



ATTENDANCE MANAGEMENT
POLICY AND PROCEDURE

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Section 1 – Attendance Management Policy

1.0 Introduction

The School recognises that, as part of its work to raise standards of education for children, it is essential that the highest possible levels of staff attendance be maintained.

Through a duty of care towards staff, the School recognises its responsibility to monitor absence levels, identify areas of high absence rates and develop systems to minimise such absence. This will include maintaining high standards of health and safety; effective induction and training of staff; effective communications with staff; the provision of a reasonable working environment; and a fair attendance management procedure.

This policy and procedure is based upon identified good practice for managing attendance and reaffirms the School's commitment to improving levels of attendance. It will be ensured that attendance related problems are identified as soon as possible, managed with sensitivity and compassion and staff are provided with appropriate support where necessary. The School will fulfil its obligations to equality by approaching all sickness absence cases in a fair and consistent manner.

2.0 Principles

- All matters of attendance must be conducted in a fair and equitable manner, with proper investigation of the circumstances, reasonable opportunity for the member of staff concerned to state their case and consistent application of the attendance procedure.
- Issues of attendance management will be dealt with in a reasonable timeframe.
- The School will try to resolve any attendance issues on an informal basis prior to taking formal action under the attendance procedure, however it is recognised that all situations will differ and therefore each individual circumstance will be assessed on a case by case basis.
- Employees who are subject to this Attendance Management Policy and Procedure or those taking part in the proceedings will, in accordance with this document, maintain confidentiality at all times during the process. Any breach of confidentiality may result in disciplinary action being taken.
- It is expected that members of staff should be available for communication inclusive of any meetings in accordance with this procedure throughout their period of absence. However, there may be times where alternative methods of communication may be more appropriate eg advice from Occupational Health. In such instances the school will liaise with the employee/representative over suitable alternatives.
- Individuals who will be unavailable for 24 hours or more (e.g. leaving the country, a stay in hospital) should inform the school at the earliest opportunity.

- Members of staff have the right to be accompanied at any informal stage and represented at any formal stage of the attendance procedure by a recognised trade union/professional association representative or a work colleague of their choice.

3.0 Application

3.1 Employees

This Policy applies to all employees of the Governing Body working at the School under the delegation arrangements contained within the Local Management of Schools Scheme under a contract of service or apprenticeship whether full time, part time, permanent or temporary. This policy does not apply to individuals based at the School under a contract for service/third party arrangements or individuals employed by the Council whose employment relationship is not directly managed by the School.

Where an individual is on a secondment/temporary assignment to another school, Local Authority or organisation, that organisation's Policies & Procedures will govern the employee's employment relationship.

Separate procedures may be referred to in cases where the employee is subject to a probationary period. Advice should be sought from the Schools link HR Advisor before proceeding in such cases.

3.2 Headteacher

Where the Headteacher is the subject of concern regarding attendance management then this Policy and Procedure is the responsibility of the Chair of the Governing Body (or their designate), taking the role which otherwise would be performed by the Headteacher. The Link HR Advisor will provide advice as appropriate.

4.0 Roles and Responsibilities

4.1 The Governing Body

The Governing Body is responsible for ensuring a strategic overview of this policy and procedure, undertaking an annual assessment of the impact of the policy on attendance levels and making amendments, following consultation, as it feels are necessary. As your employer the Governing Body has a 'duty of care' to look after, as far as possible, employees health, safety and welfare while at work.

4.2 The Headteacher

The Headteacher will be responsible for the production of an annual report to Governors on monitoring the policy's impact within School. They will also be responsible for making decisions to withhold occupational sick pay in line with this policy or commence formal proceedings that may lead to termination of employment on the grounds of ill health.

4.3 The Line Manager

The line manager will be responsible for the attendance management of the employees they supervise. In doing so they will ensure the appropriate application of this policy and that employees are aware of the absence reporting procedures to be implemented within the School.

4.4 Designated Person

The Headteacher will assign specific duties in accordance with this policy and procedure to a 'Designated Person' within the school. The Designated Person (there may be more than one) will be responsible for the following;

- Logging all day 1 absences. All members of staff are responsible for reporting their absence on day one to the designated person.
- Maintaining contact throughout period of short term absence.
- Coordination of all absence paperwork.
- Processing of all absence paperwork.

4.5 Employees

All employees have a responsibility to comply with the Schools attendance management policy and procedure. Employees should inform their line manager if they are having difficulties with attendance.

Employees are expected to take reasonable care of their own health and safety, for example through relevant training, following the procedures of the School, use of protective equipment and the reporting of any accidents or potential hazards.

5.0 Definitions

5.1 Short Term Absence

A short term episode of sickness absence is defined as a period away from the normal working environment due to illness for a period of between one day and 19 standard working days.

5.2 Long Term Absence

A long term episode of sickness absence is defined as a period away from the normal working environment due to illness for a continuous period of 20 or more standard working days, or recurrent periods of time with a health problem within a rolling 12 month period.

6.0 Disability

In accordance with the Equality Act 2010 and in line with the School's Single Equality Scheme the School will ensure that it complies with its duty to make reasonable adjustments where an aspect of working arrangements or premises places a disabled person at a disadvantage. The School will also seek support from their Link HR Advisor to make reasonable adjustments and maintain employment through redeployment, should this be necessary and wherever possible.

7.0 Support for Employees

To enable staff to return to work as quickly as possible it may be necessary in some circumstances to consider additional support for the employee.

7.1 Maintaining Contact

The School recognises that it is the responsibility of both the School and the individual to maintain contact during absence from work, particularly in cases of long-term sickness. To achieve this, contact may be made through telephone calls and meetings with the line manager and where necessary, meetings may take place at a neutral venue. The line manager will undertake responsibility for ensuring that contact is maintained. All members of staff are expected to comply with the Schools absence reporting procedures.

7.2 Occupational Health Referral

An Occupational Health referral can be made at any time where it is felt this would assist in clarifying the position, in relation to an individual's ability to undertake the duties of their job description. The purpose of the referral is to determine if there are any underlying factors which prevent regular attendance at work, identify if the individual is fit to return to work (where relevant) together with any support and adjustments that could be considered for example counselling or physiotherapy. Failure to comply with a request to attend an appointment with Occupational Health or with a relevant medical advisor without due reason may be a breach of this policy.

The line manager will consult with the Headteacher, prior to a decision being taken to make a referral to the Occupational Health Unit. The Headteacher is responsible for all referrals initiated by the School.

7.3 Risk Assessments

Depending on the nature of the absence (i.e. stress related, muscular/skeletal, pregnancy) the line manager should refer to or carry out a risk assessment, where necessary and refer to the School Link HR Advisor for advice (they should be provided with a copy of the risk assessment and the job description). This should be undertaken before the employee returns to work, where possible, so that any support/modifications identified can be put in place. It should be noted that the accommodation of the recommendations made by either the Risk Assessment or by the Occupational Health Unit are at the employer's discretion, bearing in mind the overall service requirements of the School. Advice should be sought from the School's Link HR Advisor regarding the suitability/reasonableness of any suggested adjustment in addition to the consequences of not accommodating the request.

8.0 Return to Work Interviews

It is recognised good practice to conduct a return to work interview with employees after every sickness absence, regardless of the length of the absence. This should be carried out on the same day as the return to work by the line manager wherever possible.

The purpose of this interview will be primarily to discuss the reasons for the absence, assess standards of attendance, identify any underlying causes for absence and, in turn, offer additional support to the individual as necessary.

9.0 Formal Meetings and Appeals

Such persons or panel members as designated by the Governing Body's Standing Orders will carry out their official duties at all formal meetings and appeals under this Policy &

Procedure and in accordance with relevant statutory requirements. Advice will be sought from the appropriate service provider, such as Governor Services or the Link HR Advisor as necessary, to ensure compliance with these requirements.

Employees will have the right to be represented by a work colleague or trade union/professional association representative during all meetings held within the formal stages of the procedure. In addition, they will have the right to be represented by a work colleague or trade union/professional association representative at any subsequent appeal.

It is acknowledged that the attendance management process can be difficult for individuals; all parties being involved in the process at any stage are required to act in accordance with the principles outlined within this document.

10.0 Termination of Employment

The School will consider termination of employment only after reasonable adjustments and suitable available redeployment opportunities have been considered.

Where termination of employment is being considered, the School will consult with the School Link HR Advisor prior to any decision to enter into a process of termination of contract. Such an eventuality would be dealt with in accordance with the attendance management procedure.

11.0 Sickness Pay Entitlement¹

11.1 Statutory Sick Pay (SSP) for All Staff

Statutory Sick Pay (SSP) will be paid where appropriate in accordance with the legislation in existence at the time of the sickness absence.

11.2 Occupational Sickness Pay Entitlement for Teaching Staff

Occupational Sick Pay is the contractual entitlement to pay during periods of sickness absence and runs in parallel with Statutory Sick Pay.

The School recognises that teaching staff entitlement to Occupational Sick Pay is as follows:

During the first year of service	Full pay for 25 working days and after completing four calendar months' service, half pay for 50 working days
During the second year of service	Full pay for 50 working days and then half pay for 50 working days

¹ Where an employee is working variable hours (such as a Zero or variable hours contract) sick pay will be calculated by taking the gross earnings from the previous 8 weeks worked prior to the date sickness commenced.

During the third year of service	Full pay for 75 working days and half pay for 75 working days
During fourth and subsequent years	Full pay for 100 working days and half pay for 100 working days

For the purpose of the sick pay scheme, “service” includes continuous teaching service with one or more local education authorities and “working days” means teaching and non-teaching days within "directed time" as specified in the School Teachers Pay and Conditions Document. Further details on sick pay entitlement for teachers can be found in the “Burgundy Book” or from the School Link HR Advisor.

11.3 Occupational Sickness Pay Entitlement for Support Staff

The School recognises that support staff entitlement to Occupational Sick Pay is as follows:

During the first year of service	1 months’ full pay and after completing 4 months service, 2 months’ half pay
During the second year of service	2 months’ full pay and 2 months’ half pay
During the third year of service	4 months’ full pay and 4 months’ half pay
During fourth and fifth year of service	5 months’ full pay and 5 months’ half pay
After 5 years’ service	6 months’ full pay and 6 months’ half pay

Further details on sick pay entitlement for support staff can be found in their appropriate conditions of service or from the School Link HR Advisor.

11.4 Withholding Occupational Sickness Pay

Where an employee does not comply with the terms of this policy and procedure, the Headteacher, following consultation with the School Link HR Advisor, may request that Occupational Sickness Pay is withheld. Situations where the School may withhold payments could include:

- Failure to follow the School’s attendance management policy and procedures.
- Deliberate conduct prejudicial to recovery.
- The employee’s own misconduct or unreasonable disregard for their health or safety.
- Failure to attend a confirmed Occupational Health appointment without good reason.

12.0 Sickness Absence and Annual Leave

12.1 Sickness Absence and Annual Leave for Teaching Staff

Teachers are entitled to 28 days statutory annual leave under the Working Time Regulations and this will continue to accrue during periods of absence. The situation is complex because the Working Time Regulations also state that employers can determine when the statutory leave is taken and teacher employers have advised that the statutory leave should be offset against periods of school closure. The annual leave year as far as teachers are concerned usually runs from 1st September – 31st August. Where an employee has been unable to take their full entitlement to statutory leave due to sickness absence, the remaining balance will be carried forward into the next holiday year where, in most cases, periods of school closure after the absence period will more than equal the 28 day annual leave entitlement.

Guidance should be sought from the Schools Link HR Advisor for advice on teaching staff who are absent due to sickness for a prolonged period of time which covers several school closure periods.

12.2 Sickness Absence and Annual Leave for Support Staff

Annual leave continues to accrue during periods of sickness absence. Guidance should be sought from the School Link HR Advisor on a case by case basis.

13.0 Absences Arising from Accidents, Injury or Assault at Work

Where a member of staff within the School has an absence attributable to such eventualities, the School will ensure, via the relevant line manager that the member of staff completes the correct documentation in relation to these absences for insurance purposes e.g. incident and accident report form (which can be accessed via the North Tyneside Council intranet site). Such absences will not count towards sickness absence triggers.

14.0 Pregnancy Related Absence

Pregnancy related sickness absence will not count towards sickness absence triggers under this procedure; however, will still be recorded for the purposes of an individual's attendance record. Return to work interviews will be carried out in the normal way. If a pregnant member of staff suffers from an illness which is not pregnancy related, then this will count towards sickness absence triggers and will be dealt with in accordance with this procedure.

15.0 Medical Appointments

All members of staff should endeavour to make routine medical and dental appointments outside of their working hours, in their own time, wherever possible. For emergency appointments members of staff are required to inform their line manager beforehand to enable cover to be arranged. More details relating to medical appointments can be found within the Schools Leave of Absence Policy.

Section 2 – Attendance Management Procedure

16.0 Notification of Absence

To minimise the impact of absence upon the functioning of the School, absence should be reported no later than one hour before start of expected start time, by the member of staff concerned. It is the responsibility of individual members of staff to ensure that they keep the designated person informed of the illness, the likely duration of absence and whether they have made or intend to make contact with their GP. The designated person will be responsible for ensuring all absences are recorded accurately.

Contact should be made directly by the employee via a telephone call to the designated person. Alternative notification of absence can be undertaken in exceptional circumstances such as hospital admission, serious accident or severe illness etc.

The purpose of the call is to provide the designated person with the following information

- When the absence started
- Reason for the absence, giving as much detail as possible
- Whether they have seen their GP
- Have they been able to treat illness themselves
- When they anticipate a return to work
- What support they need to enable them to be at work
- What is the best telephone number to reach the employee on

If an employee is unaware of the likely duration of their absence then they will arrange to contact the designated person no later than one hour before start of expected start time. Where the employee is aware of the likely duration, they will make contact on the third day of absence.

During periods of long term absence the frequency of contact will be agreed between the employee and the School.

Employees absent on sick leave should generally be available for contact during a period of absence and they should not unreasonably resist or refuse attempts at communication. Such communication should not be excessive, intrusive in nature.

17.0 Certification

If a member of staff is absent for **8 calendar days** or more they are required to obtain a **medical certificate** ('fit note') and forward this to the admin office of the school as a matter of urgency. This should be no later than 2 working days following the 8th day of absence, or no later than 2 working days following the expiry of subsequent medical certificates where this is applicable.

Where medical certificates are not forwarded within the timeframe above or the member of staff refuses to enter into a dialogue regarding their sickness then the absence may be

classed as unauthorised. In this situation the Headteacher has the discretion within this policy to instigate appropriate action, including withholding sickness pay entitlements. The Headteacher will seek further advice from the School's Link HR Advisor prior to withholding such payments.

The Headteacher may wish to require an employee to submit a medical certificate in respect of all sickness absences, including those of less than 8 days. This discretion may come into force where an employee has a significant amount of recurring short-term sickness absence, which cannot be attributed to an underlying cause, or where an employee has repeatedly failed to follow notification or certification procedures. When this requirement to submit a medical certificate is exercised the School will reimburse the cost of providing a medical certificate to the employee.

Members of staff who wish to return to work whilst still under medical certification can only do so if their GP confirms that they are fit to return to work.

18.0 Return to Work Interview

Upon return to work, regardless of the length of sickness absence, all members of staff must undertake a Return to Work Interview with their line manager. The purpose of the Return to Work Interview is as follows;

- To discuss the member of staff's fitness to return to work;
- To allow the line manager to express an interest in the member of staff's welfare and give the member of staff the opportunity to raise any health, welfare or job related problems they may be having;
- To enable advice and support to be offered, if appropriate;
- To discuss the member of staff's attendance record, if appropriate.

The line manager should arrange for this to be carried out on the same day as the return to work wherever possible. The line manager should complete the Return to Work Interview Form (attached as appendix C) and forward to the designated person for recording.

19.0 Standards of Attendance

The School recognises the importance of managing sickness absence (both short and long term) effectively and consistently through accurate measuring, reporting and monitoring. The School has approved the following triggers for instigating informal action within this procedure. The issue is not whether the absence is genuine but that poor attendance causes problems and disruption within the School.

The 'triggers' will normally operate² under the following circumstances:

² Employer has discretion regarding taking action under this policy where a trigger is reached and may take advice from HR Advisor.

- Short Term Absence - On the 3rd period of absence or after a total of 7 working days within a rolling 12 month period of employment.
- Long Term Absence - After a period of 20 or more standard working days continual absence due to sickness.

Depending on the seriousness of the attendance issue, or the member of staff's attendance record taken as a whole, the informal Attendance Support Meeting or the formal Stage 1 Absence Review Meeting may be omitted.

20.0 Informal Attendance Support Meeting

Where a member of staff reaches one of the above trigger points or fails to follow the reporting procedures of the policy then an informal 'Attendance Support Meeting' will be arranged. This will be conducted by the relevant line manager. The purpose of the informal Attendance Support Meeting is as follows;

- To discuss absences and any problems or underlying issues.
- To determine whether the causes of absence are work related.
- To establish whether medical advice has been sought.
- To ascertain whether additional support or reasonable adjustments are required.
- To consider if it is necessary to refer the member of staff to the Occupational Health Unit.
- Produce an action plan outlining support to the employee and options the school will need to consider where such a plan is not successful.

20.1 Action Plan

During the Attendance Support Meeting an action plan will be agreed between the member of staff and the line manager which will cover a minimum period of 12 weeks. The action plan should contain supportive measures and targets designed to enable the employee to sustain attendance or in cases of long term absence, return to work and sustain attendance. The action plan should be monitored by the line manager and reviewed on a regular basis. If the action plan is completed successfully then absences will be monitored through the Return to Work process. Where an employee has an absence within 4 weeks of completing their informal action plan, the line manager will consider the nature of the absence and determine if it is appropriate to revisit the informal action plan or move to the formal procedure if deemed necessary.

If the action plan is breached then the formal procedure will be invoked. The full review period does not have to be completed if it is apparent that the action plan has been breached at an early stage.

The School recognises the need to be proactive in supporting staff welfare in relation to sickness. The Attendance Support Meeting and action plan are intended to be helpful and supportive and to identify ways of reducing sickness absence and sustaining attendance at work. It is hoped that most absence issues can be resolved speedily and effectively at this informal stage.

21.0 Managing Short Term Absence

Where the informal stage has not achieved its objective, or in cases where it is felt that the matter is too serious to be dealt with informally, the formal procedure will be used. Where there is an intention to move into the formal stage a referral to occupational health will be made, if this has not already taken place.

21.1 Stage 1: Short Term Absence Review Meeting

The employee will be invited to attend a formal Stage 1 Absence Review Meeting. The invite letter will outline the causes of concern. The employee may be represented at this meeting by a recognised trade union/professional association representative or a work colleague of their choice. The meeting will be chaired by the Headteacher with support from the Link HR Advisor. The purpose of the meeting is as follows;

- To confirm any medical condition and any up to date medical advice/opinions from relevant agencies i.e. Occupational health/GP related to the short term absence.
- Indicate the Headteacher's concern about the unsatisfactory level of attendance.
- Try to establish the cause of the trigger levels including frequency/pattern of the absences.
- A review of the Return to Work Interviews and any informal action plan where available should be discussed.
- Try to identify whether there are any environmental, external factors or underlying issues possibly contributing to the absences and if so what action could be taken to remedy the situation.
- Explore possible solutions.
- Provide an opportunity for the employee to respond and comment.

21.2 Possible Outcomes of Stage 1

There are a number of possible outcomes of the meeting as follows:

- To extend the review period of the previous informal action plan.
- To consider adaptations to working practices/conditions/working patterns.
- To consider the use of special leave and unpaid leave arrangements.
- To consider temporary redeployment.
- To issue a formal (a) Written Attendance Improvement Notice' which will remain live for 12 months or (b) Final Written Attendance Improvement Notice which will remain live for 18 months. This will instigate a formal action plan and a review period covering the length of the improvement notice, during which improved attendance is expected from the employee.
- To consider a combination of the above.

The outcome of the meeting must be confirmed to the employee in writing within 5 working days. Where a formal Written or Final Written 'Attendance Improvement Notice' has been issued the employee will be notified of their right to appeal. If the employee wishes to appeal they must put this in writing, addressed to the Clerk of Governors within 5 working days of receipt of the outcome letter (see 21.5 Appeal Process).

The formal action plan should be monitored regularly. Where an employee completes the formal action plan successfully then they will be notified that no further formal action will be taken; their attendance will be reviewed through the Return to Work Interviews. However, the Headteacher will have discretion to revisit Stage 1 or move to Stage 2 of this procedure where an employee has any further sickness absence within 4 weeks of completing their formal action plan.

Where the formal action plan has been breached then it may be necessary to extend the review period or move to Stage 2 of the process where the member of staff's continued employment may be considered. The full review period does not have to be completed if it is apparent that the action plan has been breached at an early stage.

21.3 Stage 2: Short Term Absence Review Meeting

The employee will be invited to attend a formal Stage 2 Absence Review Meeting with a panel consisting of members of the Governing Body³. The employee may be represented at this meeting by a recognised trade union/professional association representative or a work colleague of their choice. The Headteacher will also be in attendance to present the management case as well as the link HR Advisor. The purpose of the meeting is as follows;

- To review the employee's attendance record.
- To review details of previous meetings held.
- To review support provided.
- To consider the prospect of an improvement in attendance.
- To consider the medical evidence including the most recent opinion from the Occupational Health Unit.
- Any relevant mitigating information from the employee and/or their representative.

21.4 Possible Outcomes of Stage 2

If it is felt that there are new mitigating circumstances and there is a good reason why these have not been raised by the employee at an earlier stage, then consideration may be given to extending the formal review period.

If no new mitigating circumstances are presented and the panel has fully considered the employee's length of service, attendance, the effect of their absences on the School and possible redeployment within the School, the employee's contract may be terminated⁴.

The outcome of the meeting must be confirmed to the employee in writing within 5 working days. Where the outcome is either an extension of a formal review period or dismissal then the employee will be notified of their right to appeal. If the employee wishes to appeal they must put this in writing, addressed to the Clerk of Governors within 5 working days of receipt of the outcome letter.

³ Where this panel has been given delegated authority for dismissal as per school standing orders.

⁴ Where this is a community school request for dismissal will be made to the LA for implementation no later than 14 days following such a request.

21.5 Appeal Process

The role of the Clerk of Governors is to organise and coordinate the appeal. The appeal will be dealt with impartially by three members of the governing body who, wherever possible, have not been previously involved in the case. Appeals can be made where a formal Written/Final Written 'Attendance Improvement Notice' has been issued or where the outcome of the Stage 2 meeting was dismissal.

At least five standard working days' written notice will be given and the notification will give details of the time and place of the appeal meeting and will advise the employee of their right to be accompanied by a companion who may be a colleague, a trade union official, or a trade union representative who has been certified by their union as being competent.

Options for the Appeal Panel to consider as an outcome arising from an appeal are as follows:

- Appeal is unfounded - no further action is required, original outcome stands.
- That after thoroughly exploring the issues raised at the Appeal the Panel believe it is appropriate to overturn the original decision, perhaps on grounds of evidence not available earlier, the level of sanction given was not appropriate or inconsistency.

The employee will be informed in writing of the results of the appeal hearing as soon as possible (within 2 standard working days) of the matters covered at this meeting and their outcome. The decision of the appeal panel is final.

22.0 Managing Long Term Absence

Long term absence is defined as a continuous period of absence of 20 or more standard working days.

Where the informal stage has not achieved its objective, or in cases where it is felt that the matter is too serious to be dealt with informally, the formal procedure will be used. Where there is an intention to move into the formal stage a referral to occupational health will be made, if this has not already taken place.

22.1 Stage 1: Long Term Absence Review Meeting

The employee will be invited to attend a formal Stage 1 Long Term Absence Review Meeting. The employee may be represented at this meeting by a recognised trade union/professional association representative or a work colleague of their choice. The meeting will be chaired by the Headteacher with support from the Link HR Advisor. The purpose of the meeting is as follows;

- To discuss the nature of the medical condition and any up to date medical advice/opinions from appropriate agencies i.e. occupational health/GP.
- To review details of previous meetings held.
- To discuss the prospect of a return to work in the foreseeable future.
- To discuss support or assistance which could be offered.
- To establish if the condition is work related.
- To establish if reasonable adjustments could be made to support a return to work.

- To explore the option of redeployment within the School if possible.

22.2 Possible Outcomes of Stage 1

There are a number of possible outcomes of the meeting as follows:

- A return to work on a specified date which is supported by medical advice.
- A return to work on an unspecified date following a period of recuperation. Contact should be maintained and recovery progress reviewed regularly. Further meetings may be required.
- A phased return to work on amended duties and/or reduced hours for a period of up to four weeks. The aim is that the employee will return to their full hours following this phasing in period. The phased return should be monitored and reviewed regularly and consideration given in exceptional circumstances to extending the period of amended duties past the four week period.
- A return to work but redeployed in suitable alternative employment on a temporary or permanent basis where such employment can be identified.
- Consideration given to supporting the individual in making an application for Ill Health Early Retirement.
- Consideration given to moving to Stage 2 of the procedure where Ill Health Dismissal will be contemplated.

The outcome of the meeting must be confirmed to the employee in writing within 5 working days.

If there is insufficient evidence to confirm that the employee is permanently unfit for work, or unfit for the foreseeable future, then the Headteacher should complete an assessment report regarding the impact of the employee's continuing absence and how much longer it can be endured in the School. This should be completed prior to proceeding to Stage 2.

22.3 Stage 2: Long Term Absence Review Meeting

In the event of medical evidence suggesting that a return to work in any capacity is unlikely within the next 3 month period, the employee will be invited to attend a Stage 2 Long Term Absence Review Meeting where ill health dismissal will become a possible option. This option will be explored only as a last resort. Any decision to begin dismissal procedures on health grounds will be undertaken by the Headteacher following advice from the School Link HR Advisor.

The employee will be invited to attend a formal Stage 2 Long Term Absence Review Meeting with a panel consisting of members of the Governing Body⁵. The employee may be represented at this meeting by a recognised trade union/professional association representative or a work colleague of their choice. The Headteacher will also be in attendance to present the management case as well as a representative from HR. The purpose of the meeting is as follows;

- To review the employee's attendance record.

⁵ Where this panel has been given delegated authority for dismissal as per school standing orders.

- To review details of previous meetings held.
- To consider the medical evidence including the most recent opinion from the Occupational Health Unit.
- To review support provided.
- To review the Headteacher’s assessment report (where required).
- Any relevant mitigating information from the employee and/or their representative.

22.4 Possible Outcomes of Stage 2

Where the panel has fully considered the employee’s length of service, attendance record, medical evidence, the effect of their absence(s) on the School and possible redeployment within the School, the employee’s contract may be terminated.

The outcome of the meeting must be confirmed to the employee in writing within 5 working days and where dismissal is the outcome the employee will be notified of their right to appeal⁶. If the employee wishes to appeal they must put this in writing, addressed to the Clerk of Governors within 5 working days of receipt of the outcome letter (see 21.5 Appeal Process).

23.0 Failure to Comply

An employee who fails to comply with the School’s Attendance Management Policy and Procedure or abuses the School’s rules on sickness absence e.g. falsely claiming sick pay will be dealt with under the disciplinary procedure. Examples might be an employee who was refused a request for annual leave and reports sick, an employee who undertakes other paid employment whilst on sick leave, an employee who has failed to attend more than one OH appointment without just cause, or an employee whose behaviour away from work is incompatible with the reason for the absence.

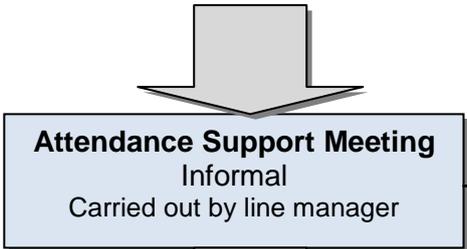
Appendix A: Short Term Attendance Management Procedure

⁶ Where this is a community school, the appeal must be submitted to the LA for implementation no later than 14 days following such a decision.

Return to Work Interview
 Informal
 Carried out by line manager

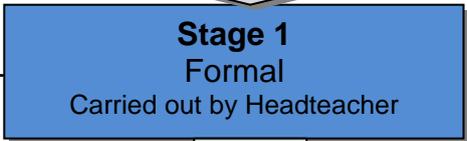
to the LA for implementation no

- Carried out after every period of absence.
- Consideration given to interview environment.
- Adequate preparation of paperwork.
- Consideration of questions.
- Employee aware of purpose of Return to Work Interview
- Outcomes of interview agreed if necessary.
- Self certification and/or GP medical certificate collected.
- Interview paperwork signed by both parties.
- Paperwork forwarded to Designated Person for absence recording.



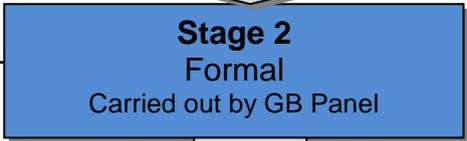
- Meeting convened when employee hits 'trigger' point.
- Line manager completes guidance checklist.
- Employee is aware of the purpose of the meeting & is given a copy of the Policy & Procedure.
- Informal action plan is agreed and level of expected attendance is established.
- Action plan is monitored and reviewed throughout the agreed timescale.
- Employee is informed of successful completion of action plan or;
- Employee is notified of failure to successfully complete action plan & formal action begins.

- Employee will be invited to attend formal Stage 1 meeting chaired by the Head.
- Employee notified of their right to be represented at the meeting.
- Purpose of the meeting is to highlight unsatisfactory level of attendance, review attendance record, establish causes, highlight impact of absence, explore solutions
- Provide employee an opportunity to explain their reasons for unsatisfactory attendance.
- Meeting may result in an improvement notice & action plan, adaptations & support, extension of informal review.
- Opportunity to Appeal decision.



- Where a formal Written or Final Attendance Improvement Notice has been issued then a formal action plan will be devised.
- The action plan will define the level of attendance expected from the employee.
- The action plan will set out specific actions for the employee and/or line manager and/or Headteacher.
- Action plan will be monitored & reviewed.
- Employee will be notified if action plan completed successfully or if it has been breached & therefore moving to Stage 2.

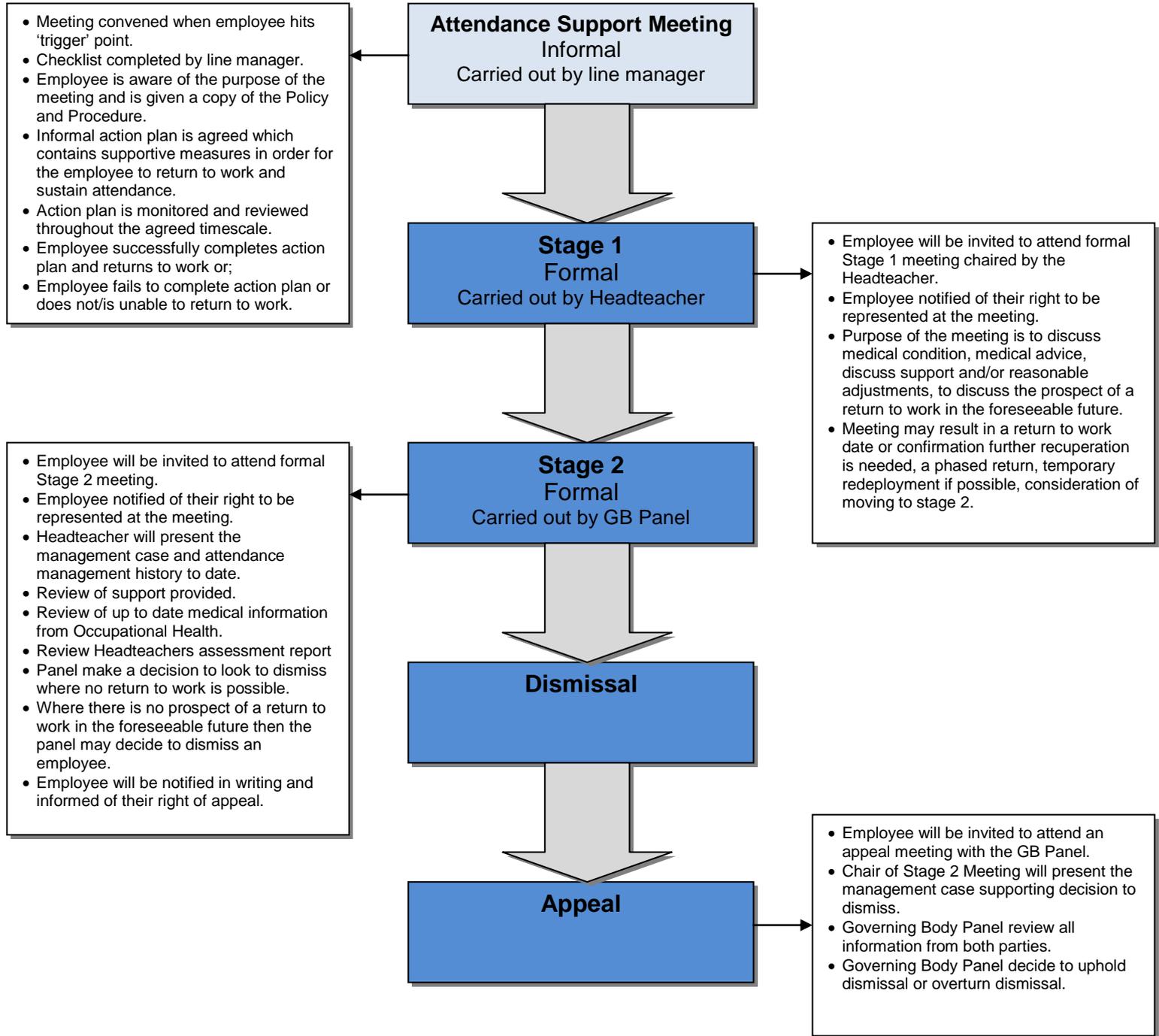
- Employee will be invited to attend formal Stage 2 meeting
- Employee notified of their right to be represented at the meeting.
- Headteacher presents the management case and attendance management history to date.
- Review of support provided.
- Review of up to date medical information from Occupational Health.
- Provide employee an opportunity to explain their reasons for unsatisfactory attendance.
- Panel make decision to extend Stage 1 review period or dismiss employee.
- Upon considering the evidence the panel may decide to dismiss an employee.
- Employee will be notified in writing and informed of their right to appeal.



- Appeals can arise from any stage of the formal process.
- Chair of relevant formal Stage Meeting will present the management case at an appeal.
 - The employee has an opportunity to appeal the earlier decision, represented where appropriate.
 - Governing Body appeal Panel decide to:
 - Appeal is unfounded
 - Or overturn previous decision.



Appendix B: Long Term Attendance Management Procedure



Appendix C: Return to Work Interview Form

Employee Name:		Position:	
Name of Interviewer:		Date:	
First Day of Absence:	Last Day of Absence:	No. of Days Absent:	Return to Work Date:
Dr. Cert Required? Yes/No	Dr. Cert Supplied? Yes/No	Number of days in last 12 months:	No. of occasions in last 12 months:
Trigger Point Reached? Please Specify:		Attendance Support Meeting Arranged?	
Reason(s) for absence:			
Advice or support given:			
Action to be taken:			
Update on relevant issues:			
Employee comments:			
Employee signature:		Date:	
Line Manager/Headteacher signature:		Date:	