

# **Policy and Procedure for Supporting Attendance at Work**

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## **POLICY AND PROCEDURE FOR SUPPORTING ATTENDANCE AT WORK**

(Covers all employees)

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## **POLICY AND PROCEDURE FOR SUPPORTING ATTENDANCE AT WORK**

(Covers all council employees)

### **1. POLICY STATEMENT**

- 1.1 Levels of attendance at work directly affect the quality and provision of services through the ability of employees to carry out their work efficiently and effectively. High levels of attendance have positive effects for the whole council with better performance through increased levels of morale and job satisfaction. Low levels of attendance adversely affect service provision and work performance and often result in low morale and motivation amongst employees.
- 1.2 Whilst some absence due to sickness is inevitable, the council's objective is to ensure that high levels of attendance at work are encouraged through a positive culture and working environment in which individuals are valued and where fair, consistent and supportive management practices are applied.
- 1.3 As absence due to sickness can be for a number of reasons, it is important that each case is addressed in the light of the individual circumstances but always within a consistent policy framework. A balanced approach is required which takes into account the need to maintain high levels of attendance whilst ensuring that employees are treated fairly, consistently and sympathetically.
- 1.4 Successful management of sickness absence also requires a positive approach to occupational health and safety across the organisation. From time to time certain patterns and levels of sickness absence across the council or within a particular service may indicate workplace related issues that require investigation. Effective sickness absence management seeks to address possible underlying causes of absence and to take appropriate remedial or preventative action to support improved attendance.
- 1.5 Managers have a key role in supporting attendance at work; however it is recognised that employees at all levels of the council equally have a responsibility to maintain good attendance.

### **2. KEY PRINCIPLES**

- 2.1 This policy is underpinned by the following key principles:
  - That the over-riding objective is to encourage and support employees to maintain high levels of attendance at work and to assist employees who are absent through sickness, to return to work as soon as they are medically fit to do so, always accepting that prolonged or recurrent periods of absence may not be a sustainable position for either the council or the employee.
  - That wherever possible, the focus will be on preventative action aimed at improving or removing factors that may create stressful conditions in the workplace such as imbalances in workloads, poor working relationships, inappropriate management styles and inadequate communication. Similarly the council will seek to provide support to employees whose health and work performance is impacted by pressures out with the

workplace by providing opportunities for occupational health counselling and other supportive interventions.

- Cases of sickness absence will be managed sensitively taking into account medical prognosis, individual circumstances and the needs of the business. In this regard maintaining contact with absent employees, particularly where the absence is for a lengthy period, will be crucial in preventing employees from becoming isolated and disengaged from the workplace.
- Wherever appropriate, a practice of early intervention will be pursued on the basis that evidence indicates that early referral to Occupational Health for medical assessment can facilitate a quicker return to work as a consequence of obtaining prompt access to specialist treatment/support.
- The council will be mindful of its legal obligations and in the case of illness resulting from an underlying disability, 'reasonable adjustments' will be made wherever practicable if such adjustments are likely to remove the disadvantage and lead to improved and sustained attendance at work within a reasonable period of time.
- Management discretion applied in any given circumstances will be exercised reasonably and proportionately. Any such decisions will be recorded for monitoring purposes by Human Resources to ensure consistency of application.
- Training managers in the application of the policy and procedure is acknowledged as critical to its success, as is the need to ensure that its terms are effectively communicated to all employees.

### **3. POLICY IMPLEMENTATION AND MONITORING**

- 3.1 The Policy and Procedure for Supporting Attendance at Work will be implemented in accordance with general provisions contained within this document and through application of the Procedure set out within Section 5.
- 3.2 A separate Manager's Toolkit supports the policy and procedure and contains standard template letters, documentation and guidance that can be used at all stages of the process. The toolkit is available online.
- 3.3 Responsibility for implementing and complying with the provisions of the policy and procedure lies with individuals at all levels of the council. Those responsibilities and roles are defined in Appendix 1.
- 3.4 Human Resources will support and advise managers in implementing the policy and procedure.
- 3.5 The effectiveness of the policy will be monitored through regular reporting of relevant sickness absence management information to the council's Corporate Management Team and Elected Members.

## **4. GENERAL POLICY PROVISIONS**

### **Attendance Monitoring and Absence Prevention**

- 4.1 Effective implementation of the Policy and Procedure for Supporting Attendance at Work requires managers to actively monitor the attendance levels of their staff on an ongoing basis. Monitoring enables emerging trends to be identified with a view to taking early action to prevent absence/health issues from developing into potentially longer-term problems. This includes analysing health and safety incident information to identify the causes of absence so that appropriate action can be taken to eliminate or reduce workplace injuries and lost time.
- 4.2 Managers should use monitoring information to identify possible symptoms of stress (work – related or otherwise), motivational/behavioural matters or physical well-being issues that may be causing or contributing to an employee's absence from work.
- 4.3 The Council also aims to encourage employees to pursue healthy lifestyle options through initiatives promoted under the Healthy Working Lives criteria on the basis that such measures are seen to impact positively on attendance and work performance.

### **Notification and Certification**

- 4.4 On each occasion of sickness absence, employees must comply with the standard notification and certification requirements set out below;
- At the earliest possible time on the first day of absence with due regard to local operational requirements (in the case of teaching staff notification must be made prior to the start of the school day)
  - On the 4<sup>th</sup> day of absence
  - On the 7<sup>th</sup> day of absence
  - Thereafter, the employee must maintain contact as agreed with the line manager
- 4.5 Failure to comply with the notification and certification requirements without reasonable explanation will result in entitlement to Statutory Sick Pay or Occupational Sickness Allowance for all or part of the absence being forfeited and in the case of persistent absence, the right to self – certify may be temporarily suspended.

### **Right to be Accompanied**

- 4.6 Other than for Informal Review Meetings, employees are entitled to be accompanied by a trade union representative or by another person of their choice at all meetings conducted under the terms of this policy.
- 4.7 Employees attending appointments with the council's Occupational Health Adviser are also free to be accompanied by a person of their choice should they feel the need for support.

### **Suspension of Sick Pay**

- 4.8 Sick pay will be suspended if an employee abuses the sickness allowance scheme. The relevant National Joint Council scheme references are set out in Appendix 2. For teaching staff, reference should be made to the relevant SNCT conditions of service.

- 4.9 Abuse of the sickness scheme will be dealt with under the terms of the council's Disciplinary Procedures.

#### **Sickness Absence during Annual Leave**

- 4.10 In accordance with the relevant provision of the SJC National Agreement on Pay and Conditions for Local Government Employees, an employee who falls sick during the course of annual leave will be regarded as being on sick leave subject to producing a doctor's statement covering those days on which the employee was sick and complying with normal sickness absence reporting procedures. In these circumstances, the employee will be entitled to have the period covered by the doctor's statement reinstated as annual leave.
- 4.11 For other employee groups, the equivalent National Joint Council provisions applicable to them will apply. For teaching staff, reference should be made to the relevant SNCT conditions of service.

#### **Sickness Absence Due to Non Work Related Accident**

- 4.12 An employee who is paid any damages as the result of an accident will be required to repay any sickness allowance advanced, either in total or the proportion thereof represented in the amount of damages received. Any period of absence in such a case where a refund of the advance is made in full, will not be treated as sickness absence.

#### **Sickness or Disablement due to an Accident in the Course of Employment**

- 4.13 Absence in respect of normal sickness is entirely separate from absence through industrial disease or injury arising out of or in the course of employment with the council. Periods of absence in respect of one will not be offset against the other for the purpose of calculating entitlements under the Sickness Allowance Scheme.
- 4.14 An absence due to an accident will only qualify for payment under this provision when an entry in the workplace Accident Book (form BI 510) approved for the purposes of the Social Security Act 1975 is appropriate and has been completed, and in the subsequent investigation by the council, the facts so recorded are found to be accurate.

#### **Infectious Diseases**

- 4.15 Where an employee is unfit to attend work due to contracting an infectious disease, the employee will be recorded as being absent due to sickness in the normal manner.
- 4.16 Where an employee who has been absent due to an infectious disease, is otherwise fit to return to their place of work but is unable to do so due to the need to observe a period of quarantine, consideration should first be given to whether the employee is able to undertake alternative duties during the quarantine period. Where this option is not feasible, the employee should be granted special paid leave for the period concerned.

#### **Pregnancy – Related Absences**

- 4.17 For the purposes of determining whether or not an employee should progress to the next formal stage of the procedure, absences directly related to pregnancy will not count.

#### **4.18 Terminal Illness**

Where an employee is diagnosed with a terminal illness or medical condition, the corporate action trigger points in this procedure will not apply. The employee will be dealt with sympathetically and with respect and dignity and any medical referrals will

only be to assist with the employee's wellbeing. The options available will be discussed at the appropriate time taking into account their individual circumstances.

## 5. PROCEDURE FOR MANAGING SICKNESS ABSENCE

### Maintaining Contact with Absent Employees

- 5.1 It is essential that managers maintain contact with absent employees, particularly where the absence is for a lengthy period. This helps to prevent employees from becoming isolated and distanced from the workplace and their colleagues. It also enables appropriate management action to be taken on an informed basis that takes into account the interests of both the service and the employee.
- 5.2 Contact by an appropriate person should always be handled sensitively with due consideration to the nature of the employee's illness. Contact by telephone and/or letter will be sufficient in many cases. In cases of prolonged sickness, it is desirable to meet with the employee. This would normally take place at the employee's place of work or at another suitable location, for example, the employee's own home with their agreement.

### Return to Work Meeting

- 5.3 Line managers are required to hold a standard 'Return to Work' meeting with employees following each occasion of sickness absence. This normally should be held on the day of return but no later than 3 working days from an employee returning to work.
- 5.4 The Return to Work meeting is a key element of the Procedure and should be routinely carried out for all absences.

### Corporate Action Trigger Points

- 5.5 Absence levels that reach the corporate action trigger points will result in automatic intervention by an employee's line manager under the Policy and Procedure for Supporting Attendance at Work.
- 5.6 For absence that occurs on an **intermittent basis**, the corporate action trigger points is set at 6 cumulative days within a rolling 12 month period or 4 separate occasions of absence within a rolling 12 month period.
- 5.7 For periods of absence that are **continuous**, the corporate action trigger points are set as follows:
- 4 weeks of absence
  - 3 months of absence
  - 6 months of absence
  - 9 months of absence
- 5.8 Where a corporate action trigger point is reached, either as a result of intermittent absence, continuous absence or a combination of both, action must be taken by the line manager at one of the following stages of the procedure:
- **Informal Review Meeting** – conducted when an employee's absence reaches the corporate action trigger point for the first time within a rolling 12 month period or on reaching 4 weeks of continuous absence.

- **Stage 1 Absence Meeting** – to be held when an employee's absence again reaches the corporate action trigger point within a rolling 12 month period or on reaching 3 months of continuous absence.
- **Stage 2 Absence Meeting** – to be held when an employee's absence again reaches the corporate action trigger point within a 12 month rolling period or on reaching 6 months of continuous absence.
- **Stage 3 Capability Assessment Meeting** – to be held when an employee's absence again reaches the corporate action trigger point during a 12 month rolling period or on reaching 9 months of continuous absence.

### **Intermittent and Continuous Absences**

- 5.9 Where an employee's absence pattern changes from being continuous to intermittent in nature or vice versa, progression through the stages of the procedure will continue taking account of both types of absence.
- 5.10 For example, an employee who is at Stage 1 of the procedure as a result of intermittent absence will progress to Stage 2 if they are continuously absent for 3 months within the monitoring period.
- 5.11 Similarly, an employee who is at Stage 1 of the procedure as a result of continuous absence will progress to Stage 2 if, following return to work the employee subsequently reaches the corporate action trigger point for intermittent absence within the monitoring period.

### **Monitoring – Recurring Pattern of Absences**

- 5.12 In addition to the interventions at the corporate action trigger points set out at 5.8 above, where monitoring identifies that recurring patterns of absence are emerging over time which indicate a strategy to evade formal corporate action trigger points or regular absences following periods of annual leave, school and public holidays or absences on particular days of the week, the circumstances may be investigated under the council's Disciplinary Procedures.

### **Attendance Support Meetings**

- 5.13 In addition to the formal absence review meetings above, it may be appropriate to hold additional Attendance Support Meetings as required in order to:
- discuss an employee's absence record
  - discuss any adjustments or supportive measures that may assist the employee in improving their attendance;
  - discuss referral to the council's Occupational Health Adviser;
  - review any advice received from the council's Occupational Health Adviser; or
  - monitor the impact of any support mechanisms put in place.
- 5.14 Attendance Support Meetings can happen at any time during an employee's absence or on their return to work and are in addition to the formal stages of the procedure. Where an employee is absent for a continuous period, a number of Attendance Support meetings and occupational health referrals may be necessary in managing the circumstances of the



absence. Should the employee be unable to attend an Attendance Support Meeting in the workplace, a home visit may be arranged with the agreement of the employee.

### **Informal Review Meeting**

- 5.15 An informal review meeting involves a positive and constructive, informal one to one discussion between the line manager and employee. The purpose of the meeting is to discuss the reason(s) why an employee has reached the corporate action trigger point and to consider any support/measures that may be necessary to help avoid future episodes of absence.
- 5.16 At the conclusion of the informal review meeting, the line manager should ensure that the employee understands the consequences of their absence reaching the corporate action trigger point again. Guidance on conducting an informal review meeting is provided in the Managers Toolkit for Supporting Attendance at Work.

### **Formal Stage 1 and 2 Absence Meetings**

- 5.17 Stage 1 and 2 Absence Meetings are formal meetings convened to discuss an employee's absence record, confirm the stage they have triggered on the council's Policy and Procedure for Supporting Attendance and consider ways of improving their attendance. These meetings should normally be held within 2 weeks of an employee's return to work or within 2 weeks of receipt of the OH report where the employee has been referred to the Occupational Health Adviser.
- 5.18 In dealing with continuous absence, the meetings should be held within 2 weeks of reaching a corporate action trigger point as detailed in paragraph 5.8. Timescales may be subject to change in certain circumstances for example if further medical information is required etc.
- 5.19 Line managers must ensure wherever possible, that another nominated officer conducts the meeting within the stipulated timescale if they are unable to meet with the employee for any reason.
- 5.20 The employee will normally be given at least 5 working days written notice of each of the meetings and will be provided with details of his/her sickness absence record in advance.
- 5.21 The outcome of these meetings will be confirmed in writing to the employee within 10 working days and a copy of the confirmation letter will be forwarded to Human Resources.
- 5.22 Following a Stage 1 or 2 Absence Meeting, an employee's attendance will be closely monitored for a period of 12 months from the date of their return to work or in the case of continuous absence, from the date of the meeting being held.
- 5.23 In intermittent absence cases, any further absence(s) that occur after the employee's return to work but before the relevant absence meeting takes place, will not result in the employee progressing to the next stage of the procedure at that point.

### **Stage 3 Capability Assessment**

- 5.24 If, following a Stage 2 Absence Meeting an employee's absence again reaches the corporate action trigger point during the 12 month monitoring period, the Service Manager/Group Manager/Education Officer will determine whether discretion will be applied or whether it is appropriate to convene a Capability Assessment Review Panel.

- 5.25 Where it is determined to progress to a Capability Assessment Review Panel, an Attendance Support Meeting will firstly be convened to arrange referral to the Occupational Health Adviser.
- 5.26 Similarly, an Attendance Support meeting and referral to the Occupational Health Adviser will be arranged where an employee is unfit to return to work as a result of 9 months continuous absence.
- 5.27 The Capability Assessment Review Panel, chaired by the relevant Service Manager/Group Manager/Education Officer will review the case and most recent occupational health report. The employee's line manager and a member of Human Resources will also attend. The Panel will determine if the trigger is to be acted upon and a Capability Assessment Meeting convened or whether there are grounds for exercising discretion to defer that course of action.
- 5.28 Where, following consideration by the Panel, the Service Manager/Group Manager/Education Officer determines that a Capability Assessment meeting is to be convened, the meeting will be held no later than 4 weeks following receipt of the Occupational Health Adviser's report.
- 5.29 The employee will be given at least 5 working days written notice of the meeting and will be provided with details of his/her sickness record in advance. The employee will already have automatically received a copy of the Occupational Health Adviser's report directly from the OH Adviser.
- 5.30 The Stage 3 Capability Assessment Meeting will be chaired by the Service Manager/Group Manager/Education Officer or where necessary escalated to Head of Service/Depute Chief Executive/Chief Executive as appropriate.
- 5.31 At the meeting, the Occupational Health Adviser's report will be discussed with the employee and any representations from the employee or their representative will also be taken into account.
- 5.32 The Service Manager/Group Manager/Education Officer may apply discretion to determine that a decision to dismiss is inappropriate in the circumstances. The basis for that decision will be explained to the employee along with the arrangements to be put in place to monitor their attendance going forward. Where discretion is applied at a Stage 3 Capability Assessment Meeting, the employee will remain on Stage 2 of the procedure and a further 12 month monitoring period applied.
- 5.33 Where the Service Manager/Group Manager/Education Officer concludes that after considering all the available information, that there are no grounds for applying discretion and that alternative employment is not feasible, the employee will be advised that they are to be dismissed either on the grounds of capability as a result of unsustainable absence or retired on the grounds of permanent incapacity.
- 5.34 The employee will be advised of his/her right of appeal against a decision to dismiss.
- 5.35 The outcome of the Stage 3 Capability Assessment Meeting will be confirmed in writing to the employee within 10 working days and a copy of the confirmation letter will be forwarded to the Human Resources Sickness Absence Management Team.

## **6. OCCUPATIONAL HEALTH REFERRAL**

### **Purpose of Referral**

- 6.1 The purpose of referral is to obtain a medical opinion to assist managers to determine the most appropriate action taking into account the interests of the service and the employee. By establishing whether or not an employee's absence pattern may be caused by an underlying medical condition, a manager is better able to determine how the absence should be managed and the timescales for doing so. Referral also enables the manager to seek an opinion from the Occupational Health Adviser as to whether the Equality Act applies and if so, whether there is a need to consider making reasonable adjustments.
- 6.2 In line with best practice, a referral to the council's Occupational Health Adviser may be arranged for an employee who notifies his/her manager that they have been diagnosed with a health condition or disability that could make that person prone to periods of future sickness absence. This decision may be taken following discussions with occupational health.

### **Early Referral**

- 6.3 Where it is indicated that an employee is likely to be absent from work for a continuous period in excess of 4 weeks, referral will normally be made to the council's Occupational Health Adviser for assessment by the 5<sup>th</sup> week or earlier if necessary. Early referral is particularly appropriate where the reason for the absence is stress related or musculoskeletal in nature. Discussion with the Occupational Health Adviser through the Early Intervention (EI) process during the first 4 weeks of absence will inform the decision as to whether early referral is appropriate.
- 6.4 Although referral to the council's Occupational Health Adviser is a key element of the procedure for supporting attendance at work, a decision not to refer or to defer a referral may be appropriate in certain circumstances e.g.
- bereavement - where the service and the employee agree there would be no benefit in a referral.
  - hospital treatment - where the condition that gave rise to the absence has been or is expected to be successfully treated within a specified timeframe and no concerns remain. It is however important to note that occupational health can be an important source of advice.
  - Un-related short term absences - where an employee has a number of recurrent short term absences that appear unrelated.
- 6.5 An early referral to the Occupational Health Adviser is unlikely to be necessary where the reason for absence is for example, a heart attack or a broken limb. In these circumstances any occupational health referral should normally be deferred until such time as further clarity on the individual's medical prognosis becomes available.
- 6.6 A referral to the Occupational Health Adviser will be made automatically prior to convening a Stage 3 Capability Assessment Meeting.

### **OH Referral – Supporting Information**

- 6.7 Line managers should provide the Occupational Health Adviser with relevant employee details including the individual's sickness absence record, a job description together with any information provided by the employee and/or their GP. The Occupational Health

Adviser should be asked to provide an opinion on a number of specific issues including but not necessarily limited to the following:

- the likely duration of the absence
- whether or not an underlying health condition exists
- the possibility of a recurrence of the illness/medical condition
- whether the Equality Act is considered to apply, whether there are reasonable adjustments that should be considered and the nature of those adjustments
- the nature of any possible alternative employment that could be offered.

6.8 In accordance with the relevant National Joint Council Scheme of Pay and Conditions of Service, an employee may be referred to the council's Occupational Health Adviser at any time subject to the provisions of the Access to Medical Reports Act 1988. Failure to attend without prior notification or reasonable explanation may result in disciplinary action. The relevant NJC scheme references are set out in Appendix 2.

## **7. REASONABLE ADJUSTMENTS**

7.1 Any medical advice provided by the council's Occupational Health Adviser will be taken into account when supporting employees to improve and maintain their attendance at work. Reasonable adjustments will be made where appropriate which may include purchase of IT equipment, temporary adjustment to duties, temporary relaxation of trigger levels, a search for alternative employment, phased return etc.

### **Phased Return to Work**

7.2 In the case of continuous absence and where it is recommended by the council's Occupational Health Adviser or the employee's GP, consideration will be given to allowing an employee to return to work on a part-time basis or alternatively on a full-time basis undertaking alternative duties.

7.3 Any such arrangement will be implemented through consultation with the employee and the Occupational Health Adviser. A phased return will normally be implemented for no more than 4 weeks during which time the employee will incur no loss of contractual earnings. Exceptionally, the Occupational Health Adviser may recommend a phased return over a longer period, however in any event this would not normally exceed a maximum of 6 weeks.

### **Alternative Employment**

7.4 In the event that the council's Occupational Health Adviser concludes that an employee is no longer fit to carry out the duties of his/her post, the possibility of offering the employee an alternative post will be investigated before a decision is taken to terminate the employee's employment.

7.5 The ability to redeploy an employee will depend on the availability of suitable vacancies at that time within or out with the employing service. The search for alternative employment in these circumstances will normally be undertaken for no longer than 3 months after which the employee's contract of employment may be terminated.

7.6 If an employee refuses to accept an offer of alternative employment that is considered to be reasonable in all the circumstances, the reasons for the refusal will be discussed with the employee and his/her representative if applicable. Where the employing service is satisfied

that the offer is reasonable but the employee still refuses to accept it, the service will have no option but to dismiss the employee.

- 7.7 Where it is possible to identify an alternative post the employee shall be offered the post on the basis of the terms and conditions that apply to that particular post. No protection of the employee's existing contractual terms will apply. Offers of alternative employment will normally include provision of a trial period in accordance with the terms of the council's Redeployment Procedure.
- 7.8 Reasonable adjustments to the employee's working environment and/or working arrangements including the possibility of alternative employment will be considered where appropriate. The need for further specialist medical advice or interventions such as physiotherapy or counselling will also be considered.

### **Management Discretion**

- 7.9 The relevant manager in consultation with Human Resources may exercise discretion not to progress an employee through a stage of the procedure to take account of extenuating circumstances. Discretion as to whether or not absence cases that have reached Stage 2 of the procedure, are to progress to a Stage 3 Capability Assessment Review Panel rests with the relevant Service Manager/Group Manager/Education Officer.
- 7.10 Decisions taken to exercise discretion as referred to at 7.9 above should be informed by the Guidance for Managers setting out the appropriate criteria for consideration. All discretionary absences that extend to 6 weeks will be subject to a Mandatory Case Review. Any decisions to exercise discretion or to extend discretion beyond 6 weeks will be recorded by Human Resources for monitoring purposes to ensure consistency of application.

## **8. LINKS TO OTHER COUNCIL POLICIES**

- 8.1 It is recognised that an employee's ability to attend for work may be impacted by other circumstances which are not directly related to that individual's own health. For example, caring responsibilities out with the workplace may compromise attendance with the reason for absence being wrongly attributed to sickness. In this regard, managers should be aware of the council's Special Leave Policy provisions which can provide an alternative means of granting leave in particular circumstances and avoids the individual becoming subject to the council's Supporting Attendance at Work process.

## **9. REVIEW**

- 9.1 This procedure will be reviewed in consultation with the recognised trade unions as appropriate at least once every 5 years.

**POLICY & PROCEDURE FOR SUPPORTING ATTENDANCE AT WORK**

**ROLES AND RESPONSIBILITIES**

**Corporate Management Team**

- Analyse and monitor corporate sickness absence data and trends based on monthly and quarterly returns
- Determine as necessary, the requirement for targeted interventions in service areas with higher sickness absence
- Report council – wide sickness absence levels to the Council Executive on a quarterly basis

**Chief Executive, Depute Chief Executives and Heads of Service**

- Apply the provisions of the policy to direct reports in terms of monitoring and undertaking all relevant meetings as appropriate.
- Monitor sickness absence by service area on an ongoing basis using monthly SPI data and number of days lost due to sickness
- Ensure Service/Line Managers are trained in applying the Policy & Procedure for Supporting Attendance at Work
- Monitor action being taken by managers in respect of cases where trigger levels have been reached and follow up on progress.
- Report sickness absence levels to the Policy Development & Scrutiny Panel (PDSP) on a quarterly basis.

**Service and Line Managers**

- Monitor absence of individuals and teams on an ongoing basis
- Undertake return to work meetings in respect of all periods of sickness absence within the stipulated timescales.
- Arrange medical referrals as necessary in line with policy requirements.
- Conduct absence review meetings in accordance with procedural requirements
- Undertake and chair Capability Assessment Review Panels and Meetings as appropriate (Service Manager/Group Manager/Education Officer only).

## **Human Resources**

- Provide ongoing advice to managers on the application of policy and procedure taking into account legal obligations and professional best practice
- Facilitate training for managers on the application of the policy and procedure
- Provide advice at the final stages of ill – health capability meetings and any subsequent appeals against dismissal
- Liaise with the council's Occupational Health Adviser and advise managers on the preparation of medical referral documentation and case management of complex absence cases as necessary
- Prompt managers as necessary on outstanding actions including in particular, absence review meetings and medical referrals
- Generate corporate sickness absence reporting information on an ongoing basis for Corporate Management Team and Services
- Coordinate the council - wide search for alternative employment and provide advice on equality and disability discrimination issues as appropriate.
- Record and monitor the implementation of reasonable adjustments across the council.
- Assist in the promotion of health initiatives and develop supporting policies as required

## **Employees**

- Maintain highest level of attendance at work as possible
- Comply with absence notification and certification requirements
- Cooperate with measures taken to assist early return to work following absence where health condition permits.

**NATIONALLY AGREED CONDITIONS OF SERVICE****RELEVANT EXTRACTS****Suspension of Sickness Allowance**

- Scottish Negotiating Committee for Teachers - Handbook of Conditions of Service (Paragraph 6.17)
- National Agreement on Pay and Conditions of Service – SJC Local Government Employees (Part 2, 10.2.2)
- Scottish JNC: Scheme of Pay and Conditions of Service – Craft Operatives (Paragraph 32.4)
- SJNC: Scheme of Salaries & Conditions of Service for Chief Officials and their Deputies (Paragraph 28.4)

**Requirement to Submit to Medical Examination**

- Scottish Negotiating Committee for Teachers – Handbook of Conditions of Service (Paragraph 6.29)
- National Agreement on Pay and Conditions of Service – SJC Local Government Employees (Part 2, 10.5)
- Scottish JNC: Scheme of Pay and Conditions of Service – Craft Operatives (Paragraph 34)
- SJNC: Scheme of Salaries & Conditions of Service for Chief Officials and their Deputies (Paragraph 30)

**Absence Due to Non Work – Related Accident**

- National Agreement on Pay and Conditions of Service – SJC Local Government Employees (Part 2, 10.2.3 )
- Scottish Negotiating Committee for Teachers - Handbook of Conditions of Service (Part 2, Paragraphs 6.18 and 6.19)

**Sickness or Disablement due to an Accident in the Course of Employment**

- National Agreement on Pay and Conditions of Service – SJC Local Government Employees (Part 2, 10.4)
- Scottish Negotiating Committee for Teachers - Handbook of Conditions of Service (Part 2, Paragraphs 6.20 and 6.21)