

**DRAFT**

# **Managing Attendance Policy & Procedure**

*‘Working towards a performance focused culture’*

**Maldon District Council**  
**Managing attendance policy and procedure**

**Document Control Sheet**

<b>Document title</b>	<b>Managing Attendance Policy and Procedure</b>
<b>Summary of purpose</b>	The purpose of this policy and procedure is to provide information and guidance on managing employee's attendance of Maldon District Council. The policy and procedure provides a guide on sickness, medical appointments and exceptions including short and long term absences, Occupational Health and ill health retirement.
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**Validity Statement**

This document is due for review by the date shown above, after which it may become invalid. Users of the strategy or policy should ensure that they are consulting the currently valid version of the document.

**If you would like this information in large print, Braille or another language, please contact HR.**



**MALDON DISTRICT  
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## **Policy Statement**

The Council's approach to managing ill health and sickness absence is underpinned by:

- i. The need to treat employees fairly, consistently and with compassion. The Council recognises that a number of factors can adversely affect performance and attendance at work and that employees may sometimes be incapable of conducting their work because of illness or injury. The Council has a responsibility to ensure that it supports all its staff during periods of ill-health and injury and so this Procedure is designed to recognise the pressures that such circumstances have, not only on the affected individual, but also on their colleagues.
- ii. The need to meet operational requirements and maintain quality of service delivery. Unexpected and high levels of absence will have serious consequences on the operational efficiency of services, increase costs, affect colleagues who need to cover for absence, and may ultimately jeopardise jobs. It is therefore in everyone's interests to achieve high attendance levels at work.

The Council aims to encourage all its employees to maximise their performance and attendance at work, but recognises that a certain level of ill-health and sickness absence is inevitable. This Procedure is designed, as far as is reasonably possible, to support employees who are genuinely sick and unable to perform their duties in full and/or come to work. However, operational efficiency and service delivery remain paramount and an individual who is unable to perform their duties or who has repeated and/or continued absence due to ill health may have their employment terminated.

This policy accounts for the fact that long term and short term absence require a differential approach to managing.

This policy provides a framework for managers to enable sickness absence to be dealt with fairly and equitably to achieve and maintain maximum levels of attendance.

## **Principles**

- 1.1 The Council's key policy principles relating to managing attendance and sickness absence are to:
- Promote the health, safety and wellbeing of all employees
  - Allow for the exercise of managerial judgement
  - Ensure all employees are treated fairly and equitably and in accordance with relevant legislation

## **Scope of this Policy**

- 1.2 This procedure applies to all Council employees, except officers employed under the Joint National Council (JNC) for Chief Executives and the JNC for Chief Officers Conditions of Service.
- 1.3 This Procedure provides a framework for managers and staff to follow to ensure a fair and consistent approach to the management of ill health and sickness absence. However, there will be times when it will be appropriate for managers to depart from strict adherence to the requirements of the Procedure, having regard to the circumstances of a particular case. Any departure should only take place in consultation with HR, with particular attention being paid to making sure that the spirit of the framework and equality of treatment, are maintained. Any such decisions must be based on reasonable grounds and fully documented

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**Procedure Overview: Short Term Sickness Absence**

Stage	Action	Timescales
<b>Informal</b>	<p>Issue of absence raised with the employee as part of the normal supervisory process.</p> <p>The line manager will deal with any issues at this stage and keep notes of their discussion on file. Please consult HR if support &amp; advice is required.</p>	<p>This meeting must take place within one week of returning from the latest sickness episode, when a <b>Bradford score of 51</b> is reached.</p>
<b>Formal</b>	<p>Employee invited to <b>Stage One</b> formal review meeting</p> <p>Regular monitoring of attendance</p>	<p>First meeting will be arranged when a <b>Bradford score of 126</b> is reached.</p>
	<p>Employee invited to <b>Stage Two</b> formal review meeting</p> <p>Regular monitoring of attendance</p>	<p>Formal Stage Two will be triggered if level of attendance has not improved and a <b>Bradford score of 400</b> is reached.</p>
	<p>Employee invited to Formal <b>Stage Three</b> Meeting (Contractual review meeting)</p>	<p>Formal Stage Three meeting (Contractual review meeting) will be triggered if level of attendance has not improved and a <b>Bradford score of 650</b> is reached.</p>
<b>Appeal</b>	<p>Employee has right of appeal against the outcome of the Stage Three meeting</p>	<p>Appeal meeting will be arranged giving at least 10 working days' notice. Outcome confirmed in writing within 10<sup>1</sup> working days of meeting. (No further appeal stage)</p>

<sup>1</sup> Where it is not possible to confirm the outcome of the appeal within 10 working days the employee will be advised of the delay and notified as soon as possible.

## Procedure Overview: Long Term Sickness Absence Procedure

Stage	Action	Timescales
<b>Formal</b>	Employee invited to a formal review meeting following an Occupational Health referral. Regular monitoring of attendance	The Council defines this as continuous absence of 4 weeks or more, or where a GP certificate has been received that would take an absence to or over this period.
	Medical / Health Incapacity Policy & Procedure invoked	If, after full exploration and consultation, the employee appears unlikely to return to work within a reasonable time frame, consideration will be given to terminating the employment on the grounds of incapability due to ill health.  Full consideration will be given to those employees falling under the Equalities Act 2010.
▼		
<b>Appeal</b>	Employee has right of appeal against outcome of the Medical / Health Incapacity meeting	Appeal meeting will be arranged giving at least 10 working days' notice. Outcome confirmed in writing within 10 <sup>2</sup> working days of meeting. (No further appeal stage)

<sup>2</sup> Where it is not possible to confirm the outcome of the appeal within 10 working days the employee will be advised of the delay and notified as soon as possible.

## **Links to other Policies/Procedures**

### **Grievance Policy and Procedure**

- 1.4 If an employee raises a grievance whilst subject to the formal stages of the Managing Attendance policy and procedure, the advice of HR should be sought. The following options are available:
- consideration of the grievance at a formal managing attendance meeting
  - running the procedures concurrently
  - suspending the Managing Attendance procedure for a short period until the grievance can be considered

### **Improving Performance Policy**

- 1.5 If the line manager identifies a performance issue for the employee who is subject to the Managing Attendance policy and procedure, these procedures will usually run simultaneously.

### **Disciplinary Policy and Procedure**

- 1.6 The following are examples\* of issues which will be dealt with under the disciplinary policy and procedure:
- Failure to attend work when medically fit to do so and not on authorised leave
  - Failure to follow the sickness absence reporting procedure without good reason
  - Failure to provide fit notes when required
  - Undertaking paid or unpaid employment while absent on sick leave
  - Deliberate falsification of self-certification or Fit notes
  - Incapability at work whilst being under the influence of alcohol or non-prescribed drugs
  - Failure to attend Occupational Health appointments or informal/formal meetings without good reason

*\*Please note this is not an exhaustive list.*

- 1.7 If there is a disciplinary issue unrelated to the absence of the employee, both processes will be run simultaneously unless it is considered appropriate to suspend one of the procedures following consultation with HR.

Guidance on sickness absence during a disciplinary investigation should be discussed with HR.



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**Probation Policy and Procedure**

- 1.8 Whilst this policy does not apply to employees who are in their probationary period (as the issue of attendance will be addressed within the probation monitoring period) probationers must comply with the notification requirements detailed within it and managers must continue to apply the policy's principles of good attendance management to them. Please refer to the Council's Probation Policy and Procedure for further guidance.

**Confidentiality & Data Protection**

- 1.9 Absence should be managed with sensitivity and employee confidentiality must be maintained at all times. Information relating to an employee's health is classed as 'sensitive' in Data Protection terms and will only be accessible by line managers and HR for the purposes of managing attendance and related matters.

**Absences Relating to Stress and Mental Health Related Issues**

- 1.10 Where an absence is reported as being due to stress and/or mental health related issues, the manager should refer immediately to the Council's Managing Work Related Stress policy and make contact with HR in order to discuss the possibility of an immediate referral to the Council's Occupational Health service.

**Medical / Health Incapacity Policy and Procedure**

- 1.11 This may need to be referred to in long term sickness absence cases or in instances where redeployment relating to an employee's medical condition may need to be considered.

## **Section 2 – Procedure**

### **Roles and Responsibilities**

- 1.12 The Council expects managers and employees to work together during periods of sickness and rehabilitation to ensure the return to work of the employee as soon as possible.
- 1.13 Line managers are expected to:
- Encourage regular attendance at work
  - Monitor all sickness absence
  - Ensure their staff comply with the notification of absence procedure
  - Ensure that HR are notified of the employee's absence on the first day of absence
  - Recognise sickness and promote early intervention
  - Act on data received from HR regarding the sickness absence of employees
  - Maintain appropriate contact with employees during any sickness absence
  - Refer to HR for additional advice and support as needed, completing appropriate referral paperwork for Occupational Health with advice from HR, as required
  - Provide support during sickness absence and rehabilitation, contacting the employee at regular intervals and undertaking home visits as appropriate
  - Identify and deal with abuse of the managing attendance policy
  - Undertake all informal and formal reviews with employees at the appropriate time addressing any concerns about an employee's attendance and issue the relevant letters and associated paperwork to the employee
  - Undertake all return to work interviews as soon as practicably possible and complete all appropriate paperwork and return to HR
  - Keep accurate records of all contact with the employee and work with HR to compile case work files
  - Ensure all employees are treated fairly and equitably ensuring that issues of gender, sexual orientation, age, disability, ethnicity and religion or belief do not affect any decisions made
  - Review and consider reasonable adjustments to enable an employee to undertake the full range of his/her duties or to enable regular attendance at work

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## 1.14 Employees are expected to:

- Attend work unless they are not well enough to do so
- Comply with the reporting sickness absence procedure
- Safeguard their health and take appropriate action to facilitate their return to work
- Maintain appropriate contact with their line manager whilst on sickness absence
- Participate in return to work meetings and appointments with Occupational Health if required
- Attend informal and formal sickness review meetings
- Inform their line manager if they have a disability should this disability affect their ability to fulfil their role or maintain regular attendance
- Advise their line manager if they are taking any medication which may impair their ability to undertake their duties

## 1.15 HR will:

- Provide support to managers in the use of this policy
- Maintain accurate sickness absence data and provide details of sickness absence and management information to assist managers in undertaking their role
- Work with managers in the compilation of any case work files
- Attend second and third stage short term absence formal review meetings with the manager and employee
- Attend all formal long term absence review meetings with the manager and employee
- Attend all appeal hearings to provide advice to the appeal hearing officer
- Ensure that all letters are sent to employees following the third stage formal review meetings and the appeal meeting in accordance with the timescales set out

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## The Procedure

### Sickness Reporting Procedure and Certification

Day(s)	Employee Action	When
Sick during working day	Employee must notify manager and record it as 'sick' on their timesheet.	On the day, in person, before leaving work
Employee at home and unable to attend work	Employee must notify line manager by phone*. A relative/friend may call on employee's behalf if they are too ill in the first instance. It is however the responsibility of the employee to ensure that the relative/friend can provide the necessary sickness absence reporting information for the employee and to let the manager know when the employee will be contacting them. The employee must call the manager when it is reasonably possible.	As soon as possible. If the employee knows they will be unable to attend the next working day, notification should be made before the employee is due to start work OR within the hour on the first day of absence of their start time.  If the individual is not able to do so then a relative/friend can make the initial contact.
Sickness absence of more than three calendar days	Employee must notify manager by phone*. The same reporting requirements as above will apply.	Fourth day of absence and as soon as possible and if possible within one hour from when the employee is due to start work.
All periods of sickness absence of less than eight calendar days	If employee has returned to work a self-certification form must be completed.	As soon as possible and prior to the return to work interview with the manager.
Sickness absence of eight calendar days or longer	Employee must notify manager by phone* and submit a Fit Note.  When employee returns to work a self-certification form must be completed to cover for the first seven days of sickness absence.	By start of eighth day (which includes weekends) a Fit Note posted/handed to manager immediately.
Continuing absence	Employee must notify manager by phone* and submit a Fit Note as required ensuring there are no gaps between certificates or communication.	On the day which will be no later than the expiry date of the previous doctor's certificate, which must be posted immediately.

\*If the line manager is not available to take the employee's call a message should be left and when available the line manager will make contact with the employee, preferably on the first day of absence. Should an

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employee fail to comply with these reporting arrangements the absence may be determined to be unauthorised and pay may be stopped.

### Medical/Doctors Appointments and Sickness Recording

- 1.16 **Doctor's appointments** are not treated as sickness absence unless treatment is administered. Wherever possible these appointments should be taken within the employee's own time or time made up as the council operates a flexi time scheme. However, for those employees whose roles cannot fall under the flexi time scheme, they will not be required to make up time lost or suffer any loss from their pay.
- 1.17 **Medical appointments** which are beyond the employees control will be given during working time. An employee is not required to make this time up. Medical appointments such as this, should be evidenced by an appointment card and shown to the line manager. E.g. Hospital appointment.
- 1.18 **Disability leave** will be provided to disabled employees with reasonable paid time off work for reasons related to their impairment. It is recognised that some disabled employees may need time off for a reason relating to their disability to undergo treatment, assessment or rehabilitation. A reasonable adjustment therefore is the use of appointments such as this, and are usually planned in advance. These should be evidenced by an appointment card and shown to the line manager. To be eligible for disability leave an employee must have declared their disability to the Council. Examples would be: Hearing Aid tests, Training with guide or hearing dog or assessment for diabetes, HIV.
- 1.19 **Antenatal appointments** are treated as paid leave and the employee does not need to make this time up. However the appointment should be evidenced by an appointment card. For further guidance on antenatal appointments, please refer to the Council's Maternity / Adoption Leave Pay Policy and Procedure.

### Annual Leave and Bank Holiday

- 1.20 **Holiday Cancellation** If illness results in the cancellation of a holiday, the employee may substitute sick leave for annual leave on the production of a medical sickness certificate (from the first day of sickness), provided the normal procedure has been followed for reporting sickness absence on the first day of illness.
- 1.21 **Holiday during Long Term Sick Leave** Employees continue to accrue statutory annual leave whilst sick and where unable to take it in the current holiday year due to sickness absence, are entitled to carry the statutory annual leave entitlement (20 days pro rata, minus any leave taken in that leave year) forward into the next leave year.

It is recommended that an appropriate proportion of the individual's accrued leave is used to facilitate a phased return to work.

It is not normal practice for an employee to take holiday whilst on long term sick leave. Requests to do so should be in agreement with the manager and in consultation with Occupational Health. This includes pre-booked holidays. If a holiday is taken without the agreement of the line manager and Occupational Health have advised that it will impede recovery, the absence will be treated as unauthorised and therefore unpaid.

It is recognised however that there are situations where recreational activity, including holiday, may advance the return to work of an employee sooner.

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If sick on a bank holiday employees will not be entitled to an additional day off.

### Short Term and Long Term Triggers

#### Bradford Score System – Trigger Scores

- 1.22 Most employees will have genuine and acceptable reasons to be absent from work. However, where ill health affects performance and/or there are persistently high levels of absence the circumstances must be reviewed and formal action taken where appropriate. To assist managers in identifying the need for formal action the Council has a Bradford score system in place. Many organisations use the same Bradford score threshold levels shown below.
- 1.23 The Bradford Factor helps to ensure sickness absence is measured consistently by the Council. This is calculated over a 12 month rolling period by using the following formula:  

$$S \times S \times D$$

S= total number of spells of absence taken by an individual in the last 52 weeks

D= total number of days of absence taken by an individual in the last 52 weeks

For example:

One 10 day absence:  $1 \times 1 \times 10 = 10$

Two five day absences:  $2 \times 2 \times 10 = 40$

Five two day absences:  $5 \times 5 \times 10 = 250$

10 one day absences:  $10 \times 10 \times 10 = 1000$

- 1.24 **Short-term Sickness Absence Triggers** (please also refer to Page 6 & Appendix 1)

<p><b>Bradford Score:</b> Informal stage: <b>51</b> or more</p>	or	<p>A pattern of absence which causes concern e.g. frequent Mondays</p>
<p>Formal stage 1: <b>126</b> Formal stage 2: <b>400</b> Formal stage 3: <b>650</b></p>		

#### Long-term Sickness Absence Triggers

<p>Four weeks continuous absence (28 calendar days or 20 working days) or where a GP certificate has been received where an employee has been certified as off sick for four weeks or longer</p>	or	<p>Where an employee is likely to be absent for such a period due to illness, operation or post-operative recovery</p>	or	<p>An underlying medical condition which causes persistent short-term absence</p>
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Managers will receive a report from HR when the employee has breached a trigger point or has reached any of the Bradford trigger scores. However, if managers are aware that an employee's

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level of sickness absence breaches the Council's trigger points they should not wait for formal notification before taking formal action.

It is important to note that formal action can still occur where sickness absences are covered by medical certificates, and that such action may ultimately result in dismissal.

## Exceptions

- 1.25 Any **pregnancy related sickness absence** is not taken into account as a sickness absence trigger.
- 1.26 Absence caused by an **accident at work** should be discussed with HR to determine the appropriate application of this policy.
- 1.27 **Disability related sickness absence.** The Managing Attendance policy will still apply to employees whose absence is related to their disability. However guidance from HR should be sought and Occupational Health advice may be helpful to determine if a reasonable adjustment should be made to the sickness absence triggers for an employee with a disability.

## Return to Work Discussions

- 1.28 Managers will undertake a return to work discussion with all employees after every period of sickness absence, within 2 days of an employee's return to work. This should be carried out in private and the information treated confidentially. Managers must ensure that they have obtained details of the employee's sickness record over the past 12 months from HR prior to this discussion. If the employee's sickness absence is giving cause for concern, the manager should raise this as part of the discussion. The discussion will be recorded on the return to work form and will be completed by both parties. HR will place a copy on the employee's personal file.
- 1.29 Following this discussion the manager may decide to arrange an informal sickness absence meeting to carry out a more thorough review of the employee's sickness absence record and to discuss improvements needed or may move straight to the formal procedure if appropriate.

## Short-term Absence

### Informal Stage

- 1.30 When the employee has reached a Bradford Score of 50 or the manager has concerns about the employee's sickness absence levels, this must be discussed at an informal meeting with the employee – and ideally at the employee's return to work meeting. The purpose of this discussion is to enable the manager and the employee to agree ways of improving attendance and supporting health improvement. Whilst this is an informal meeting, notes of the meeting will be held and retained in a confidential and secure location by the manager.
- 1.31 This discussion is not part of the formal managing attendance procedure, and therefore there is no right for the employee to be accompanied.
- 1.32 The manager may move to the formal managing attendance procedure at any stage during this informal procedure.
- 1.33 HR can provide additional guidance.

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**Formal Stage – Stage One Meeting**

- 1.34 The employee will be asked by the manager to attend a formal managing attendance meeting to discuss the continuing concerns about their sickness absence. The employee should be given five working days' notice of the meeting and the opportunity to bring a Union representative or work colleague with them. Should advice and support be required, the manager should consult with HR prior to the meeting.
- 1.35 The aims of this meeting are to:
- Signal that the employee's time off is a cause for concern
  - Advise the employee about the implications of their absence
  - Allow the employee to inform the manager of any on-going medical issue
  - Give the employee an opportunity to explain any other reasons for sickness e.g. home commitments, stress or an alcohol or drug related problem for example
  - Offer support to the employee if there are underlying reasons for the persistent absence
  - Agree steps for improvement in the form of an Improvement plan which should be signed by both parties
- 1.36 The outcome of this meeting and the improvement plan should be confirmed in writing by the manager to the employee as soon as possible after the meeting and within five working days if possible. The manager must forward a copy of all correspondence to HR.

**Formal Stage – Stage Two Meeting**

- 1.37 Should there not be the appropriate improvement in the employee's attendance following the Stage One meeting, a Stage Two formal meeting should be arranged. The employee should be given five working days' notice of the meeting and be advised of their right to be accompanied at the meeting by a trade Union representative or work colleague. HR will also attend this meeting.
- 1.38 The aims of this meeting are to:
- Continue to discuss the sickness absence and the reasons for it
  - Identify any reason for the lack of improvement
  - Consider a referral to Occupational Health
  - Advise the employee of the service implications of their absence
  - To consider the appropriateness of redeployment as an option\*
  - Warn the employee that their employment may be at risk if there is not an improvement in their attendance
  - Confirm a further improvement plan to be signed off by both parties
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*\* Redeployment will not attract any salary protection*

- 1.39 The outcome of this meeting and the improvement plan should be confirmed in writing to the employee by the line manager as soon as possible after the meeting and within five working days if possible. A copy of the correspondence will be forwarded to HR.
- 1.40 Where a sustained improvement in attendance has been evidenced by the employee, a contractual review (Stage Three meeting) will not be needed.

#### **Formal Stage – Stage Three Meeting (Contractual Review)**

- 1.41 If there has not been the required improvement in the level of attendance, then a Stage Three meeting should be arranged and attended by the line manager. This meeting will be chaired by the Group Manager / functional Manager, and will be to consider whether the employee's contract should be terminated because of the inability of the employee to meet their contractual obligation to attend work. The employee should be given 10 working days' notice of the meeting and be advised of their right to be accompanied at the meeting by a trade Union representative or work colleague. HR will also attend this meeting.
- 1.42 The aims of this meeting are to:
- Review the sickness absence record of the employee
  - Consider the level of improvement achieved as appropriate
  - Consider the support offered to the employee to improve
  - Consider any reasonable adjustments put in place if appropriate
  - Review Occupational Health guidance as appropriate
  - Consider redeployment options\*
  - Consider the impact of the employee's absence on the service

*\* Redeployment will not attract any salary protection*

- 1.43 The Group Manager or functional Manager chairing the meeting will make a decision regarding the outcome of the meeting. These outcomes may include one of the following:
- a. Dismissal on the basis that the employee is not able to meet their obligation to work due to sickness absence
  - b. Give a further time period for improvement and a deferral of the decision to terminate the contract.
  - c. No further action
  - d. A letter confirming the decision should be sent to the employee, by HR, within five working days of the meeting

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#### Appeals

- 1.44 The employee can appeal against the decision to terminate their employment by writing to a Director within 10 days of receiving the decision in writing.

#### Long-term Absence

- 1.45 The Council defines this as continuous absence of 4 weeks or more (28 calendar days or 20 working days), or where a GP certificate has been received that would take an absence to or over this period.

#### 1.46 Maintaining contact with absent employees

Managers should take positive steps to keep in touch with an absent employee (at least once a week following the first week of absence) so the employee knows the Council is interested in their health and well-being and that support is available. This will also allow the manager to keep up to date with the employee's progress and prognosis, and their perspective on the likelihood of a return to work. HR may also be involved in contacting the employee.

The manager should indicate a desire to keep in contact to the employee and ask the employee how they would prefer contact to take place.

If despite reasonable efforts, the employee fails to respond and/or declines contact, managers should seek the advice of HR. A refusal to cooperate in the management of their absence may lead to a decision regarding their continued absence being made without the employee having the benefit of any input.

#### 1.47 Formal Action: After Four Weeks' Continuous Absence

When an employee has been absent for four weeks or more, or as soon as a GP certificate is received that would take an absence to or over this period, the manager should liaise with HR to arrange for the employee to be referred to Occupational Health so that a report on their diagnosis and prognosis can be obtained.

Upon receipt of the report it will be evident to the manager whether or not a return to work appears likely within two months. If it is, the manager should liaise with the employee as appropriate to consider a phased return to work programme (PRTWP) to facilitate their return. This may relate to the employee's normal role or, in order to achieve an earlier return date, to a suitable alternative role. This may be on a temporary or permanent basis and may involve adjustments to duties and/or hours/working patterns.

A PRTWP should be approved by Occupational Health, and would normally be for a period of no longer than 4 weeks. Any PRTW programme must be fully documented and reviewed. It is recommended that an appropriate proportion of the individual's accrued leave is used to facilitate a phased return to work. In circumstances where an extension to the initial 4 week PRTW programme is agreed, payment for the actual hours worked will be made. PRTW programmes will be defined on a case by case basis in consultation with HR and Occupational Health.

In the event that the employee fails to return to work as expected, the line manager should contact HR to review the situation and consider obtaining updated medical advice as appropriate.

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Where a return to work does not appear imminent, the manager should write to the employee, using the letter template 5a in the HR Toolkit, inviting them to a formal Long Term Absence Review Meeting to discuss their continued absence. The purpose of the meeting will be to review the employee's situation and progress and explore options that may be available to support the employee and enable their return to work such as:

- Referring the employee to the Council's Employee Assistance Programme (and for counselling if appropriate).
- Considering whether temporary or permanent adjustments to the employee's working environment/practices and/or patterns will enable a return to work. A time period should be agreed for achieving such adjustments.
- Considering whether temporary or permanent redeployment is available that would facilitate a return to work, subject to medical advice. A time period should be agreed for achieving redeployment.
- Referring the employee back to Occupational Health for a declaration of retirement on the grounds of ill health (where the employee is a member of the pension scheme and a registered medical practitioner issues a certificate of incapacity in accordance with the requirements of the Scheme).

Matters discussed and actions agreed should be confirmed in writing by the line manager using the letter template 5b.

The following adjustments may need to be made to be considered:

- the location of the formal meeting
- whether the employee is fit enough to attend a meeting and if this may need to be held in their absence with a representative attending
- whether a case conference would be appropriate to discuss the case in more detail

#### 1.48 III Health Capability Review

If, after full exploration and consultation in accordance with the above, the employee appears unlikely to return to work within a reasonable time frame, consideration will be given to terminating the employment on the grounds of incapability due to ill health. Please refer to the Council's Medical / Health Incapacity Policy and Procedure.

The employee's manager will, in conjunction with HR, prepare a case report for the relevant functional Manager / Group Manager or Director, covering the following matters:

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- The nature of the employee's job, the effect of their absence on service delivery and the need to have the work done.
- The nature, length and impact of the employee's illness or incapacity, including up to date medical advice
- Whether reasonable adjustments have been considered/implemented
- Whether suitable alternative employment has been considered (on either a temporary or permanent basis)
- Whether the Council can be expected, in light of the above and the requirements of the service area, to wait any longer for the employee to recover and return to work.

Upon receipt of the case report the functional Manager / Group Manager / Director will review it and, if considered appropriate, convene an Ill Health Capability Review meeting with the employee and their line manager to formally review the employee's sickness, continuing absence and capability for their current role. The meeting will be conducted by the presenting officer (i.e. the functional Manager / Group Manager or Director), or another officer duly delegated to act on their behalf, and will be heard by a functional Manager / Group Manager or Director who has had no prior significant involvement in the case.

As termination of employment on the grounds of incapability due to ill health may be an outcome of such a review the employee should be invited to attend a formal meeting for this purpose. In this regard, the employee must have five working days' notice of the meeting and should be notified in writing. A representative of HR will attend the review and the employee will also have the right to be accompanied by a work colleague or trade Union representative.

Possible outcomes of the review are (but not limited to):

- An agreement to seek ill health retirement for the employee
- Dismissal on the grounds of incapability due to ill health
- A further review period: where it appears that the employee will return to work to work within a reasonable time frame, following further treatment/recovery time.

The outcome of the meeting must be confirmed in writing to the employee. If the decision is taken to dismiss then the employee will have the right to appeal in accordance with section 8 below.

#### **1.49 Appeals Process**

Where an employee has been dismissed or issued with a formal warning they will have the right to appeal. Any such appeal must be lodged within 7 working days of the letter confirming the outcome of any formal meeting under this Procedure.

#### **1.50 Appeal against formal warnings and dismissal**

- For formal warnings issued under the procedure for persistent short term absence, the appeal will generally be considered by the relevant Director or, with their authority, an officer duly

## Maldon District Council

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delegated to act on their behalf if deemed appropriate.

- In the case of dismissals, appeals will be heard by the relevant Director or, with their authority, an officer duly delegated to act on their behalf.
- In all cases, a member of HR will be present and employee's will be given 5 working days' notice of the appeal hearing in writing and will have the right to be accompanied by a colleague or Trade Union official.
- The employee will be notified of the outcome of the hearing in writing. All decisions reached at the appeal hearing will be final.

### III Health Retirement (Local Government Pension Scheme Members)

Where the manager or HR consider that the employee on long-term sickness absence may be eligible for ill health early retirement, Occupational Health can be asked to consider the case against the scheme's criteria.

### Occupational Health Service

- 1.51 One of the key functions of an Occupational Health service is to interview and/or examine employees who are, or have been, absent from work due to sickness or injury and provide advice to the employer on their fitness to work.

The Council may refer an employee for specialist medical advice at any point during its management of their health. It is the manager's responsibility to contact HR to discuss the appropriate course of action. However, if it is decided that referral is not appropriate at any particular stage, a file note should be made outlining the reasons for the decision taken and the monitoring arrangements that have been agreed.

A referral may take the form of, but is not limited to:

- Referring the employee to the Council's Occupational Health provider
- Obtaining reports from an employee's GP and/or any specialist involved in their care
- Referring an employee to an independent specialist

The Council retains the services of an Occupational Health provider. Employees may be requested by the Council to consent to attend an Occupational Health appointment and to agree to allow the Occupational Health advisor to provide a report to the Council. The terms of all employees' contracts are that they must give such consent when reasonably asked to do so by the Employer.

Where an employee refuses to consent to the Council obtaining medical information about their diagnosis and prognosis, the Council shall be entitled to make decisions about the individual's continued employment solely on the basis of such information that is available.

### Fit Notes

- 1.52 Upon receipt of a statement that an employee 'may be fit for work' (for more details please see Manager's Toolkit) managers should immediately discuss the doctor's comments with the individual to assess whether or not the recommendations can be accommodated to enable

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the employee to return to work. This may take place over the telephone or face to face as appropriate.

In considering the recommendations regard should be had to:

- the requirements of the employee's normal role/duties
- the nature and effects of the health condition
- health and safety requirements – an individual risk assessment may be required
- service/operational requirements
- disability discrimination legislation (Equality Act 2010) as appropriate

Managers should liaise with/seek the advice of the following as appropriate:

- HR
- Occupational Health

Each case will be considered on an individual basis and a return to work may not be feasible in every case. Details of the discussions and outcomes should be confirmed in writing to the employee.

The original fit note should be sent to HR as soon as practicable and will be kept on the employee's file.

If it is not possible to make adaptations that will allow the employee to return to work the Statement should be used as though it had advised the employee was 'unfit for work'. The employee does not need to return to their doctor and will be paid in accordance with statutory and occupational sick pay provisions.

In the event that an employee does not agree with any adaptations offered by a manager to facilitate a return to work, the issues should be discussed further with a view to reaching an understanding and agreement.

If further discussions do not result in agreement and the employee refuses to return to work, arrangements should be made for a formal review of the case by the relevant Director (or other senior officer appointed by them) as soon as reasonably practicable. A report should be prepared detailing the circumstances of the case and a formal meeting convened to consider the report. The employee should be given reasonable notice of the meeting and has the right to be accompanied by either a colleague or trade Union representative who may speak on their behalf. A representative of HR should also attend the meeting.

The outcome of the review will be confirmed in writing by the conducting officer, setting out the matters considered and the conclusion reached. If the arrangements are considered reasonable and the employee still refuses to attend work this may be treated as misconduct/breach of contract and dealt with via the Council's Disciplinary Procedure as appropriate.

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Any decisions/arrangements made in relation to 'fit notes' should be monitored and regularly reviewed, with review periods being agreed and confirmed in writing.

If an employee working under arrangements made pursuant to a 'fit note' is unable to return to their normal duties within a reasonable period, a decision must be made with regard to their continued employment moving forward. This will be done in accordance with the provisions below relating to the management of an underlying condition/long term absence. Every effort will be made to agree reasonable long term adjustments and/or temporary/permanent redeployment. However, if this is not achievable the individual's employment may be terminated on the grounds of incapability due to ill health.

An employee must not work if they have been signed off as 'unfit for work'. Where a 'fit note' has been issued and recommendations have been made by the GP as to what work the employee can undertake, every effort will be made to ensure that reasonable adjustments are implemented in order to facilitate this.

If an employee has been refused annual leave/flexi time and then is sick, they must produce a medical certificate to cover that period.

### **Staff Counselling**

- 1.53 The Council funds a 24 hour, seven day a week confidential counselling service which is run by Workplace Options. This service provides counselling both over the phone and face-to-face where appropriate. Employees can contact the helpline number on 0800 243 458 in the strictest confidence.

### **More Information**

- 1.54 For more information please contact HR.

## Document Control Sheet

<b>Document title</b>	<b>Managing Attendance Policy and Procedure - Manager and Human Resources' Toolkit</b> <b>(Letter Templates)</b>
<b>Summary of purpose</b>	The purpose of this Manager and Human Resources Toolkit is to provide letter templates for use when dealing with all stages of the managing attendance policy, intended to be a basis for guidance.
<b>Prepared by</b>	Human Resources
<b>Status</b>	Final
<b>Version number</b>	2
<b>Approved by</b>	
<b>Approval date</b>	June 2012. Updated August 2016
<b>Date of implementation</b>	June 2012. Updated August 2016
<b>Review frequency</b>	
<b>Next review date</b>	As required by legislative changes
<b>Circulation</b>	All Staff
<b>Published on the Council's website</b>	

## Validity Statement

This document is due for review by the date shown above, after which it may become invalid. Users of the strategy or policy should ensure that they are consulting the currently valid version of the document.

**If you would like this information in large print, Braille or another language, please contact Human Resources.**



MALDON DISTRICT  
COUNCIL



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**Short Term Absence Stage One****Letter 1a: INVITATION to Stage One formal managing attendance meeting.**

Date

**Private & Confidential**

Email: **manager's name**@maldon.gov.uk

Dear

**Stage One formal managing attendance review meeting**

Your absence from work has met a trigger point which is in the Council's Managing Attendance Policy and Procedure, a copy of which is attached for your information. You have reached a Bradford Score of **XXX**. You will see that in accordance with this policy, a Stage One formal managing attendance review meeting will now be held. The purpose of this meeting is as follows:

- To review your attendance record and confirm its accuracy
- Discuss the reasons for your absence and any support that may help to reduce your absence levels
- Discuss the effect of your absence on your colleagues and the service provided
- Confirm the improvements needed in your attendance record

This meeting will be held on **date** at **time** and **venue** with **name of manager**. You may be accompanied to this meeting by a trade union representative or work colleague and it is for you to organise this should you wish to do so. I should be grateful if you would confirm the name of any representative to me as soon as possible.

I should be grateful if you would confirm that you are able to attend the meeting.

To support employees, the Council offers a free and confidential Employee Assistance Programme (EAP) to all staff. This service is delivered by Workplace Options, an independent provider of employee support services. To access the website, go to [www.workplaceoptions.com](http://www.workplaceoptions.com) Click on 'Member Login' then enter; User name: **Maldon** / Password: **employee**

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Yours sincerely

Line Manager

Enc. Managing attendance policy

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**Short Term Absence Stage One****Letter 1b: OUTCOME of Stage One formal managing attendance meeting.**

Date

**Private & Confidential**

Enquiries to Human Resources  
Email: [human.resources@maldon.gov.uk](mailto:human.resources@maldon.gov.uk)

Dear

**Outcome of Stage One formal managing attendance review meeting**

I refer to your meeting on the **insert date** with **those present** the purpose of which was to discuss your attendance record in accordance with the Council's Managing Attendance policy. The discussion at the meeting is summarised on the attached summary sheet at Appendix 1.

\* The outcome of this meeting is that, having taken into account the information provided by you at this meeting, I can advise you that there will be no further action in relation to your absence from work.

\* Your sickness absence will however continue to be monitored in accordance with the Council's policy.

**Or (delete as appropriate those marked with \*)**

\*I confirm that I will put in place the following support and arrangements to assist you in maintaining your attendance at work. **Insert detail. Name of manager** will monitor these arrangements to determine if they have the effect of improving your attendance record and will arrange to meet and review this again with you in **insert timescale**.

\* At the meeting you were advised you that your attendance record was not satisfactory. An improvement in your attendance record is needed as outlined in the attached improvement and action plan/ summary of the meeting. You should be aware that should your attendance levels remain unsatisfactory, it may be necessary to move to the next stage of the procedure which is a Stage Two formal review under the Managing Attendance policy.

I wish to advise you that under the Council's policy, a Stage Three review meeting will consider an employee's ability to undertake their contract of employment in relation to their attendance record. This may mean that your contract could be terminated.

To support employees, the Council offers a free and confidential Employee Assistance Programme (EAP) to all staff. This service is delivered by Workplace Options, an independent provider of

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employee support services. To access the website, go to [www.workplaceoptions.com](http://www.workplaceoptions.com) Click on 'Member Login' then enter; User name: **Maldon** / Password: **employee**

Should you wish to discuss this matter further please do not hesitate to contact me.

Yours sincerely

Line Manager

Enc. Appendix 1 / **CC HR, Trade union representative/work colleague**

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**APPENDIX 1****Strictly Private and Confidential****Summary of Stage XX formal managing attendance review meeting and improvement plan**

Name of employee .....

Name of manager .....

Also in attendance .....

Date of meeting .....

Attendance Record	<i>(Insert dates and number of days absence confirmed at meeting)</i>
Reasons for absence	<i>(Insert reasons for each absence)</i>
Support offered	<i>(Detail any support offered to improve attendance record)</i>
The following effects on colleagues and customers were advised	<i>(Insert detail of discussion)</i>
Improvements needed and timescale	<i>(Insert detail of discussion)</i>
Other issues discussed	

Signed .....

Name of manager .....

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**Short Term Absence Stage Two**

**Letter 2a: INVITATION to Stage Two formal managing attendance meeting**

date

**Private & Confidential**

Enquiries to Human Resources  
Email: [human.resources@maldon.gov.uk](mailto:human.resources@maldon.gov.uk)

Dear

**Stage Two formal managing attendance review meeting**

I refer to your meeting on the date with those present at which your absence from work was discussed. The outcome of this first formal managing attendance review meeting was advised to you in a letter dated insert date.

There has been insufficient improvement in your levels of attendance at work and a Stage Two formal managing attendance review meeting will now be held. You have now reached a Bradford Score of XXX. The purpose of this meeting is as follows:

- To review your attendance record and confirm its accuracy
- Discuss the reasons for your absence and any support that may help to reduce your absence levels
- Discuss the effect of your absence on your colleagues and the service provided
- Confirm the improvements needed in your attendance record

This meeting will be held on date at time and venue with me and name of HR rep. You may be accompanied to this meeting by a trade union representative or work colleague and it is for you to organise this should you wish to do so. I would be grateful if you could confirm the name of any representative to me as soon as possible.

I would be grateful if you would confirm that you are able to attend the meeting.

To support employees, the Council offers a free and confidential Employee Assistance Programme (EAP) to all staff. This service is delivered by Workplace Options, an independent provider of employee support services. To access the website, go to [www.workplaceoptions.com](http://www.workplaceoptions.com) Click on 'Member Login' then enter; User name: **Maldon** / Password: **employee**

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Yours sincerely

Line Manager



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**Short Term Absence Stage Two****Letter 2b: OUTCOME of Stage Two formal managing attendance meeting**

date

**Private & Confidential**

Enquiries to Human Resources  
Email: human.resources@maldon.gov.uk

Dear

**Outcome of Stage Two formal managing attendance review meeting**

I refer to your meeting on the **date** with **those present** the purpose of which was to discuss your attendance record in accordance with the Council's Managing Attendance policy. The discussion at the meeting is summarised on the attached summary sheet at Appendix 1.

\* The outcome of this meeting is that, having taken into account the information provided by you at this meeting, I can advise you that there will be no further action in relation to your absence from work.

\* Your attendance at work will however continue to be monitored in accordance with the Council's policy.

**Or (delete as appropriate those marked with \*)**

\* I confirm that I have put in place the following support and arrangements to assist you in maintaining your attendance at work. **Insert detail**. I will monitor these arrangements to determine if they have the effect of improving your attendance record. In accordance with the discussion at the meeting I will arrange to meet and review this again in **insert timescale**.

\* At our meeting you were advised that your attendance record was not satisfactory. An improvement in your attendance record is needed as outlined in the attached improvement and action plan/summary of the meeting. You should be aware that should your attendance levels remain unsatisfactory, it may be necessary to move to the next stage of the procedure which is a Stage Three formal review of your attendance record.

I wish to advise you that under the Council's policy, a Stage Three review meeting will consider an employee's ability to undertake their contract of employment in relation to their attendance record. This may mean that your contract could be terminated.

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To support employees, the Council offers a free and confidential Employee Assistance Programme (EAP) to all staff. This service is delivered by Workplace Options, an independent provider of employee support services. To access the website, go to [www.workplaceoptions.com](http://www.workplaceoptions.com) Click on 'Member Login' then enter; User name: **Maldon** / Password: **employee**

Should you wish to discuss this matter further please do not hesitate to contact me.

Yours sincerely

Line manager

Enc. Appendix 1

CC HR, Trade union representative/work colleague

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**APPENDIX 1****Strictly Private and Confidential****Summary of Stage Two formal managing attendance review meeting and improvement plan**

Name of employee .....

Name of manager .....

Also in attendance .....

Date of meeting .....

Date of previous meeting .....

Attendance Record	<i>(Insert dates and number of further days absence confirmed at meeting)</i>
Reasons for absence	<i>(Insert reasons for each absence)</i>
Support offered	<i>(Detail any support offered to improve attendance record)</i>
The following effects on colleagues and customers were advised	<i>(Insert detail of discussion)</i>
Improvements needed and timescale	<i>(Insert detail of discussion)</i>
Other issues discussed	

Signed .....

Name of manager .....

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**Short Term Absence Stage Three****Letter 3a: INVITATION to Stage Three formal managing attendance meeting**

date

**Private & Confidential**

Enquiries to Human Resources  
Email: [human.resources@maldon.gov.uk](mailto:human.resources@maldon.gov.uk)

Dear

**Stage Three formal managing attendance review meeting (contractual review meeting)**

I refer to your meeting on the **date** with **those present** at which your absence from work was discussed. This was a Stage Two meeting under the Council's Managing Attendance policy. The outcome of this Stage Two formal managing attendance review meeting was advised to you in a letter.

There has been insufficient improvement in your levels of attendance at work and a Stage Three formal managing attendance review meeting will now be held. You have now reached a Bradford Score of **XXX**. I enclose a further copy of the Council's Managing Attendance Policy for your information. This meeting will be chaired by **insert name**. The purpose of this meeting is as follows:

- To review your attendance record and confirm its accuracy
- Discuss the reasons for your absence and any additional support that may help to reduce your absence levels
- Discuss the effect of your absence on your colleagues and the service provided
- Consider options for redeployment should this be appropriate

It is important for you to understand that this meeting will also consider if your contract with the Council should be terminated on the grounds that you are unable to fulfil your contract of employment because of your attendance record.

This meeting will be held on **date at time and venue**. You may be accompanied to this meeting by a trade union representative or work colleague and it is for you to organise this should you wish to do so. Please advise me of the name of your representative as soon as possible.

I enclose a report which includes all the documentation which will be considered at the meeting. Should you have any documentation or information which you would like to be considered at the meeting, please send this to Human Resources by **date** which is three working days before the meeting.

I wish to also advise you that I will attend this meeting to present the report and a representative of Human Resources will also be in attendance as advisor to the chair of the meeting.

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To support employees, the Council offers a free and confidential Employee Assistance Programme (EAP) to all staff. This service is delivered by Workplace Options, an independent provider of employee support services. To access the website, go to [www.workplaceoptions.com](http://www.workplaceoptions.com) Click on 'Member Login' then enter; User name: **Maldon** / Password: **employee**

I should be grateful if you would confirm that you are able to attend the meeting.

Yours sincerely

Line Manager

Enc. Managing Attendance Policy, **documents to be discussed at the meeting.**

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**Short Term Absence Stage Three****Letter 3b: OUTCOME to Stage Three formal managing attendance meeting**

date

**Private & Confidential**

Enquiries to Human Resources  
Email: [human.resources@maldon.gov.uk](mailto:human.resources@maldon.gov.uk)

Dear

**Outcome of third stage formal managing attendance review meeting**

I refer to our meeting on the **date** the purpose of which was to discuss your attendance record in accordance with the Council's Managing Attendance policy and the implications of your absence in relation to your continuing employment with the Council.

\* The outcome of this meeting is that, having taken into account the information provided by you at this meeting, I can advise you that there will be no further action in relation to your absence from work.

\* Your attendance will however continue to be monitored in accordance with the Council's policy.

**Or (delete as appropriate those marked with \*)**

\* I confirm that the following support and arrangements are to be put in place to assist you in maintaining your attendance at work. **Insert detail**. These arrangements will be monitored by your manager to determine if they have the effect of improving your attendance record. Your manager will arrange to meet with you and review this again in **insert timescale**.

\* I have asked your manager to make the appropriate arrangements for a referral/further referral to the Occupational Health service and Human Resources will contact you when an appointment has been received.

\* Your attendance levels will continue to be monitored but the Council will accept this level of absence for the moment due to **insert reason**.

\* I have requested that Human Resources investigate if there is any other suitable alternative employment which may be available to you as you are unable to continue to work in the role you currently are employed in because of your levels of attendance. Human Resources will be in contact with you about this redeployment process. However please be aware that if there is no suitable alternative employment, that your contract of employment with the Council will be terminated.

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\* I confirm that there are no other suitable alternative employment opportunities within the Council.

\* I have requested that Human Resources explore the possibility of ill health retirement as you are a member of the Local Government Pension Scheme. This may mean that you will need to have a further appointment with the occupational health service to consider this as an option against the scheme's criteria. I will write to you again once this referral process is completed to determine what action is appropriate depending on their decision.

\* I have decided that, regrettably I have no option but to terminate your employment with the Council, as your level of attendance means that you are unable to fulfil your contract of employment.

\* You are entitled to (insert number of weeks) notice and your last day of service with the Council will be **date**.

\* I should like to thank you for your service to the Council.

You have the right of appeal against this decision. If you wish to exercise this right you should write to Human Resources within 10 working days of receiving this letter giving full details of your grounds of appeal.

To support employees, the Council offers a free and confidential Employee Assistance Programme (EAP) to all staff. This service is delivered by Workplace Options, an independent provider of employee support services. To access the website, go to [www.workplaceoptions.com](http://www.workplaceoptions.com) Click on 'Member Login' then enter; User name: **Maldon** / Password: **employee**

Yours sincerely

**Line Manager**

**CC Human Resources, Trade union representative/work colleague**

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**Long Term Absence Initial Contact**

**Letter 4a: Four week absence – Initial contact**

date

**Private & Confidential**

Enquiries to Human Resources  
Email: [human.resources@maldon.gov.uk](mailto:human.resources@maldon.gov.uk)

Dear

I refer to your current period of absence and thank you for submitting a fit note relating to this which expires on the date.

It would be helpful to meet with you to enable us to determine how best to support you and facilitate a return to work. I will give you a ring in the next few days to arrange to meet with you. This can be at your home address if you prefer.

I wish you well from all your colleagues at work and will speak to you in the next few days.

To support employees, the Council offers a free and confidential Employee Assistance Programme (EAP) to all staff. This service is delivered by Workplace Options, an independent provider of employee support services. To access the website, go to [www.workplaceoptions.com](http://www.workplaceoptions.com) Click on 'Member Login' then enter; User name: **Maldon** / Password: **employee**

Yours sincerely

Line manager

CC Human Resources



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**Long Term Absence Initial Contact**

**Letter 4b: Four week absence (when stress related) – Initial contact**

date

**Private & Confidential**

Enquiries to Human Resources  
Email: [human.resources@maldon.gov.uk](mailto:human.resources@maldon.gov.uk)

Dear

I refer to your current period of absence and thank you for submitting a fit note relating to this which expires on the date.

Your fit note indicates stress related issues. The Council offers free and confidential Employee Assistance Programme (EAP) to all staff (which includes counselling services). This service is delivered by Workplace Options, an independent provider of employee support services. To access the website, go to [www.workplaceoptions.com](http://www.workplaceoptions.com) Click on 'Member Login' then enter; User name: **Maldon** / Password: **employee**

It would be helpful to meet with you to enable us to determine how best to support you and facilitate a return to work. I will give you a ring in the next few days to arrange to meet with you. This can be at your home address if you prefer.

I wish you well from all your colleagues at work and will speak to you in the next few days.

Yours sincerely

Line manager

CC Human Resources

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**Long Term Absence Meeting****Letter 5a: INVITATION to formal managing attendance meeting**

date

**Private & Confidential**

Enquiries to Human Resources  
Email: [human.resources@maldon.gov.uk](mailto:human.resources@maldon.gov.uk)

Dear **Name**

**Long-term Sickness Absence Review Meeting [insert date and time]**

Following your absence from work since [insert first day of absence] and your recent referral to occupational health, I am sorry to hear that you remain unwell and unlikely to return to work in the near future.

In the circumstances, and in accordance with the Council's Procedure for Managing Ill Health and Sickness Absence (a copy of which is enclosed for your information) I write to ask you to attend a review meeting with me on [insert time, date]. Please contact me to confirm whether this appointment is convenient, and so that we can agree a mutually convenient location; I am happy to come and see you at home if you would prefer. [insert BP name] will also be present at the meeting as a representative of Human Resources and you have the right to be accompanied at the meeting by a work colleague or trade union representative.

You may be accompanied to this meeting by a trade union representative or work colleague and it is for you to organise this should you wish to do so but if I can help facilitate this please do let me know. I should be grateful if you would confirm the name of any representative to me as soon as possible

The purpose of the meeting will be to review your situation and progress in the light of the report from occupational health and explore options that may be available to support you and enable your return to work.

I look forward to hearing from you.

Yours sincerely

**Name**  
**Job Title**

Enc. Managing Attendance Policy and Procedure

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**Long Term Absence****Letter 5b: OUTCOME to Long term sickness absence review**

date

**Private & Confidential**

Enquiries to Human Resources  
Email: [human.resources@maldon.gov.uk](mailto:human.resources@maldon.gov.uk)

Dear Name

**Long Term Sickness Absence Review Meeting**

I write with reference to the above meeting which took place on [insert date] at [insert time] with [name of manager and HR representative].

As set out in [managers name] letter of [date of LTA invite letter], the purpose of the meeting was to review your current circumstances regarding your absence. During the meeting we discussed [main points of discussion].

I attach a copy of the notes taken during the meeting which reflect the discussion that took place but are not verbatim. Please can you sign and return a copy of this letter to confirm that you have received this letter and that the notes are reflective of the meeting.

We look forward to hearing from you shortly and in the meantime hope that you feel better.

To support employees, the Council offers a free and confidential Employee Assistance Programme (EAP) to all staff. This service is delivered by Workplace Options, an independent provider of employee support services. To access the website, go to [www.workplaceoptions.com](http://www.workplaceoptions.com) Click on 'Member Login' then enter; User name: **Maldon** / Password: **employee**

Should you wish to discuss this matter further please do not hesitate to contact me.

Yours sincerely

Line Manager  
CC HR, Trade union representative/work colleague

**Maldon District Council****Managing attendance policy and procedure – Manager and Human Resources Toolkit****Letter Templates**

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I, **[name of employee]**, hereby confirm that I have received the letter dated **[date of meeting]**, of which this is a true copy, and that it accurately reflects the main points of discussion arising during the Sickness Absence Management Review meeting that took place on **[date of meeting]**.

**Signed:** .....

**Date:** .....

## BRADFORD FACTOR CALCULATION

days lost	Occasions									
	1	2	3	4	5	6	7	8	9	10
1	1									
2	2	8								
3	3	12	27							
4	4	16	36	64						
5	5	20	45	80	125					
6	6	24	54	96	150	216				
7	7	28	63	112	175	252	343			
8	8	32	72	128	200	288	392	512		
9	9	36	81	144	225	324	441	576	729	
10	10	40	90	160	250	360	490	640	810	1000
11	11	44	99	176	275	396	539	704	891	1100
12	12	48	108	192	300	432	588	768	972	1200
13	13	52	117	208	325	468	637	832	1053	1300
14	14	56	126	224	350	504	686	896	1134	1400
15	15	60	135	240	375	540	735	960	1215	1500
16	16	64	144	256	400	576	784	1024	1296	1600
17	17	68	153	272	425	612	833	1088	1377	1700
18	18	72	162	288	450	648	882	1152	1458	1800
19	19	76	171	304	475	684	931	1216	1539	1900

Bradford Factor Score reaches 51 - informal review

Bradford Factor Score reaches 125 points - Stage one formal review meeting

Bradford Factor Score reaches 399 points - Stage two formal review meeting

Bradford Factor Score reaches 650 - Stage three formal review meeting [contractual review]

Bradford Factor Scores over 650 points - no improvement- dismissal procedure