



Policy and Procedure for the Management of Sickness Absence

1. Terms of Reference

- 1.1 For all employees employed by the Board of Governors of The King's (The Cathedral) School.
- 1.2 Definitions:
- "Headteacher" also refers to any other title used to identify the Headteacher, where appropriate, or other Senior Leadership Team Line Manager delegated to deal with the matter by the Headteacher.
 - "Companion" refers to a person chosen by the employee to accompany him/her, who shall be a trade union representative or a workplace colleague.

2 Introduction

- 2.1 The Governing Body recognises its responsibility for the health, safety and welfare of its staff. This Sickness Absence Policy sets out our procedures for reporting sickness absence and for the management of sickness absence in a fair and consistent way. This policy places emphasis on proactive support for staff in the event of ill health difficulties. This policy does not form part of any employee's contract of employment and it may be amended at any time. Procedures set out in this policy, including any time limits, may be varied as appropriate in any case.
- 2.2 It is the responsibility of management to monitor and control absence and to respond effectively to actual and potential problems. The King's (The Cathedral) School has standards for attendance for staff as it does for pupils. It is the responsibility of the Headteacher and all levels of management to ensure these standards are achieved and to raise awareness of the effect of sickness absence levels on the quality and continuity of teaching and learning and other aspects of the effectiveness of the work of the School. In addition managers have a clear obligation placed on them to identify and address problems in the work environment and/or job factors that may be contributing to staff absence.
- 2.3 Sickness absence can vary from short intermittent periods of ill-health to a continuous period of long-term absence and have a number of different causes (for example, injuries, recurring conditions, or a serious illness requiring lengthy treatment).
- 2.4 The Headteacher is responsible for monitoring the implementation of the procedure across the School to ensure that the procedure is communicated to employees and that it is applied consistently. Levels of sickness absence will be monitored and will record the average number of working days lost due to sickness per full time equivalent employee and identify areas where the work of the School, in particular the continuity of teaching and learning, is being affected by absence levels. This will include a breakdown of total absence into long term and short-term absence (normally more than 28 days) and reasons for absences. The information will be reported to governors on an anonymised basis. The procedure sets out the steps which the Headteacher and Line Managers will normally follow when staff sickness

absence occurs.

2.5 Sickness absence may result from a disability under the Equality Act 2010. Reasonable adjustments to this procedure may be considered in appropriate cases, depending on the specific circumstances. Advice should be obtained where the Line Manager considers the employee is likely to have a disability.

2.6 No action will be taken under the formal part of this Sickness Absence Policy against a trade union representative without prior discussion with an appropriate trade union officer.

2.7 In normal circumstances Managers with authority to have Return to Work discussions are:

- Line Managers and Senior Leadership members who manage a member of Teaching or Support Staff.

Managers with authority to hold Informal Sickness Absence Meetings are:

- Line Managers and Senior Leadership members who manage a member of Teaching or Support Staff.

Senior Leadership Team Line Managers with authority to hold Stage One Meetings (and review Stage 1 decisions at appeal) are:

- Line Managers and Senior Leadership members.

The Headteacher has authority to hold a Stage Two meeting. In the event that the Headteacher has held the Stage One meeting then Stage Two will be considered by a committee of the Board of Governors.

3. Employees' Responsibilities

3.1. Attend work when fit to do so.

3.2. Follow the Schools Notification of Sickness Absence procedures:

3.2.1 An employee in a School who is prevented by illness from reporting for duty shall personally notify the Cover Officer as soon as possible by email cover@kings.peterborough.sch.uk or telephone 01733 751541 extension 346 and their Line Manager as early as possible on the FIRST DAY OF ABSENCE. The following details should be provided:-

- The nature of the illness/injury.
- The expected length of absence from work.
- Current contact details.
- Any outstanding or urgent work that requires attention.

3.2.2 It is the responsibility of the Line Managers of the schools Support Staff to inform the Finance Manager of the employee's absence. The following details should be provided to the Finance Manager:

- The member of Support Staff's name.
- The Nature of the illness/injury.
- The expected length of absence from work.

3.3 If an employee does not report for work and has not explained the reason for absence, then the employee should expect to be contacted by either telephone, text, email or letter during the period of absence by the employee's Line Manager, who will want to enquire after the employee's health and be advised, if possible, as to the employee's expected return date. This must not be treated as a substitute for reporting sickness absence. Absence that has not been notified in accordance with the sickness absence reporting procedure will be treated as unauthorised absence.

3.4 Self Certification

All employees must complete a self-certification form detailing the reason for absence for any period of sickness absence up to seven days. The self-certification form must be completed immediately on return to duty see appendix E.

3.5 A medical certificate (A 'Statement of Fitness for Work' hereinafter called a 'Fit Note') must be provided from the EIGHTH day of absence (including Saturdays and Sundays). This should be provided to the Line Manager as soon as possible and, if absence continues further, Fit Notes should be provided to cover the whole period of absence. Failure to do so may result in non-payment of sick pay (where applicable) and/or disciplinary action if appropriate.

3.6 Employees must continue to submit Fit Notes during School closure periods, to The Finance Manager. The employee should also notify their Line Manager of the continued absence.

3.7 The School may take a copy of the Fit Note for their records and return the original copy to the employee.

3.8 Attend an Occupational Health Appointment

An employee shall, if required at any time, attend an Occupational Health or other medical appointment/examination by a registered medical practitioner nominated by the School, subject to the provisions of the Access to Medical Reports Act 1988 where applicable.

3.9 The employee will, if required, engage with the Fit for Work service (see 5.1 below) either as a result of a doctor or employer referral and must ensure medical advice and treatment is obtained and adhered to in order to facilitate a return to work as soon as possible.

4. Reimbursement of Cost of Doctors' Statements.

4.1 Where the Headteacher requires a medical certificate (Fit Note) from an employee, The King's (the Cathedral) School shall on provision of a receipt, reimburse the employee if a charge is made for the Fit Note.

5. Fit for Work Service

- 5.1 Fit for work is a Government funded service which provides free work related health advice to employers and employees. It is intended to complement and not replace the role of doctors or existing Occupational Health providers.
- 5.2 Employees may wish to access the online services available at www.fitforwork.org or the telephone advice line on 0800 032 6235.

6. Illness or Injury Arising from Work

- 6.1 Any accident arising out of or in the course of employment with the School must be reported and recorded in accordance with the procedures laid down by the School (please refer to the School's Health and Safety Policy). The accident will be subject to investigation and reported by an employee authorised for this purpose by the School;
- 6.2 Where an employee seeks medical advice about an illness which is suspected or alleged to result from the nature of his or her employment the employee must report relevant information to the Headteacher or Senior Leadership Team Line Manager at the first opportunity;
- 6.3 In the case of the first, and any subsequent absence, due to industrial disease or accident an employee shall agree, at any time during such absence, if so required by The King's (The Cathedral) School, to a medical examination by a registered medical practitioner nominated by the School.

7. Return to Work

7.1 Phased Returns

Where an employee returns to work on a part time basis following long term sickness absence, with the expectation that they will be able to work their full contractual hours (or other such amended contractual hours as agreed) within a reasonable period of time, then, in accordance with medical advice provided by the Occupational Health doctor or the Fit for Work service, the following arrangements will normally be made in relation to pay:

- Where the employee has exhausted sick pay entitlement, the salary payment made will be based on the number of hours worked during the phased return.
- Where the employee has not exhausted their sick pay entitlement, the employee will be paid in accordance with the number of hours worked, or the occupational sick pay entitlement that would be payable if the employee remained off work due to sickness absence, whichever is the greater amount.

- 7.2 If the employee returns to work with a medical certificate (Fit Note) which states 'may be fit for work', the employee should notify his/her manager immediately. The advice on the note will be discussed together with any additional measures that may be needed to facilitate the employee's return to work. Consideration will be given as to how it impacts upon the employee, the job, the workplace, service delivery, pupils and colleagues. The G.P.'s comments, any of the return to work tick boxes, and any

other action that could facilitate a return to work will be considered with due regard to the Equality Act 2010. Options may include a phased return to work, altered hours, amended duties or workplace adaptations, consideration of redeployment, other reasonable adjustments. If a return to work is possible the agreed action plan will be documented and implemented. If it is not possible to provide the support suggested by the G.P, the employee will remain on sick leave and will not normally need to return to their G.P to obtain a revised Fit Note unless this is required in the circumstances. A Sickness Absence Meeting will be held to review the support in place at an appropriate time.

- 7.3 Consideration will be given as to whether a risk assessment is required to ensure the health and safety of the employee in light of the reason for their ill health, for example a stress, ergonomic or more general risk assessment may be required.
- 7.4 The employee may return to work before the expiry of a Fit Note without going back to see their doctor, even if their G.P has indicated that they need to assess them again. This will not breach The King's (The Cathedral) School's Liability Compulsory Insurance, providing a **suitable risk assessment** has taken place if required.

8. Trade Union Representatives

- 8.1 Trade union stewards are subject to the same standards of attendance as other employees. However, to ensure that they are not discriminated against as a result of carrying out their legitimate trade union duties, no action under the formal process will be taken against a recognised trade union representative without prior discussion with the full time trade union officer.

9. Probationary Periods for Support Staff

- 9.1 All new support staff employees are subject to a probationary period. Sickness absence issues that arise during a support staff employee's probationary period will be taken into account in determining whether or not the probationary period is completed satisfactorily and this procedure will not apply.

10. Equality Act

- 10.1 The Governing Body fully recognises its legal obligations to fulfil the requirements of the Equality Act and that a failure to comply with this duty will amount to an act of discrimination. In the event that this procedure is applied to an employee who is disabled under the Equality Act then a detailed investigation will be undertaken to ensure that the School's legal obligations have been fully met, in particular with regard to an analysis of requests for reasonable adjustments, the implementation of those adjustments and the effects of these adjustments.
- 10.2 Absences due to an employee's disability under the Equality Act will not be taken into account when monitoring levels of sickness absence unless there is objective justification; for example where the impact of the absence on teaching and learning cannot be reasonably tolerated. Guidance must be obtained from EPM before any action is initiated.

11. Unauthorised Absence/False Information

- 11.1 Unauthorised absence will be dealt with under the Disciplinary Procedure and could result in disciplinary action being taken, including the possibility of dismissal.
- 11.2 The provision of any false information will be dealt with under the School's Disciplinary Procedure and could result in disciplinary action, which may include dismissal.

12. Attendance at Meetings

- 12.1 The employee must take all reasonable steps to attend meetings. Failure to do so without good reason may be treated as misconduct. Employees will not be entitled to attend informal meetings under this policy with a trade union representative or work place colleague. At all formal meetings employees may be accompanied by a Companion (see Terms of Reference). If the employee (and/or his/her companion) is unable to attend at the time specified the employee should immediately inform his/her Line Manager who will normally seek to agree an alternative time. Meetings will not normally be postponed beyond five days, depending on the circumstances. Should an employee indicate that they are too unwell to attend a formal or informal meeting they will be given the option to:
- Meet in a neutral venue or at their home; or
 - Attend via telephone conference; or
 - Send a Companion to represent them providing appropriate written consent (though this will not normally apply in the case of informal meetings or discussions); or
 - Provide a written submission; or
 - Request that the meeting takes place in their absence.
- 12.2 If an employee fails to communicate their wishes with regard to the above, the meeting may take place in their absence with the outcome communicated to them in writing. Meetings will not in normal circumstances be postponed beyond five days unless there is medical evidence that the employee is not medically fit to take part by any of the means described in clause 11.1 and even if this was the case, The King's (The Cathedral) School reserves the right to proceed with any necessary steps required to manage the specific case including holding meetings notwithstanding, as appropriate.
- 12.3 Any Senior Leadership Team Line Manager visiting an employee's home will be accompanied by another manager, the employee will be entitled to be accompanied by a person of their choice at a home meeting.
- 12.4 A meeting may be adjourned if the employee's Line Manager is awaiting receipt of information, needs to gather any further information or give consideration to matters discussed at a previous meeting. The employee will be given a reasonable opportunity to consider any new information obtained before the meeting is reconvened.

13. Informal Procedure

13.1 Return to Work Discussion

When an employee returns to work following (*e.g. a three day/any*) period of sickness absence, the Line Manager will normally meet with the employee. The purpose of this meeting is to determine the reason for the absence and, where appropriate, offer assistance and support. It is also an opportunity to identify any difficulties that the employee is experiencing in carrying out the duties of the post and gives the employee an opportunity to raise any concerns or questions and bring any matters to the manager's attention. The return to work discussion should be held as soon as possible after (a three day) period of sickness absence. It will be in private and confidential. The manager needs to maintain a balance between concern for the employee's welfare, without being too intrusive into their personal circumstances, and for the need for him/her to be at work. A note of the meeting will only be made if there are action points arising from it. In that case the employee will be provided with a copy.

13.2 Sickness Absence Meetings

Informal Sickness absence meetings will be arranged with employees whenever it is considered necessary and/or whose absence record falls into the following categories:

- a total of (seven) working days absence within (one term)
- (Ten) working days within (three terms)
- (Three) occasions of absence within (one term): or
- Unacceptable patterns of absence, e.g. absent either side of the weekend.

In preparation for the meeting the Manager will:

- Consider the School's statistical data on levels and types of sickness absence for all staff to ensure consistency.
- Confirm that the "trigger" point has been reached or that the record shows a pattern of absence or some other factual data which identifies the cause for concern.
- Consider the job description and the impact of the absences on all affected; the work of the School and on the work group.

The purpose of the meeting is to agree a way forward, any action that will be taken and a timescale for review and/or a further meeting under the sickness absence procedure should this be required.

The Line Manager will use the Sickness Absence Meeting Record Proforma, Appendix A as the agenda for the meeting and give the employee a completed signed copy after the meeting. There is no entitlement for the employee to be accompanied by a Companion at an informal Sickness Absence Meeting. A note taker may be present but that will not normally be necessary.

13.3 Monitoring Period Following Sickness Absence Meeting

After conducting a sickness absence meeting the Line Manager will review or monitor

the employee's attendance for a further period, normally this will be for a period of not less than one month and no longer than three months. Further meetings may take place during the monitoring period if there is more sickness absence.

The Line Manager will assess the employee's absence record and its effects on the work of the School, and attempt to establish reasons for any ongoing absences; identify underlying trends and seek to offer any assistance to the employee (e.g. Occupational Health Services, Fit for Work Service), with a view to supporting the employee and improving the employee's attendance record.

During the monitoring period the Headteacher/Line Manager may require that any period of absence is covered by a medical certificate (Fit Note). If the employee has a Fit Note which states 'may be fit for work', the process in 6.2 will also be followed. If the suggested support cannot be reasonably accommodated in order to facilitate the employee's return to work, a decision may be made to move to the formal part of the procedure.

13.4 Where the Line Manager is of the view that the employee's attendance has not improved to acceptable standards after the review period, the Line Manager should inform the employee that the issue will:

- be referred to Stage One of the formal procedure. A letter requiring attendance at a Stage One meeting will be sent to the employee; or
- if there are exceptional circumstances and it is appropriate to do so, extend the review period.

14. Formal Procedure

14.1 Stages in the Process

There are two stages in the formal process. The type of case (i.e. short or long term absence) will determine the need to move either through the stages (short term absence), or, in some circumstances, directly to Stage Two (long term absence). The possible pathways through this process are shown in the flowchart at Appendix B. The procedure can end at any point in the process if there is sustained improvement. Should further concerns arise within twelve months of a Stage One meeting being held the procedure may resume at Stage Two.

14.2 Before starting the formal procedure, managers will satisfy themselves that sufficient reasonable action has been taken under the informal procedure to:

- seek medical advice from Occupational Health;
- consider whether the employee has a disability under the Equality Act;
- consider any support, training and adjustments that have been requested or implemented and the outcome of these actions;
- whether there are any other work related issues.
- ensure that the employee has been consulted throughout the informal process;
- consider all of the circumstances and available information.

15. Preparation for Stage One Formal Meeting

- 15.1 A Senior Leadership Team Line Manager will arrange a formal meeting with the employee, giving him/her at least ten working days' notice, in writing, of:
- the reason for the meeting, outlining the concerns about the employee's attendance;
 - the time, date and location of the meeting;
 - who will be conducting the meeting and who else will be present;
 - copies of any documents to be referred to including any previous action plans;
 - the employee's right to be accompanied by a Companion and to refer to any documents/other parties if he/she wishes; and
 - the requirement, for the employee to provide two days prior to the meeting:
 - the name of his/her representative (if applicable); and
 - copies of any papers to be referred to and other parties to be called (if applicable).

16. Stage One Meeting

- 16.1 At the stage one meeting the Senior Leadership Team Line Manager will (normally with advice from an EPM advisor):
- explain the purpose of the Stage One meeting;
 - set out the standard(s) of attendance expected of the employee;
 - explain how the employee's attendance has been assessed as falling below these standards and the effect of this on service delivery/colleagues;
 - review the results of the informal procedure, including any measures taken to support the employee so far, include any reasonable adjustments if appropriate, any work related issues and any medical reports and advice received;
 - give the employee and/or his/her Companion the opportunity to explain any mitigating circumstances;
 - try to establish the reasons, including any underlying causes, for poor attendance , and seek agreement from the employee for a further referral to Occupational Health if this is required and/or appropriate in the circumstances;
 - discuss the likelihood of further absences, if absent on a number of occasions or how long the absence is likely to last, if absent on long term sickness absence.
 - if appropriate inform the employee that they may wish to consult their pension scheme provider with regard to ill health benefits.
 - Consider the employee's ability to return to/remain in his/her job in view both of his/her capabilities and the Schools needs and any adjustments that can reasonably be made, if appropriate, to his/her job to enable him/her to do so.
 - Consider possible redeployment opportunities and whether any adjustment can reasonably be made, if appropriate, to assist in redeploying the employee.
 - Where the employee is able to return from long term sick leave, whether to his/her job or a redeployed job if possible and/or appropriate, agreeing a return to work programme.
 - discuss the way forward and determine an action plan that clearly identifies:
 - the improvements necessary to achieve the expected standards;

- the timescale for improvement;
- how attendance will be measured/monitored;
- additional support/training to be provided; and
- the review period, (normally one month and no more than three months);

16.2 Within five working days of the Formal Stage one meeting the Senior Leadership Team Line Manager will write to the employee to:

- confirm the action plan in writing; and
- advise the employee that if he/she fails to achieve the improvements in the review period then, unless the circumstances otherwise require, a Stage Two meeting will be arranged where dismissal will be considered;
- confirm the employee's right to ask that another Senior Leadership Team Line Manager or Governor(s) (as appropriate) review(s) the decision at an appeal meeting. Any appeal should be made in writing to the employee's Line Manager within five days of the date on which the decision was sent to the employee.

16.3 Stage 1 Review Period

The Senior Leadership Team Line Manager will ensure that during the review period the employee's attendance is closely and objectively monitored. Normally, if practicably possible, weekly supervision meetings will be held between the employee and the Senior Leadership Team Line Manager to ensure:

- effective monitoring;
- appropriate support is given to the employee;
- positive feedback is given where possible; and
- if further problems in attendance are identified, the reasons are discussed.

16.4 Notes of the monitoring process will be kept by the Senior Leadership Team Line Manager and a copy provided to the employee. The notes may be referred to at Stage Two of the procedure.

17. Stage One Review Period Evaluation

- If, at the end of the review period, the employee's level of attendance has improved to acceptable standards, no further action will be taken under this procedure, unless standards are not sustained during the next twelve months.
- The decision to take no further action will be confirmed by the Senior Leadership Team Line Manager in writing, within five working days of the end of the review period. This letter will also confirm that the improved attendance must be sustained consistently during the next twelve months and explain that if there are further unacceptable periods of absence the Sickness Absence procedure may be invoked at Stage Two. A copy of this letter will be kept on the employee's personnel file for twelve months.
- If at the end of the review period, the employee's attendance has not improved to acceptable standards then:
 - the issue will be referred to the Headteacher under Stage Two of the procedure.

- or
- in exceptional circumstances, if appropriate the review period will be extended.

○ If the employee is in a Pension Scheme, s/he will be given the option to explore eligibility for an ill health pension award prior to convening a Stage Two Meeting.

18. Preparation for a Stage Two Meeting

18.1 The Senior Leadership Team Line Manager will hold a formal meeting with the employee giving him/her at least ten working days' notice, in writing, of:

- the reason for the meeting, outlining the outstanding concerns about the employee's work attendance due to ill-health;
- the time, date and location of the meeting;
- who will be conducting the meeting and who else will be present;
- any documents to be referred to in the discussions, including, as appropriate, previous action plans, notes of the monitoring process, copies of reports received from Occupational Health and from the Fit for Work service;
- the employee's right to be accompanied by a companion, to call other parties and to refer to any documents he/she wishes, copies of which should be sent to the Senior Leadership Team Line Manager three days in advance of the meeting; and
- the possible consequences of the meeting, i.e. that it may result in the employee's dismissal if appropriate on the grounds of lack of capability due to ill-health.

19. Stage Two Meeting

19.1 At the meeting the Headteacher will (with advice from an EPM advisor where necessary) and by way of guidance only:-

- explain the purpose of the Stage Two meeting;
- ask the Senior Leadership Team Line Manager to outline:
 - the ways in which the employee has been assessed as not meeting the expected levels of attendance due to ill-health; and
 - the process so far under the Sickness Absence procedure;
 - any opportunities for return or redeployment that have been and where identified, the outcome of discussions with the employee.
- review in detail, as appropriate,
 - standards of attendance/performance expected;
 - details of Sickness Absence meetings, records of home visits or other meetings plus any other information relating to the informal action taken;
 - monitoring of attendance against action plans;
 - medical advice received from Occupational Health; GP or Fit for Work and
 - measures taken by management to support the employee, e.g. reasonable adjustments;
 - discuss with the employee and his/her companion whether, the employee has been assessed as achieving the required improvements in attendance;
 - review the effect of the poor attendance on teaching and learning, service delivery and work colleagues;
 - explore, as appropriate, the potential for the employee to achieve a

- o sustained improvement in attendance;
- o give the employee and/or his/her companion every opportunity to answer the points made and to give an explanation or put forward any mitigating circumstances; and
- o discuss any options regarding the employee's pension that may be available.

19.2 In circumstances where the Headteacher has assumed the role of Senior Leadership Team Line Manager at an earlier stage or does not have delegated power of dismissal, a committee of the Board of Governors will assume the role of the Headteacher as set out above.

20. Stage Two Decision

20.1 Following the discussions the Headteacher will adjourn the meeting to consider the options available including, without limit and for guidance only:-

- to take no further action under the procedure;
- or
- to set a further/final review period to allow for additional monitoring and/or additional management support. A further formal Stage Two meeting may be held at the end of this review period. If attendance is not satisfactory by that time then the employee will be dismissed for lack of capability due to ill-health.
- or
- to dismiss the employee for lack of capability due to ill-health ensuring that alternative work options have already been explored or will be explored during the employee's notice period, that there is no prospect of their return within a reasonable timeframe, or that they will be able to achieve or sustain their attendance.

21. Dismissal

21.1 If the decision at the Stage Two (or a deferred Stage Two meeting if applicable) is to dismiss the employee, the Headteacher will inform the employee and his/her companion, orally, that the employee is dismissed, with the required contractual or statutory notice.

- o The Headteacher will confirm in writing, to the employee within five working days, or as soon as reasonably practicable thereafter:
 - that he/she has been dismissed;
 - the grounds for dismissal and the reasons;
 - the required contractual or statutory notice due (or payment in lieu of notice where applicable) and the date the dismissal will be effective;
 - the employee's right of appeal to an Appeals Committee of the Board of Governors against the dismissal.

Termination will normally be with full notice or payment in lieu of notice. In some cases it may not be appropriate for the employee to work during his/her notice period. Further, the contract may provide that the employee remain at home on 'garden leave' or this may be agreed between the parties. A Fit Note must be provided that covers the employee's notice period.

22. Appeals against Dismissal

- 22.1 An employee has the right to appeal against a dismissal decision. Any appeal must be submitted within ten days of receipt of the letter confirming the dismissal, and must clearly state the grounds for appeal. All appeals against dismissal will be heard by the Appeal Committee of the Board of Governors. The purpose of an appeal hearing is to review the decision made to dismiss the employee and to decide if this decision was reasonable in all the circumstances. The appeal hearing will be held as soon as practicable, and the employee will have the right to representation at the hearing by a Companion.
- 22.2 The Appeals Committee of the Board of Governors have the authority to:
- uphold the appeal (i.e. to reinstate the employee);
 - and/or
 - issue a lesser level of management action, e.g. to:
 - drop the formal process;
 - refer to a lower stage in the formal process; and/or
 - reduce standards of attendance or targets set in the action plan;
- or
- dismiss the appeal, i.e. the decision to dismiss remains in force.
- 22.3 The date that any dismissal takes effect will not be delayed pending the outcome of an appeal. However, if the appeal is successful, the decision to dismiss will be revoked with no loss of continuity or pay. The decision of the Appeals Committee of the Board of Governors is final. The employee has no further right of appeal.

Appendix A

Strictly Confidential Sickness Absence Meeting Record

This is the management record of a meeting held under paragraph 13.2 of the Sickness Absence Policy and Procedure. It is strictly confidential. It will be held on the employee's personnel file until such time as the employee's attendance is wholly satisfactory and for twelve months thereafter. At that time it will be securely destroyed. The record may be accessed and referred to by those with authority to manage the informal and formal stages of the Sickness Absence Policy and Procedure. A Sickness Absence Meeting is not part of the formal procedure and there is no entitlement for the employee to be accompanied or represented. The meeting will be held in private.

Employee:	Date of Meeting:
Length of service:	
Interviewing Manager:	

Details of Sickness Absence

Period of Absence:	Number of Days Absent:
Reason(s) for Absence:	
Is absence related to a known or possible disability under the Equality Act? Has there been consideration of whether the 'trigger point' relating to days absence should be extended, or if the sickness absence policy should otherwise be modified? No Yes <i>if yes – details of medical evidence must be attached.</i>	

Details of Meeting

Key points discussed Welcome and update, if necessary, on work events and changes.

Reasons for absence – underlying medical condition?

The value of your contribution. The impact of absence on teaching and learning, service delivery and colleagues. The impact of your absence and how your work has been covered in your absence.

Are you fully recovered and able to resume full duties? Yes No
If your view is “no” then action plan must consider
Referral to Occupational Health (OH)
Temporary adjustments which can reasonably be accommodated?

Action Plan

The objective is that attendance will be 100%. Is there anything we can do to improve your attendance, e.g. OH referral, counselling, a review of risk assessment, temporary or permanent reasonable adjustments, working practices or working hours or training?

Is your absence in any way related to work?

Are you doing all you can to improve your attendance?
e.g. Act on medical advice, lifestyle choices, attention to work life balance, non-medical support
e.g. counselling.

Fit note required for any period of absence during the monitoring period?

(see paras 3.1 and 16.1)

Yes No

Review

Attendance will be reviewed in

1 month

2 months

3 months

Date of review: _____

Please note that further absence during this period may, depending on the circumstances, mean that the review is held under Stage One of the formal procedure if appropriate.

Copy of Sickness Absence Policy and Procedure has been provided and process explained.

Yes Date _____ No (*must be provided and explained prior to a formal meeting*)

Signature of Manager.....

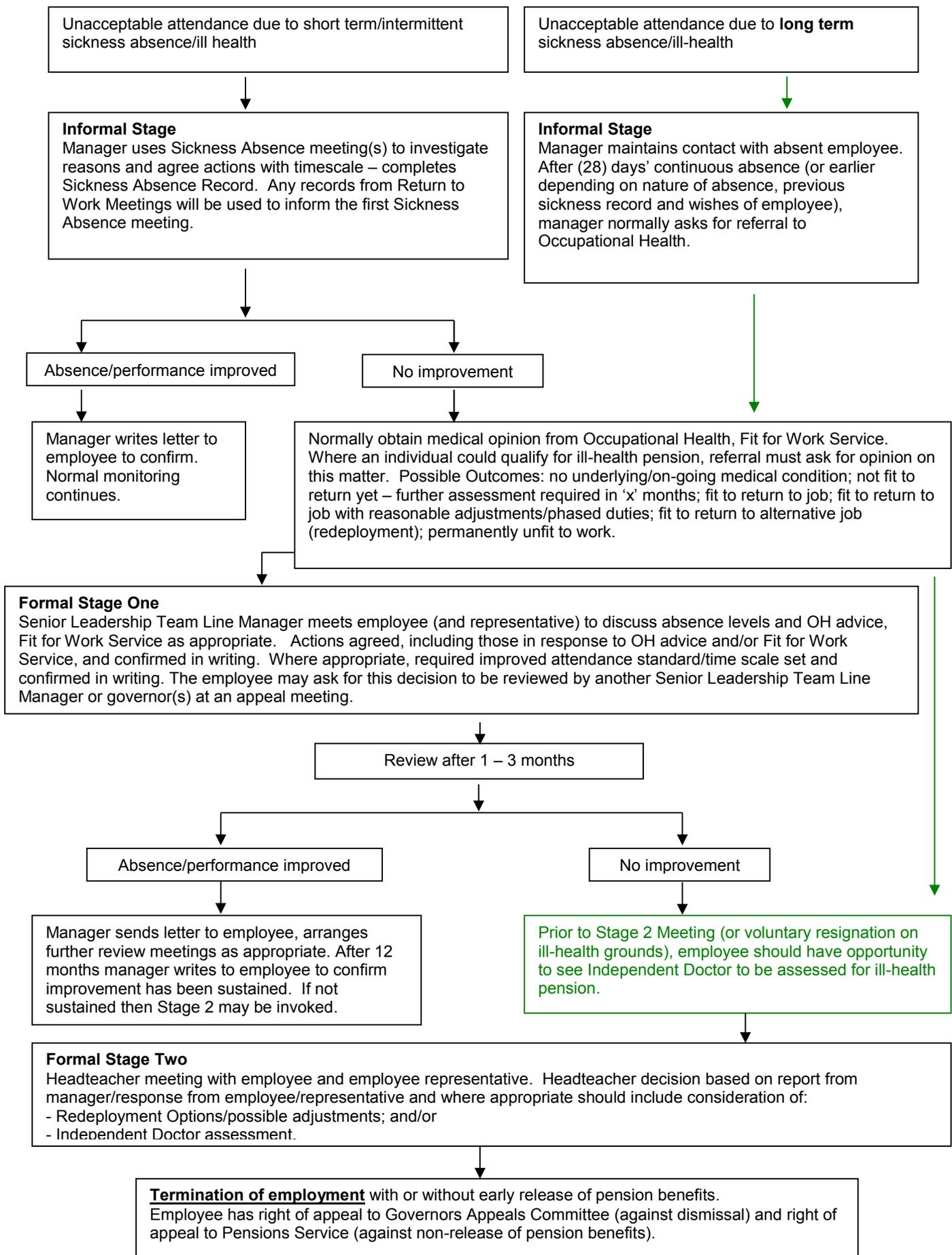
Date

Signature of Employee.....

Date



Appendix B Sickness Absence Procedures Flowchart



Appendix C Model Letter: Notification of Stage One Sickness Absence Meeting

Strictly Private and Confidential

Dear

Notification of Stage One Sickness Absence Meeting

I refer to your recent period of sickness absence and the Sickness Absence Meeting meeting(s) on (date[s]) conducted by (name).

Your further sickness absence during the informal monitoring period means that the matter will now be considered at a formal meeting under Stage one of Sickness Absence Policy and Procedure.

I would like to stress that this is neither a disciplinary matter nor an attempt to determine whether your absence is legitimate. The main purpose of this meeting is to discuss options to improve your future attendance positively and constructively and will cover the following:

- the standard of attendance expected of you;
- explain how your attendance has been assessed as falling below these standards and the effect of this on (teaching and learning)(service delivery) (colleagues);
- review the results of the informal procedure, including any measures taken to support you so far and any work related issues;
- give you and/or your representative the opportunity to explain any mitigating circumstances;
- try to establish the reasons, including any underlying causes, for poor attendance , and seek agreement from you for a (further) referral to Occupational Health if this is required;
- confirm, where appropriate, that the poor attendance is due to an ill-health issue;
- discuss the way forward and agree an action plan that clearly identifies:
 - the improvements necessary to achieve the expected standards;
 - the timescale for improvement;
 - how attendance will be measured/monitored;
 - additional support/training to be provided;
 - temporary or permanent work adjustments
 - the review period, (normally one month and no more than three months);

(I give below) (I enclose) details of your sickness absence from to .

First working day of sickness absence	Last working day of sickness absence	Number of working days lost	Reason(s) for sickness absence
---------------------------------------	--------------------------------------	-----------------------------	--------------------------------

The Stage 1 Absence Review Meeting will take place on (date) at (time) in (Location) and will be chaired by me and I will be accompanied by (Name) (Title).

You are entitled to be accompanied at the meeting by a work colleague or recognised trade union representative. It is your responsibility to arrange for a representative to accompany you to the meeting. Please confirm if you will be accompanied by a representative of a recognised trade union

or work colleague at the meeting and, provide the name and position of your chosen companion, by (telephone, by insert date). Please also provide any documents you wish to refer to, the names of any parties you wish to call and the reasons for calling them by this date.

I would be grateful if you would confirm that you are able to attend any special arrangements you may require (such as a ground floor meeting room) to facilitate your attendance. If, for any reason, you or you representative are unable to attend the meeting, please let me know as soon as possible so that an alternative date may be considered. In the event that you are unable to attend without good reason then I will review the position in your absence (but your representative may attend on your behalf if you wish).

I enclose a copy of the Sickness Absence Policy and Procedure and copies of the Sickness Absence Meeting Records and other documents that may be referred to at the meeting.

If you are of the view that you are too ill to attend the meeting at school then you have the option to:

Meet in a neutral venue or at your home; or

Attend via telephone conference; or

Send a trade union representative or work colleague to represent you with your written consent; or

Provide a written submission; or

Request that the meeting takes place in your absence.

If you do not confirm your attendance or tell me what your wishes are with regard to the above, then the meeting may take place in your absence with the outcome communicated to you in writing.

If you have any queries regarding this letter, please do not hesitate to contact me on (details)

Yours sincerely

Name

Title of Senior Leadership Team Line Manager

Appendix D Model Letter: Outcome of First Sickness Absence Review Meeting

Strictly Private and Confidential

Dear

Outcome of Stage One Sickness Absence Review Meeting

Thank you for attending the Stage One Sickness Absence Review Meeting held on (date). Accompanying me was (Name). You were accompanied by (Name and Position), OR you were aware of your right to be accompanied at the meeting but confirmed you happy to proceed without a companion.

I am writing to confirm the outcome of the meeting and the points discussed (*Insert the points discussed under each heading below*).

- the standard of attendance expected of you;
- how your attendance has been assessed as falling below these standards and the effect of this on (teaching and learning)(service delivery) (colleagues);
- the results of the informal procedure, including any measures taken to support you so far and any work related issues;
- what you and/or your representative said were mitigating circumstances and my view on this;
- the reasons, including any underlying causes, for poor attendance , decision on referral to Occupational Health if this is required;
- confirmation, where appropriate, that the poor attendance is due to an ill-health issue;
- the way forward and the action plan:
 - the improvements necessary to achieve the expected standards;
 - the timescale for improvement;
 - how attendance will be measured/monitored;
 - additional support/training to be provided;
 - temporary or permanent work adjustments
 - the review period, (normally one month and no more than three months);

(Insert next steps for short or long term absence e.g.)

I informed you that if your attendance is not satisfactory by the end of the review period then I may decide to recommend to the Headteacher that a Stage Two meeting is held to consider termination of your employment because of your lack of capability through ill health.

I do hope that you will be able to achieve a satisfactory level of attendance and, should you do so then the process will not be escalated. However this letter will be kept on your personnel file for twelve months. If your attendance is sustained during that period then it will be removed and securely destroyed and any further concerns will be dealt with informally. If it is not sustained then Stage Two of the procedure will be invoked unless there are exceptional circumstances.

You may have this decision reviewed at an appeal meeting by the appeal panel of (another Senior Leadership Team Line Manager) (Board of Governors). If you wish to do so then you should write to me within five days of receipt of this letter explaining the reasons why.

If you have any queries regarding this letter, please do not hesitate to contact me on (details)

Yours sincerely Senior Leadership Team Line Manager

Appendix E Sickness Absence - Self Certification Form

Self certification is required for ALL periods of absence up to and including seven days, after which a doctor's medical certificate (Fit Note) will be required.

PRIVATE & CONFIDENTIAL PLEASE USE BLOCK LETTERS	
Title and Full Name:	<input type="text"/>
Department:	<input type="text"/>
Job Title:	<input type="text"/>
Period of Absence	
First day of absence: DD MM YYYY	<input type="text"/>
Last day of absence: DD MM YYYY	<input type="text"/>
Date of return to work: DD MM YYYY	<input type="text"/>
Details of Sickness/Injury I was unfit to attend for work for the following reason: <i>(Please be specific e.g. influenza, rheumatism, injury at work etc. (Please do not put "sick" or unwell"))</i>	
<input type="text"/>	
Declaration I declare that I have not worked during the period of sickness stated above and that the information given is factually correct.	
EMPLOYEE'S SIGNATURE:	<input type="text"/>
DATE:	<input type="text"/>
LINE MANAGER'S SIGNATURE:	<input type="text"/>
DATE:	<input type="text"/>
N.B. The completed form should be returned to Finance Manager.	