



# Attendance Management Policy

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## DOCUMENT HISTORY

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20.07.2020	Ashley Gray	Draft Policy	1.1
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## CONSULTATION AND IMPLEMENTATION SCHEDULE

Name of Consultative Body	Date of Approval
Senior Management Team	11 January 2019 (review not submitted for approval)
HR Team	16 January 2019
Supervisors/Training Dep.	17 January 2019
Individual Supervisions	21 January 2019 to 28 February
HR Team	20 July 2020
Senior Management Team	Version 2 updated.

## CROSS REFERENCE TO OTHER POLICIES / STRATEGIES

This policy should be read in conjunction with:	Detail
Policy 1	Disciplinary Policy

**KEYWORDS:** attendance, sickness, absence, fit note, self certificate, illness

## CONTENTS

1. Introduction.....	1
2. Objectives.....	1
3. Scope and Definitions.....	1
4. Equal Opportunities Statement.....	1
5. Confidentiality and Legal Requirements.....	1
6. Roles and Responsibilities.....	2
7. Statutory Sick Pay.....	2
8. Return to Work Health Assessment.....	3
9. Phased Return.....	3
10. Reasonable Adjustments.....	3
11. Unsatisfactory Attendance.....	4
12. Stage 1 Meeting.....	4
13. Stage 2 Meeting.....	4
14. Stage 3 Meeting.....	5
15. Career Progression within company.....	5
16. Medical Appointments.....	5
17. Admission to Hospital.....	5
18. Special Leave Policy.....	6
19. Disabilities.....	6
20. Appendix A: Attendance Management Flow Chart.....	7
21. Appendix B: Self Certificate/Return to Work.....	9
22. Appendix C: Stage 1: Unsatisfactory Attendance Record.....	12
23. Appendix D: Stage 2: Unsatisfactory Attendance Record.....	14

## 1. INTRODUCTION

This document provides the framework and formal guidelines by which managers and staff within Primecare will address sickness absence.

## 2. OBJECTIVES

The objectives of this policy are:

- To monitor and manage the level of sickness absence at individual, sectors and organisational level for Primecare Health LTD.
- To identify actions which the company can reasonably take to improve working conditions to promote the health, safety and welfare of staff
- To ensure Primecare Health LTD's managers and care supervisors balance between supporting staff with genuine illness in recovery and return to work, and the company resources for service provision
- To ensure that short- and long-term sickness absence within the company is dealt with in accordance with best practice and relevant legislation

## 3. SCOPE AND DEFINITIONS

This policy applies to all staff employed by the company. This includes those who are part time, job share or on a temporary/ fixed term contract.

**Short Term Sickness** – any period of sickness absence up to and including 27 calendar days.

**Long Term Sickness** – any period of continuous sickness absence of 28 calendar days or more.

## 4. EQUAL OPPORTUNITIES STATEMENT

All employees have a responsibility to ensure that no discrimination occurs on the grounds of gender, gender reassignment status, marital status – being married or a civil partner, race, colour, nationality, ethnic origin, national origins, disability, age, sexual orientation, religion or belief, or any other unacceptable grounds when operating this policy.

## 5. CONFIDENTIALITY AND LEGAL REQUIREMENTS

All employees involved in the process of sickness management have a responsibility to maintain the confidentiality of the information, both medical and personal, in their possession.

Sickness absence data is collected and analysed by HR in order to provide advice to managers and care supervisors on the effective management of occupational risks.

## **6. ROLES AND RESPONSIBILITIES**

Each employee has a responsibility to attend work. If they are unable to attend due to illness or injury then they are required to inform the company, through their line manager.

In cases where the employee has had an accident at work then the parties involved must ensure that the relevant paperwork is completed and that the appropriate accident/incident documentation is submitted within stated time scales.

The employee should make personal contact to their line manager in the first instance, a minimum of 2 hours before the employees' shift is due to start, where is reasonable. When contacting their line manager, the employee must explain:

- why they are unable to come to work.
- how long they think the sickness absence might last.
- what action they are taking to mitigate the effects of the illness, eg visiting the doctor.
- where they can be contacted during the day should the company need to get in touch with you.

Whilst sick, the employee must keep in regular personal contact with their line manager, giving updates as to their progress towards recovery and their anticipated return to work date. The line manager will confirm with the employee the appropriate level of contact required going forward during the absence period.

When sickness absence exceeds seven calendar days, then the employee is responsible for obtaining a medical certificate/ fit note from their general practitioner (GP) covering the period of absence and forwarding it to their line manager who will then submit to HR who will then advise payroll as appropriate. This must be done as each certificate is obtained. The company reserves the right to withhold Statutory Sick Pay (SSP) if a medical certificate/ fit note is not produced in a timely manner.

When the employee is fit to return to work the employee must inform their line manager in advance even if resuming to a rest day or annual leave. This will allow their line manager to prepare for their return and enable their sickness record to reflect their actual absence, ensuring accuracy for Statutory Sick Pay, etc. Statutory Sick Pay will not be paid if a medical certificate/ fit note is not produced by the employee for a period of sickness absence over seven days, or where a medical certificate/ fit note is excessively late.

## **7. STATUTORY SICK PAY**

An employee's entitlement to Statutory Sick Pay after if they are off for 4 or more days in a row for (including non-working days). This is paid by Primecare Health LTD for duration of up to 28 weeks of sickness. Currently Statutory Sick Pay allowance is £95.85 per week.

## **8. RETURN TO WORK HEALTH ASSESSMENT**

Following a period of long-term sickness absence, the company must ensure that an employee is returning to work safely.

The Operation and Business Managers in consultation with HR will ensure, regular liaison takes place with the employee on the anticipated return to work date.

The employees General Practitioner (GP), whilst certifying that a return to work is acceptable, will not usually understand the full requirements of the role or the employee's job description.

## **9. PHASED RETURN**

Phased returns should normally last from one up to four weeks but may be extended by four weeks in exceptional cases. The phased return programme must be agreed by the employee and line manager, in consultation with HR. The programme will be reviewed regularly by the manager and HR with adjustments made if necessary.

When the phased return ends, the employee will be expected to return to work in their normal employment capacity. Where this is not possible, the line manager and HR will jointly investigate alternatives.

Holidays will be used during a phased return to work to enhance an employee pay. The company may consider alternatives if required.

## **10. REASONABLE ADJUSTMENTS**

All reasonable adjustments should be explored with the intention first and foremost of retaining the employee in their existing role.

Decisions will involve consultation with the employee, and advice from occupational health, other medical experts, management and any other appropriately qualified expert.

If reasonable adjustments to the current role are not possible, consideration must be given to the redeployment into a suitable, available, existing post. Where there are no reasonable adjustments which can be made in line with what is practical to run the service then Primecare Health LTD may need to terminate the employee contract.

## 11. UNSATISFACTORY ATTENDANCE

Primecare Health LTD seeks to ensure all employees are fairly treated in line with the Equality Act 2010. All absences will be considered and reviewed on an individual basis and will be given full consideration on their own merit.

The company reserves the right to:

- Respond to absence triggers which are 4 absences in a rolling 52-week period and various patterns of absence.
- Require an employee to produce a medical certificate/ fit note in respect of sickness absence of any length.
- Ask employees who are absent from work due to reasons other than sickness or injuries to obtain prior permission from their line manager. Failure to do this could result in disciplinary action.
- At each stage of the attendance management procedure, it must be stressed to the employee that there is support available from the company.
- Ongoing levels of unsatisfactory levels of absence may lead to dismissal.

## 12. STAGE 1 MEETING

Where the trigger of four periods of absence in a 52-week period has been reached, the employee will be provided with an invite to absence management meeting with reasonable notice. This must be a separate process from the return-to-work interview and will look at the situation in more depth, exploring reasons for absence. The stage 1 meeting should be held using the **Stage 1 Record (Appendix D)**.

Employees attending meetings under the attendance management procedure have a right to be accompanied by either a work colleague or a trade union representative.

One of the outcomes of this initial meeting will be a jointly agreed action plan of how the employee intends to reduce the level of absence over the next 26-week period. Any failure to improve will lead to stage 2 of the attendance management procedure.

The monitoring period commences from the date that the notification is issued, which should be within four weeks of the last period of sickness absence. The organisation has the right to extend employees attendance review period whilst they are under this review.

Primecare Health LTD reserves the right to determine which stage of the attendance management procedure is appropriate for the employee to be placed. This decision will be documented and made in consultation between the line manager and HR.

## 13. STAGE 2 MEETING

Should the Stage 1 target not be achieved and there is no satisfactory explanation then the line manager in conjunction with HR must arrange a Stage 2 meeting using the **Stage 2 Record (Appendix E)**.

The desired outcome from this meeting is a reduction in the amount of sickness absence and will be closely monitored over the following 52-week period

If the required level of absence is still not achieved within this 52-week period, then the process will then move to stage 3. The company has the right to extend employees absence review period whilst they are under review.

Employees on a stage 2 will be either denied overtime, or it will be severely limited.

#### **14. STAGE 3 MEETING**

Stage 3 will be reached if there is no improvement in the level of sickness absence  
The employee may be required to see occupational health to ascertain if there is any underlying medical reason as to why an acceptable level of attendance cannot be reached.

The employee will be called to a meeting with the next level of management or HR representative not involved in the initial meetings. This meeting may lead to dismissal.

#### **15. CAREER PROGRESSION WITHIN COMPANY**

Any employee subject to sickness monitoring will not be eligible to apply for any other roles within the company if reasons of sickness are not related to disability, physical or mental condition which falls within the definition of a disability.

#### **16. MEDICAL APPOINTMENTS**

Employees should make every effort to ensure that personal medical appointments are attended outside rostered working hours. Primecare Health LTD is aware that on occasion, this is not always possible; therefore, appointments should be made at a time where minimal disruption will occur.

Approval will only be granted by the line manager, when a request for leave is requested in advance, except in the case of an emergency. In this instance, shifts may be modified by the line manager to accommodate the appointment. The line manager must advise whether this leave is paid through annual leave or unpaid. Employees must make a copy of the appointment record available to their line manager.

If the employee is unable to attend the appointment due to exceptional circumstances, where possible these circumstances must be discussed prior to the appointment.

#### **17. ADMISSION TO HOSPITAL**

When an employee is admitted to hospital for other than a pre-planned admission, the line manager must report the fact to HR and payroll.

The employee's manager will arrange appropriate contact with the employee after consultation with Director and they will ensure that contact with the employee is directed through them or a designated person to ensure minimal disruption.



All non-medical surgery i.e. cosmetic surgery should be taken as annual leave and not sickness absence, unless the cosmetic procedure has been recommended by a medical practitioner/optician for medical needs.

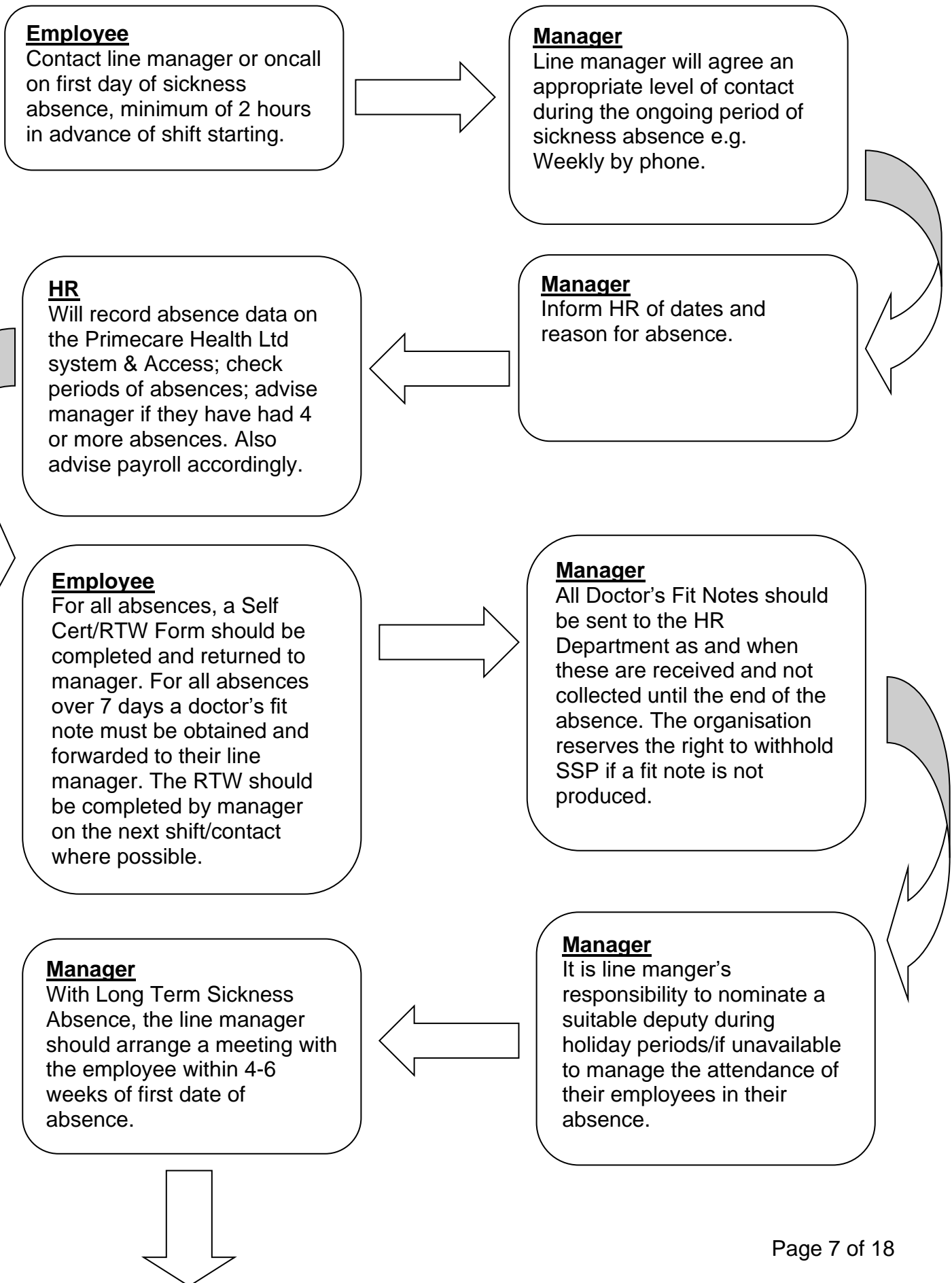
## **18. SPECIAL LEAVE POLICY**

Employees must not report sick to meet personal or domestic needs unrelated to sickness. Such use is inappropriate and could amount to abuse which may result in disciplinary action. Annual leave must be used instead of sick leave as this produces a false representation of sickness levels.

## **19. DISABILITIES**

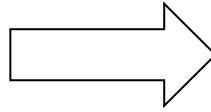
If your absence is because of a disability, or an illness leaves an employee in a mental or physical condition which falls within the definition of a disability, Primecare Health LTD will do what it can to make reasonable adjustments to your job to enable you to carry on working for us. This will be within what is practicable to deliver service in terms of impact on service user and/ or budgets. If effective adjustments cannot be made, this may lead to dismissal on capability grounds.

**20. APPENDIX A: ATTENDANCE MANAGEMENT FLOW CHART**



**Manager**

Where the employee has been assaulted, or injured at work, the involved parties must ensure that the accident book/database is updated and appropriate documentation is submitted within stated time scales.



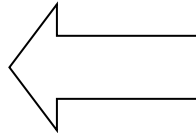
**Employee**

When fit to return to work:  
- Inform line manager in advance of return, even if resuming on rest day or annual leave.  
If after more than 7 days absence, a final certificate is required.



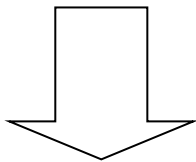
**Manager**

Line manager must be aware of patterns of attendance together with any underlying trends. Each employee's absence record should be monitored by the line manager over a rolling 52-week period.



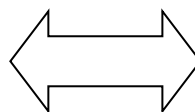
**Manager**

On first day of return to work, the manager will complete return to work interview with the employee. RTW/Self cert should be forwarded to the HR Team within 2 days of RTW meeting.



**Manager**

*Unsatisfactory Attendance*  
- Four occasions of sickness absence  
This will result in Sickness Monitoring process.  
Other patterns of absence may trigger the absence process.



**Manager**

Any employee subject to sickness monitoring will not be eligible to apply for other roles within the company. Reason for absence should be taken into consideration.

## 21. APPENDIX B: SELF CERTIFICATE/RETURN TO WORK

All sections should be completed by the employee and management should also sign and complete the section highlighted for management.

<b>1 Employee Details</b>							
Name:							
Employee Number:				Position:			
Sector/Team:				Manager/Interviewer:			
<b>2 Introduction</b>							
<p>a) Explain that as a responsible manager, you care about the individual welfare of your staff and you are glad they are back at work.</p> <p>b) Check that the employee is fit to resume duty and ascertain if there are any issues that you need to be aware of; medication, future medical appointments, etc.</p> <p>c) Identify the period of sickness absence that this interview refers to (Questions 3), this absence will not be paid (if under 4 days if absence lasted 4 or more days employee is in title to SSP).</p> <p>d) This form should be completed with the employee as soon as possible on their return and completed form emailed to HR Team within 2 days of completion.</p>							
<b>3 Absence Details</b>							
<p>Include all dates of absence, whether rostered to work or not.</p> <p>First Day of Sickness (day and date):</p> <p>Last Day of Sickness (day and date): (Leave this space blank if absence is continued beyond 7 calendar days and a GP statement is submitted with this form)</p>							
<p><b>Reason for Absence:</b></p> <p>Please give details of the reason for your absence - reasons must be detailed and include symptoms/diagnosis. Simply "illness", "unwell", "Stress", "sick" or "pregnant" is not satisfactory.</p>							
Date	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
Hours							
<p>Total number of working days lost through sickness:</p> <p>Total number of working hours lost through sickness:</p> <p>Type of Certification (Tick Box) Self Certificate <input type="checkbox"/> Fit Note <input type="checkbox"/> Both <input type="checkbox"/></p> <p>Is the absence due to an accident/incident (work related)? Yes <input type="checkbox"/> No <input type="checkbox"/> (if yes, complete Section 4)</p> <p>Is the absence due to work-related stress? Yes <input type="checkbox"/> No <input type="checkbox"/> (Manager - if yes, note discussion in Section 6)</p> <p>Is the absence disability related? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Employee within probationary period? Yes <input type="checkbox"/> No <input type="checkbox"/></p>							

<b>4 Absence due to Accident/Incident (Work Related): (Please tick appropriate boxes)</b>	
The absence was due to: Accident <input type="checkbox"/> Incident <input type="checkbox"/>	
The absence occurred: On Duty <input type="checkbox"/> Off Duty <input type="checkbox"/>	
Has the accident/incident been recorded in the Accident Book: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Have you completed an accident/incident form: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Did you go to: GP <input type="checkbox"/> Hospital <input type="checkbox"/>	
Was your injury due to an accident involving a third party: Yes <input type="checkbox"/> No <input type="checkbox"/>	
<b>5 Discuss the absence and check the following: (please tick appropriate boxes)</b>	
Did the employee comply with the reporting procedures:	Yes <input type="checkbox"/> No <input type="checkbox"/>
Are there any underlying reasons causing the absence:	Yes <input type="checkbox"/> No <input type="checkbox"/>
Is a referral to Occupational Health required:	Yes <input type="checkbox"/> No <input type="checkbox"/>
Is any form of counselling or other assistance required:	Yes <input type="checkbox"/> No <input type="checkbox"/>
Restate the sickness absence policy to the employee:	Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>6 Interviewer/Manager Notes:</b>	
<b>7 Employee Comments:</b>	
<b>8 Declaration:</b>	
<i>I declare that the above statement is true and accurate to the best of my knowledge. I understand that to give false or misleading information could result in disciplinary action being taken against me.</i>	
Employee Signature:	Date:
Manager/Authorised Officer Signature:	Date:
<b>Notes:</b>	
<ul style="list-style-type: none"> <li>• <i>This form should be completed by all employees who are absent due to illness/injury for a period of 1-7 days (including Saturday/Sunday/Public Holiday)</i></li> <li>• <i>Where an absence is for more than 7 days, Self-Certificate/RTW should be completed informing of first day of absence and followed up with GP certificate which must be forwarded to the HR Team.</i></li> <li>• <i>Completed forms should be submitted to your Manager/Authorised Officer without delay and emailed to HR Absence.</i></li> <li>• <i>Statutory Sick Pay may stop if medical statements are not submitted on time.</i></li> <li>• <i>If required, stage 1 interview should be conducted at a separate meeting to the return to work interview.</i></li> </ul>	

**Management Use Only:**

*Please input information of previous absence over the last 52 weeks:*

1. Date Started:	Date Ended:
2. Total Number of working days/hrs lost:	
3. Date Started:	Date Ended:
Total Number of working days/hrs lost:	
4. Date Started:	Date Ended:
Total Number of working days/hrs lost:	
5. Date Started:	Date Ended:
Total Number of working days/hrs lost:	
Date Started:	Date Ended:
Total Number of working days/hrs lost:	
6. Date Started:	Date Ended:
Total Number of working days/hrs lost:	

**Total Days:**

**Total Hours:**

**Is unsatisfactory attendance interview required:** Yes  No

**Date of Interview:**

*Unsatisfactory Attendance = Four or more instances of sickness absence in the previous rolling 52 weeks period*

**Date sent to HR Team:**

**Date Received by HR:**

**Date filed on Primecare System:**

**22. APPENDIX C: STAGE 1: UNSATISFACTORY ATTENDANCE RECORD**

**1 Employee Details:**

Employee Name:

Position:

Sector/Team:

Manager:

Interviewer if different from manager:

Date of meeting:

Please input dates of previous sickness absence over last 52 weeks:

1. Date Started:	Date Ended:
Total Number of working days/hrs lost:	
2. Date Started:	Date Ended:
Total Number of working days/hrs lost:	
3. Date Started:	Date Ended:
Total Number of working days/hrs lost:	
4. Date Started:	Date Ended:
Total Number of working days/hrs lost:	
5. Date Started:	Date Ended:
Total Number of working days/hrs lost:	
6. Date Started:	Date Ended:
Total Number of working days/hrs lost:	

Total number of working days/ hrs lost:

**2 Introduction**

- You have been invited to this meeting as you have had four or more instances of sickness absence in the previous rolling 52-week period.
- Further Action Required. Yes  No
- If required, your attendance at work will be closely monitored over the next 26-weeks and must improve. If your attendance fails to improve, then further action may have to be considered. This may lead to a stage 2 of the unsatisfactory attendance procedure being instigated.
- If No, then please indicate the reasons why no further action was taken:

**3 Action Plan:**

The following is the agreed action plan to improve your attendance.

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**4 Employee Comments**

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**5 Signature:**

Employee Signature:

Date:

Manager/ Authorised Officer Signature:

Date:

Employee Representative Signature (If Applicable):

Date:

Date Sent to HR Team:

Date Received by HR:

Date filed on Primecare System:



**23. APPENDIX D: STAGE 2: UNSATISFACTORY ATTENDANCE RECORD**

**1 Employee Details:**

Employee Name:

Position:

Sector/Team:

Manager:

Interviewer if different from manager:

Date of meeting:

Date of Stage 1 Record Meeting:

Please input dates of previous sickness absence over last 52 weeks:

1. Date Started:	Date Ended:
Total Number of working days/hrs lost:	
2. Date Started:	Date Ended:
Total Number of working days/hrs lost:	
3. Date Started:	Date Ended:
Total Number of working days/hrs lost:	
4. Date Started:	Date Ended:
Total Number of working days/hrs lost:	
5. Date Started:	Date Ended:
Total Number of working days/hrs lost:	
6. Date Started:	Date Ended:
Total Number of working days/hrs lost:	

Total number of working days/ hrs lost:

**2 Introduction**

- At interview, an action plan was agreed by you to improve your attendance at work. During the period since then, your attendance has not reached the required level.
- Further Action Required. Yes  No
- If required, your attendance will again be closely monitored during the next 26-week period and must improve. Should your attendance not improve, then further action may be taken under this procedure. One of the options available at the next stage is dismissal.
- If No, then please indicate the reasons why no further action was taken:

**3 Action Plan:**

The following is the agreed action plan to improve your attendance.

**4 Employee Comments**

**5 Signature:**

Employee Signature:

Date:

Manager/ Authorised Officer Signature:

Date:

Employee Representative Signature (If Applicable):

Date:

Date Sent to HR Team:

Date Received by HR:

Date filed on Primecare System: