knowledge of the Team or Individual's role. Employee(s) should be advised that they can be accompanied either by a Union Health & Safety Representative or another colleague.

Directorate / Service:	Team / Employee's Name(s):
Manager / Supervisor's Name:	Team / Employee's Job Title:
Manager / Supervisor's Job Title:	Team / Employee's Service Area:

<ul style="list-style-type: none"> Do you feel able to talk to me as your Manager / Supervisor? 	Yes / No
<ul style="list-style-type: none"> If 'No' then please provide the name and contact details of the Team / Individual's Grandparent Manager 	

	DEMANDS	YES	SOMETIMES	NO	N/A	BY WHOM	BY WHEN
1.	Do you think your skills and abilities are matched to your job?						
	Action / Control Measures / Comments / Done						
2.	Is the allocation of your work monitored by your Manager?						
	Action / Control Measures / Comments / Done						

	DEMANDS continued	YES	SOMETIMES	NO	N/A	BY WHOM	BY WHEN
3.	Have you received relevant induction and job training for your current role?						
	Action / Control Measures / Comments / Done						
4.	Were your working hours agreed during your recruitment?						
	Action / Control Measures / Comments / Done						
5.	Do your working hours cause you a problem? For example: taking breaks; taking holidays; unrealistic time pressures etc						
	Action / Control Measures / Comments / Done						
6.	Do you understand the reasons for temporary increases / decreases in your work load?						
	Action / Control Measures / Comments / Done						
7.	Are you able to cope with any temporary increases in your work load?						
	Action / Control Measures / Comments / Done						
8.	Do you have to neglect some tasks because you have too much to do?						
	Action / Control Measures / Comments / Done						

DEMANDS continued		YES	SOMETIMES	NO	N/A	BY WHOM	BY WHEN
9.	Do you have any problems with your working environment such as noise, vibration, ventilation, humidity etc?						
Action / Control Measures / Comments / Done							
10.	Are there adequate resources for you to do your work?						
Action / Control Measures / Comments / Done							
11.	Is there sufficient suitable equipment available for you to do your job?						
Action / Control Measures / Comments / Done							
12.	If you have informed your employer that you have a disability, have adjustments been made as part to accommodate this? (this may have been during Induction)						
Action / Control Measures / Comments / Done							
CONTROL		YES	SOMETIMES	NO	N/A	BY WHOM	BY WHEN
13.	Do you have control over the pace of your work?						
Action / Control Measures / Comments / Done							

CONTROL continued		YES	SOMETIMES	NO	N/A	BY WHOM	BY WHEN
14.	Can you choose what you do at work?						
	Action / Control Measures / Comments / Done						
15.	Can you choose how you do your work?						
	Action / Control Measures / Comments / Done						
16.	Can you choose when you take a break?						
	Action / Control Measures / Comments / Done						
17.	Do you have control over the way you work?						
	Action / Control Measures / Comments / Done						
18.	Can you delegate tasks?						
	Action / Control Measures / Comments / Done						
19.	If you have an issue with the control of your work, are you able to talk to someone?						
	Action / Control Measures / Comments / Done						

CONTROL continued		YES	SOMETIMES	NO	N/A	BY WHOM	BY WHEN
20.	If 'yes' to Q19, do you feel your concerns are listened to?						
Action / Control Measures / Comments / Done							
21.	Are staff involved in identifying any stressors involved in their job?						
Action / Control Measures / Comments / Done							
RELATIONSHIPS		YES	SOMETIMES	NO	N/A	BY WHOM	BY WHEN
22.	Are you aware of the policy on Dignity at Work? Consider: bullying, harassment, conflicts etc						
Action / Control Measures / Comments / Done							
23.	Do you feel you are being bullied?						
Action / Control Measures / Comments / Done							
24.	Do you feel subject to harassment due to gender, race, colour religion, ethnic origin, sexual orientation or disability?						
Action / Control Measures / Comments / Done							
25.	Do you feel supported at work? Consider activities such as lone working etc						
Action / Control Measures / Comments / Done							

RELATIONSHIPS continued		YES	SOMETIMES	NO	N/A	BY WHOM	BY WHEN
26.	Do you know how to report any unacceptable behaviour which you have received from colleagues / your Manager / customers / members of the public etc?						
Action / Control Measures / Comments / Done							
CHANGE		YES	SOMETIMES	NO	N/A	BY WHOM	BY WHEN
27.	Are you consulted and involved in changes that may affect you at work?						
Action / Control Measures / Comments / Done							
28.	Are you kept informed during periods of change?						
Action / Control Measures / Comments / Done							
29.	Do you know who to raise concerns about change?						
Action / Control Measures / Comments / Done							
ROLE		YES	SOMETIMES	NO	N/A	BY WHOM	BY WHEN
30.	Do you have the opportunity to meet your Manager / Supervisor regularly to discuss your role?						
Action / Control Measures / Comments / Done							

ROLE continued		YES	SOMETIMES	NO	N/A	BY WHOM	BY WHEN
31.	Do you have a clear job description?						
	Action / Control Measures / Comments / Done						
32.	Are you clear about what is expected of you at work?						
	Action / Control Measures / Comments / Done						
33.	Is the correct training available for all the jobs you do?						
	Action / Control Measures / Comments / Done						
SUPPORT / TRAINING / OTHER FACTORS		YES	SOMETIMES	NO	N/A	BY WHOM	BY WHEN
34.	Are you aware of the support which the Occupational Health Unit can offer you?						
	Action / Control Measures / Comments / Done						
35.	Do you have the opportunity for training and / or career development?						
	Action / Control Measures / Comments / Done						

SUPPORT / TRAINING / OTHER FACTORS continued		YES	SOMETIMES	NO	N/A	BY WHOM	BY WHEN
36.	Do you feel able to talk to me as your Manager / Supervisor if you have a problem at work?						
Action / Control Measures / Comments / Done							
37.	How can we help you to alleviate the stress which you feel is caused by your work?						
Action / Control Measures / Comments / Done							
38.	Are there any other workplace factors which you feel should be taken into account as part of this assessment?						
Action / Control Measures / Comments / Done							
39.	Are there good communication channels set up so that staff are kept well informed?						
Action / Control Measures / Comments / Done							
40.	Is there a feedback process in place for staff comments and / or complaints?						
Action / Control Measures / Comments / Done							
41.	Do informal discussions between managers and staff take place e.g.: Team Meetings?						
Action / Control Measures / Comments / Done							

	ADDITIONAL FACTORS RELEVANT TO THE INDIVIDUAL'S SITUATION	YES	SOMETIMES	NO	N/A	BY WHOM	BY WHEN
42.	Do you feel that ill health may be affecting your capacity to work?						
	Action / Control Measures / Comments / Done						
43.	Are you suffering now, or have you previously suffered, from a stress related illness?						
	Action / Control Measures / Comments / Done						
44.	Are there any current life events which you feel are affecting your ability to do your job?						
	Action / Control Measures / Comments / Done						
45.	What can you do to manage your stress?						
	Action / Control Measures / Comments / Done						
46.	What support do you need (from the Council) to help you to carry out these actions?						
	Action / Control Measures / Comments / Done						

	Final comments / observations from the Manager:
	Final comments / observations from the Individual:

Within their area of ability / remit, the Manager is now responsible for addressing the action points discussed and noted above. This may include advising individual(s) to visit their GP and / or a referral to the Occupational Health Unit for an assessment.

Signed (Individuals):	Date:
Signed (Manager):	Date:

ACTION PLAN

NO.	ISSUE CAUSING STRESS	AGREED ACTION TO TAKE	BY WHOM	BY WHEN	COMPLETED

CONDUCT OF AN ILL HEALTH DISMISSAL HEARING

The procedure to be adopted at a hearing will normally be:

1. The person or group conducting the hearing will satisfy themselves that the employee understands the purpose of the hearing and the possible outcomes.
2. The employer's case will be presented normally by the appointed presenting officer. The case will be presented and may include written statements or other documents where these are necessary. If written statements or other documents are to be presented, copies of these should normally be sent to the employee and/or their representative with the letter convening the hearing. The exception to this is Occupational Health reports which will be shared at the meeting.
3. The employee and/or representative will be given the opportunity to question the presenting officer.
4. The employee or their representative will then be invited to respond to the case as presented. The employee may submit written statements or other documents in support of their case. Where it is the intention to submit written statements of the case, these should be exchanged by both sides prior to the hearing.
5. The presenting officer will be given the opportunity to question the employee and/or their representative.
6. At any stage during the hearing, the person or group conducting the hearing and any advisor(s) may ask questions of the employee or the presenting officer, as they may consider appropriate in order to ascertain the facts and arguments. The formulation of views before the end of the hearing should be avoided.
7. Either party may ask for an adjournment at any stage of the hearing.
8. If at any point the person or group conducting the hearing considers in the light of the information presented, that there is a need to collect additional evidence, e.g. to obtain further medical information, to assist in making a decision, they may adjourn the hearing to enable this to happen.
9. Both parties will withdraw to allow the person or group conducting the hearing to review and consider the evidence in conjunction with any advisors.
10. The person or group conducting the hearing will then recall both parties to inform them of their decision. The decision should normally be announced personally to the parties as soon as it is possible on the day of the hearing. If it is not possible to make a decision immediately the parties should be informed of this. In any event a decision must be made and communicated to the employee within 5 working days of the hearing. The decision should be confirmed in writing and delivered to the employee either by hand or recorded delivery, with a copy to the trade union or other representative.