




# Managing Attendance at Work Policy

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|----------------------------|---------------------------------------|
| Responsible Committee      | CLPT Finance and Operations Committee |
| Date Approved by Committee | 25 <sup>th</sup> November 2024        |
| Implementation Date        | 25 <sup>th</sup> November 2024        |
| Next Review Date           | November 2025                         |
| Policy Owner               | Laura Austen                          |

This Policy has been created in accordance and to support the Mission, Values and Beliefs of The Creative Learning Partnership Trust.

Our Mission.

Creating transformational educative opportunities; promoting social justice; unlocking individual freedom.



14. BRAND BOOK | THE CREATIVE LEARNING PARTNERSHIP TRUST

Our Beliefs.

Our beliefs are what we value, they're what we passionately talk about.

**Creativity.**  
**What we mean:** Innovative problem solvers, use our knowledge and skills to turn ideas into reality.  
**What we don't mean:** Head in the clouds, waste time in wrong areas, not commercially aware

**Learning.**  
**What we mean:** Knowledge rich curriculum, nurture skills and talent, everyone can reach potential.  
**What we don't mean:** Everyone achieves the same standard, choices are removed.

**Partnership.**  
**What we mean:** Collaborate openly with others, willingly offer advice, happily request support.  
**What we don't mean:** Create knowledge silos, freely disclose sensitive information.

**Trust.**  
**What we mean:** Foster strong relationships, can count on others, have confident expectations.  
**What we don't mean:** Passing the buck, become complacent, rely too heavily on others.

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Our Personality.

Our personality expresses who we are, it's how we talk, act and behave.

**Integrity.**  
**What we mean:** Courage to do the right thing, taking time to care, education first.  
**What we don't mean:** Compromise professionalism or being unprofessional.

**Dedication.**  
**What we mean:** Committed to supporting and improving, work smart to make it happen, resourceful.  
**What we don't mean:** Working all hours, do everything yourself, neglect health and well-being.

**Kindness.**  
**What we mean:** Act with compassion, always thinking of others, being a good human.  
**What we don't mean:** Ignore consequences, brush things under the carpet, don't tackle issues.

**Understanding.**  
**What we mean:** Listening and valuing one another, have empathy and able to feel what others feel.  
**What we don't mean:** Take on other people's problems, preoccupied with concerns.

**Collaboration.**  
**What we mean:** Working together, enabling each other to develop positive outcomes.  
**What we don't mean:** Unfocused meetings or inefficient use of other people's time.

**Innovation.**  
**What we mean:** Using expertise and research to transform, always striving to improve.  
**What we don't mean:** Improving one area to the detriment of others or ignoring core ideals.

BRAND BOOK | THE CREATIVE LEARNING PARTNERSHIP TRUST 8.

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This policy applies to all Creative Learning Partnership Trust (CLPT) employees except:

- Contractors, consultants or volunteers working within CLPT who are not employees.

## **This Policy**

Strives to ensure the wellbeing of employees at work, through support, advice and help where underlying health issues are contributing to their absence in order to encourage consistent high levels of attendance. It recognises that whilst a certain level of sickness may be inevitable, a reasonable balance must be maintained between the needs of the business and those of employees to take time off from work due to sickness. This policy outlines what is expected from managers and employees when such situations occur (both short- and long-term sickness absence) in order to ensure that support and treatment is consistent, lawful, fair and equitable. The code of practice, which is found at page 4, details the responsibilities of both parties and the mechanisms put in place to underpin our policy.

## **The Trust expects**

Its employees to take responsibility for managing their own health wherever possible to ensure regular attendance at work and to engage fully in the attendance management process when sickness absence occurs.

## **The Trust will**

Use the Bradford factor scoring system, (Appendix 2) to monitor all sickness absence, and employees not meeting the expected standards of attendance will be managed under the terms of this policy.

Sickness absences arising from and related to maternity, pregnancy, disability (Equality Act 2010), critical illness, or where the employer accepts that there has been an accident on duty in considering whether formal action is appropriate, will normally be discounted from the Bradford score. An exception to this may be where reasonable adjustments have been agreed and put in place, but sickness absences continue to occur.

The CLPT will manage attendance using Return-to-Work Discussions which will be conducted each time an employee returns to work following any period of absence.

## **Policy Principles**

The three stages of managing attendance are progressive and intended to remind and enforce the attendance standards that are expected from all employees, with support mechanisms to encourage this. The manager must take formal action at the appropriate stage where the Bradford score is 150 or above, after taking account of absences that are normally discountable.

The policy applies from the first day of employment, although an employee must never unknowingly find him or herself under consideration of the formal attendance procedure.

Sometimes conflict with others at work can lead to employees taking sickness absence. In these circumstances mediation can be particularly helpful, providing a process for the parties involved to explore their issues in a safe and confidential environment, paving the way to a successful return to work.

This policy and its supporting procedural documents provide a framework to manage attendance issues in ways that are founded on the principles of:

- Effective support in the handling of sensitive and complex matters;
- Recognising disability related conditions and issues in the workplace and taking appropriate action to mitigate the effect of these;
- Equity and fairness of treatment;
- Consistency of application of the process and procedures agreed for handling sickness absence and attendance issues;
- Timeliness (in accordance with reasonable timelines).

## Other supporting information

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1. For more information on how to apply this policy visit the following documents:
  - Managing Long Term Absence (including dismissal) (Appendix 1)
  - Bradford Score (Appendix 2)
  - When an Employee Goes off Sick (Appendix 3)
  - Return to Work Discussions (Appendix 4)
  - Formal Absence Process (Appendix 5)
  - Critical Illness Guidance (Appendix 6)
  - Manager's Disability Checklist (Appendix 7)
2. Employees are expected to engage appropriately with this policy insofar as they are affected by it. Abuse or misuse of this policy is unacceptable and may give rise to action under the CLPT's formal procedures.
3. Information recorded during this process may on request be disclosed to any party involved in the process (subject to exemptions). When a request for information is received, it would need to be established if the requested information is the requestor's personal data. The request would then be assessed to identify if there are any exemptions from release, for example, would release put another person at harm. Written requests for information will be subject to the General Data Protection Regulations (2018) and the Freedom of Information Act 2000. For further advice please contact Laura Austen, Director of Operations, email address [lausten@creativelrng.com](mailto:lausten@creativelrng.com)
4. For more information on policies adopted by the CLPT please refer to the following:
  - Staff Wellbeing Policy
  - Maternity, Adoption, Paternity & Parental Leave Policy
  - Occupational sick pay and governing legislation
  - Flexible Working Policy
  - Time off Policy
5. Further background information on this topic is available on the following website:  
[www.acas.org.uk](http://www.acas.org.uk)

## **Code of Practice Managing Attendance at Work**

### **Reporting Sick**

Employees are required to personally contact their manager (or person appointed by their manager), preferably by telephone call, at the earliest possible opportunity on the first day of absence and ideally at least two hours before they are due or expected to start work.

**Daily** – Employee is required to provide an update on whether they will be in work

**On Day 4** - Employee is required to contact their manager to update on their absence.

**On Day 7** - Employee is required to contact their manager again and produce a Doctor's fit note within 5 working days.

**From Day 8 onwards the employee is required to:**

- Produce on-going Doctor's fit notes until they return to work or employment ceases.
- Update their manager at least every two weeks with their progress.
- Engage with Occupational Health and line manager/Human Resources regarding referral appointments and absence visits.

### **Failure to Produce a Fit Note**

- Failure to produce a fit note within 5 working days of it being due may result (except in exceptional circumstances) in the withdrawal of occupational sick pay from day 13.

### **Maintaining Contact during the Absence**

#### **Short term absence**

- The manager has a duty of care and should take steps to find out why their employee is not well; the nature of their illness and what steps they are taking to deal with it.

#### **Long term - absences of more than 20 days**

- At the point it becomes known that the absence will be of more than 20 days the manager should arrange to meet with the employee and arrange a referral to Occupational Health if one has not already been made. See Managing Long Term Absence (Appendix 1)

### **Return to Work Discussions on Return from Sickness Absence**

- The RTW discussion enables a manager to identify the cause of the absence and should be carried out as soon as possible, ideally on the day of return and normally within 10 days.

- Managers must complete the relevant paperwork and update Myview and Arbor (or arrange for it to be updated where no direct access) to show that a RTW discussion has taken place and keep a local record of the discussion taking place. Return to Work discussions must take place following every absence to ensure that an employee will never unknowingly find him or herself under consideration of the formal Attendance Procedure.

## **Disability**

### **Disability and Reasonable Adjustment**

The Creative Learning Partnership Trust is expected to take reasonable steps to find out if a person is disabled and requires reasonable adjustments, but as many disabilities are not obvious, it also relies on employees to bring their disability and its impact, to the attention of their manager.

Managers should be proactive when they become aware that an employee is disabled, has a disability which worsens, or suffers a temporary or permanent disability as a result of a critical illness (for example, cancer or multiple sclerosis). In these cases it is essential to liaise with individuals, HR and rely on advice provided by their GP/Consultant or OHU.

The Equality Act 2010 means that an employer, or person acting for the employer such as a Line Manager:

- **Must not** directly or indirectly discriminate against a disabled person;
- **Must not** treat a disabled person less favourably for a reason related to his or her disability, unless that treatment can be justified;
- **Must** make reasonable adjustments in the recruitment and employment of disabled people. This can include, for example, adjustments to recruitment and selection procedures, to working arrangements and physical changes to the premises or equipment.

### **What might be a reasonable adjustment?**

- An adjustment to the premises
- Allocating some of the disabled person's duties to another person
- Altering the person's working hours
- Working from home if possible
- Allowing the person to be absent for reasonable periods during working hours for assessment or treatment
- Allowing the person a higher than average level of sickness absence for absences related to their condition which may be appropriate for their condition
- Acquiring or modifying equipment
- Providing a reader or interpreter

Further advice on making reasonable adjustments can be sought from Occupational Health and Human Resources.

### **When is an adjustment reasonable?**

Would the adjustment be of significant benefit to the disabled employee? How much will a reasonable adjustment reduce the disadvantage? The more effective an adjustment is in reducing disadvantage, the more reasonable it is likely to be.

### **Practicality of the change**

What are the options for adjustments? What is the relative ease or difficulty of the options?

If disadvantage can easily be removed by changing the way things are done, or the equipment that is used, then the adjustment is likely to be considered reasonable.

### **Financial costs and extent of any disruption caused**

What are the costs involved? These must be provided for within the budget. How much disruption will result from this adjustment? Will the adjustment impact on others in the team?

Financial help from government schemes such as Access to Work, following initial contact by the employee, may be able to help in providing and funding reasonable adjustments for employees.

### **Bradford Score**

Absences related to disability should normally be discounted from the Bradford calculation when deciding whether to issue a formal warning, however where absences continue to be excessive despite having put all reasonable adjustments in place, the manager may decide to notify the employee that they will be included from that point. This action should only be considered with advice from HR.

### **Coming Back to Work after Long Term Absence/Phased Returns**

Regular contact with an absent employee due to sickness will ensure a successful return to work once the employee has recovered.

An employee who has had a lengthy period of absence is likely to experience some anxiety over the prospect of returning to work. They may be worried about their ability to cope with the work, whether things will have changed or how colleagues will react. It will therefore be very important for the manager to take positive steps to welcome the employee back, make them feel at home and facilitate re-integration into the workplace.

A phased return may follow a prolonged period of absence where the employee is not fully fit to resume normal duties. A manager and employee will together agree a plan of action that could include obtaining medical reports to identify whether there are any reasonable adjustments that might be required to enable them to return to work.

The manager is responsible for:

- agreeing a phased return for up to 4 weeks, where appropriate
- ensuring full pay is reinstated during a return and
- monitoring the return period and documenting the meetings to ensure progress is made.

There should be regular review meetings between the employee and the manager about how effective the phased return is. This will enable managers to review the progress of the employee to make a successful return to their full job.

If the employee is not able to take on the full extent of their duties by the end of the 4-week phased return the manager must agree with the employee how to take it forward. This can be by using:

- accrued flexi leave
- annual leave where relevant or
- a temporary reduction in hours when medical evidence suggests that it would be appropriate due to the person's incapacity to fulfil their contract.

Further advice is available from [Human Resources](#) where a proposed phased return is anticipated.

With advice from HR and OHU, a phased return may be extended or be planned over a longer period (normally up to six weeks). Managers should seek advice from Human Resources about extending a phased return to work period beyond four weeks.

### **Termination of Contract**

- May be appropriate where an employee is unable to fulfil the terms of contract on the grounds of continuing sickness absence. (See [Managing Long Term Absence – Appendix 1](#))

### **The Bradford Factor**

- The Bradford Factor is used to calculate the Bradford Score in a rolling 12-month period, which in turn is used to measure levels of employee sickness absence. [Appendix 2](#)).

### **Part Day, Split Shifts and Linked Absences**

**Part-day absences** - are normally discounted in respect of the Bradford Score, however if the level of part day absence (i.e. part of their usual working day) becomes unmanageable or if the employee's absence record becomes unacceptable this privilege can be revoked with prior notification at any time. The return-to-work discussion must still take place after a part-day absence.

**Linked absences** - an employee may resume work before they are fully fit to do so, resulting in another quickly following period of absence. In these instances where close consecutive absences occur the manager should seek advice from HR regarding whether an absence is considered 'linked' and whether it should count towards the Bradford Score or not.

**Split Shifts** - where an employee has attended for part of their shift and then reported sick, this would be treated in line with the part-day absence process described above, except where the absence continues beyond one shift/day

### **Discountable Absences**

Sickness related to disability (Equality Act 2010); critical illness; accidents on duty (where the accident has occurred on duty); maternity and pregnancy are normally discounted from the Bradford score when considering formal action although the manager may still need to explore any steps or measures which might help improve the employee's attendance, including referral to Occupational Health.

**Absence due to accidents on duty or related to disability** - are normally discounted, an exception to this may be where reasonable adjustments have been agreed and put in place, but sickness absences continue to occur. However, the manager may need to explore whether there are any steps which might improve the employee's attendance record and consider whether Occupational Health advice should be sought. Where there is any dispute as to whether an absence is disability related or due to an accident on duty, refer to HR, Occupational Health or Health and Safety as appropriate or carry out further investigations before progressing.

**Critical Illness absences** - are normally discounted. See [Critical Illness Document – Appendix 6](#) for more information.



**Pregnancy related absences** - are normally discounted, but the manager should ensure that a risk assessment has been carried out.

### **Formal Attendance Procedure**

- Consists of three formal stages leading up to (and including) consideration of dismissal (see Appendix 5).

### **The Right to be Accompanied**

- Employees have the right to be accompanied by a companion at any meeting that forms part of the formal attendance management procedure. A companion may be a trade union representative, a fellow worker, or an official employed by the trade union.

### **Non Attendance at Formal Meetings**

- At any stage of the formal process if an employee declines to attend the meeting or is prevented from attending, the meeting may still proceed in their absence, at the discretion of the person or those conducting the meeting.
- The person conducting the meeting may request that the employee be offered a further opportunity no later than two weeks from the original date. If non-attendance is due to sickness the employee must produce a fit note, which clearly states that they cannot physically attend the meeting.

### **The Formal Stages**

**Note:** During any stage of the formal process, where **two same stage** warnings (i.e. two Stage 1's) have been issued within the preceding **two years** the formal procedure may be escalated automatically to the next stage if the sickness absence standards are breached.

#### **Stage 1**

Bradford Score is at least 150. The manager (usually their line manager) must review their attendance record and consider the actions appropriate at this stage. These considerations must be well documented by the manager and retained on file against the absence record.

Where formal process is to take place the manager should:

- Arrange a formal meeting with the employee (usually within 10 working days of the employee returning to work, but in all circumstances as soon as is reasonably practical).
- Give a minimum of 10 working days' notice of the meeting in writing, clearly stating that it is being convened under the formal attendance procedure.

Some absences may be disability related and so managers may need to determine these with assistance from HR and/or OHU, and decide if reasonable adjustments are possible for the employee to be able to complete the tasks demanded by the job.

#### **Stage 2**

- Bradford score of at least 150 points and where two further absences or one absence of 10 days or more, has occurred during the 'life' of the previous Stage 1 warning. In such cases the manager will call the employee to a Stage 2 meeting with a more senior manager.
- A meeting is held to advise the employee that their attendance is unsatisfactory and Stage 2 issued. Should they incur a further two absences, or one absence of 10 days or more they will be facing Stage 3 of the Attendance Procedure at which point their dismissal will be considered.

### **Stage 3**

- Bradford score is at least 150 points and where two further absences or one absence of 10 days or more, has occurred during the 'life' of the previous Stage 2 warning.
- Manager to invite the employee to a formal meeting allowing 10 working days' notice of the meeting.
- Where the decision is to dismiss the employee will be advised accordingly in writing and informed of the last day of service, setting out their appeal rights.
- The expiry or otherwise of an employee's payments under the sickness absence scheme will not affect the decision.

Where a decision is taken not to dismiss at Stage 3 the employee will return to Stage 2 of the procedure, the attendance standards appropriate to that stage will apply, and any other measures and/or reasonable adjustments will be considered.

Where an employee fails to co-operate with efforts by the manager to establish the true medical position (for example – fails to attend OHU) a decision concerning future employment will be made based on the information currently available.

### **Right of Appeal**

Where their senior manager chooses to issue a formal warning, the employee will have a right of appeal at all stages to a more senior manager (usually within 10 working days of the warning being issued, but this may be reasonably extended to provide opportunity for union representation).

### **Expired Attendance Warnings**

**Stage 1:** A copy of the first stage written warning should be kept on file, but will lapse after 6 months, subject to satisfactory attendance standards being maintained.

**Stage 2:** A copy of this written warning should be kept on file but will lapse after 9 months, subject to satisfactory attendance standards being maintained.

**Stage 3:** Where a decision not to dismiss is made, this decision should be documented and retained on file. The employee will then return to their original stage 2 warning and its applicable expiry date.

## Appendix 1 – Managing Long Term Absence (including Dismissal)

### Managing Long Term Absence (including Dismissal)

|   | Manager Accountabilities   | Employee Responsibilities  | HR/OHU Support Available   |
|---|--|--|--|
| Absence has continued for at least 20 days        | <ul style="list-style-type: none"> <li>▶ <a href="#">Maintain regular contact</a> with the employee.</li> <li>▶ <a href="#">Refer case to OHU</a> if not already done so at day 20.</li> <li>▶ Consider how a return to work can be facilitated by the business and the employee.</li> <li>▶ Discuss progress and outcome of OHU referrals and recommendations.</li> <li>▶ Maintain contact every two weeks</li> </ul>                                 | <ul style="list-style-type: none"> <li>▶ <a href="#">Maintain contact with your manager</a></li> <li>▶ Fully engage with the process and be receptive to ideas.</li> <li>▶ Ensure up-to-date absence information is provided to manager, including <a href="#">fit notes</a>.</li> <li>▶ Consider how a return to work can be facilitated and what adjustments may need to be considered.</li> </ul> | <p><b>Occupational Health Unit</b></p> <ul style="list-style-type: none"> <li>▶ Undertake case referrals</li> <li>▶ Provide management advice on medical conditions and reasonable adjustments.</li> <li>▶ Obtain medical reports.</li> </ul> <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>▶ Provide policy and procedural guidance.</li> </ul>          |
| Absence at <a href="#">5 Months</a> at the latest | <ul style="list-style-type: none"> <li>▶ Assess case and recent medical information with HR</li> <li>▶ Consult with HR/OHU regarding the future prospects of the employee and likelihood of a return to work in the near future.</li> <li>▶ Decide how the case should be managed.</li> <li>▶ Advise the employee that dismissal may be considered.</li> </ul>   | <ul style="list-style-type: none"> <li>▶ Provide fortnightly updates on medical progress.</li> <li>▶ Work with manager to identify practical solutions and a way forward.</li> </ul>   | <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>▶ Check that redeployment and all reasonable adjustments have been considered.</li> <li>▶ Support manager through process and at meetings.</li> </ul> <p><b>Occupational Health Unit</b></p> <ul style="list-style-type: none"> <li>▶ Provide/obtain up to date medical information as required.</li> </ul> |
| Absence at <a href="#">8 Months</a> at the latest | <ul style="list-style-type: none"> <li>▶ In consultation with HR, the manager must decide if it is reasonable for the business to continue to wait for the employees' return to work.</li> <li>▶ Must obtain up to date medical advice on which to base decision. No more than 3 months old.</li> <li>▶ Confirm to the employee that dismissal is being considered.</li> <li>▶ In consultation with HR, initiate termination of employment.</li> </ul> | <ul style="list-style-type: none"> <li>▶ Provide consent when requested, to enable access to your most recent medical information. This will ensure that appropriate decisions are made.</li> <li>▶ Arrange representation</li> </ul>  | <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>▶ Guide manager through process and support at formal meetings.</li> <li>▶ Support and advise manager through termination process.</li> </ul> <p><b>Occupational Health Unit</b></p> <ul style="list-style-type: none"> <li>▶ Provide/obtain up to date medical information as required.</li> </ul>         |

## **Appendix 2 - Bradford Score Explained**

Sickness absence monitoring at Creative Learning Partnership Trust is based on the Bradford Score. The Bradford Score is a number of points accrued during a rolling twelve month period, based on the following formula:

**No. of absences x No. of absences x total days= Bradford Score**

The Bradford Score provides a mechanism for addressing unacceptable attendance levels or attendance patterns, at work. A Bradford Score of 150 points is considered to be unacceptable, and will be the trigger, initiating the process of formal management, as part of the Managing Attendance at Work procedure.

The examples below illustrate the accumulation of absence that can typically trigger the formal process with a Bradford Score of at least 150.

**Employee A** - Has 4 absences. 1 of 4 days and 3 of 2 days, providing a Bradford Score of (4x4x10) **160 points**

**Employee B** - Has 4 absences. 3 days each providing a Bradford Score of (4x4x12) **192 points**

**Employee C** - Has 6 absences. 1 day each providing a Bradford Score of (6x6x6) **216 points**

**Employee D** - Has 5 absences. 1 of 4 days, 1 of 3 days and 3 of 1 day, providing a Bradford Score of (5x5x10) **250 points**

**Employee E** - Has 1 absence. 1 of 150 days (about 5 months), providing a Bradford Score of (1x1x150) **150 points**

### **Patterns of Sickness Absence**

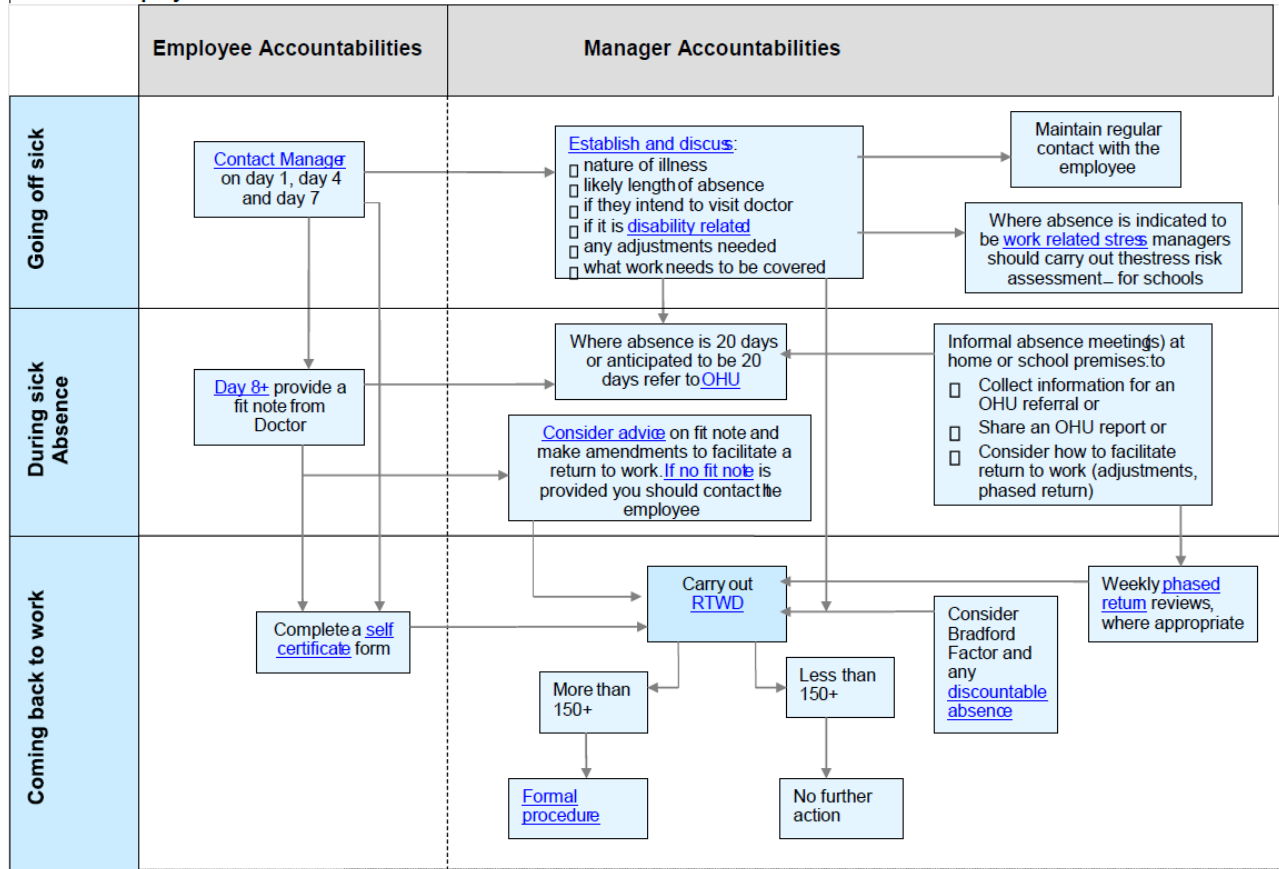
Managers should be proactive in discussing patterns of absence that raise concern with the employee.

Such patterns may be identified as:

- frequent absenteeism on Fridays/Mondays
- absences regularly falling within recognised school holidays or following Bank Holidays
- when annual leave entitlement has been exhausted or a request for leave have been refused for operational reasons
- where a manager believes absence may be a conduct issue and not medical they must contact Human Resources

### Appendix 3 – When an employee goes off sick

When An Employee Goes Off Sick



## Appendix 4 – Return to work discussions

|             | Review of Bradford Score  | Manager Accountabilities   | Employee Accountabilities  | HR/OHU Support Available   |
|-------------|---|--|--|--|
| Before RTWD | <p>Review absence within rolling 12 months</p>  | <ul style="list-style-type: none"> <li>▶ Consider normally <a href="#">discountable</a> absences due to:               <ul style="list-style-type: none"> <li>• industrial injury</li> <li>• maternity</li> <li>• <a href="#">critical illness</a></li> <li>• <a href="#">disability</a></li> </ul> </li> <li>▶ <a href="#">Part-day</a> and <a href="#">linked absence</a></li> <li>▶ Review employees attendance and <a href="#">Bradford Score</a></li> </ul> | <ul style="list-style-type: none"> <li>▶ Ensure completed <a href="#">Self Certificate</a> form.</li> <li>▶ Provide a <a href="#">fit-note</a> for absences of 8 or more days</li> </ul>   | <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>▶ provide policy and procedural guidance following the 150 trigger</li> <li>▶ advise on discountable absences</li> </ul>  |
| During RTWD | <p>Confirm current and previous absences are correct and discounted where appropriate</p> | <p><b>Discuss latest absence using the structure of WARM:</b></p> <ul style="list-style-type: none"> <li>▶ Establish if likely to be further absence</li> <li>▶ Identify patterns or trends</li> <li>▶ Establish underlying reasons, preventable measures &amp; support mechanisms</li> <li>▶ Detail how Bradford factor fits in with formal process</li> <li>▶ Agree and record actions</li> </ul>  | <ul style="list-style-type: none"> <li>▶ Fully engage with discussion</li> <li>▶ Expand on any medical circumstances including disability related</li> <li>▶ Discuss any non medical issues contributing to absence</li> <li>▶ Identify and agree support, preventable measures and actions</li> </ul> | <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>▶ Advise managers on appropriate measures and other formal actions where 150 Bradford Score</li> <li>▶ Support and advise manager in considering next actions</li> <li>▶ Signpost to stress assessment, risk assessment and training</li> </ul> |
| After RTWD  | <p>Update records on SIMS or My View</p>  | <ul style="list-style-type: none"> <li>▶ Refer to <a href="#">OHU</a> where absence is likely to continue</li> <li>▶ Address underlying non medical reason for absence through other policies</li> <li>▶ Manage any agreed actions</li> <li>▶ Carry out review meetings e.g. if there is a phased return</li> </ul>  | <ul style="list-style-type: none"> <li>▶ Accept responsibility and take part in resolving any problems</li> <li>▶ Put in place any agreed actions</li> </ul>   | <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>▶ Support manager to implement actions and access other policies if appropriate</li> </ul> <p><b>Occupational Health Unit</b></p> <ul style="list-style-type: none"> <li>▶ Provide/obtain up to date medical information as required</li> </ul> |

## Appendix 5 – Formal Absence Process

|  | Review of Bradford Score   | Manager Accountabilities  | Employee Responsibilities   | HR/OHU Support Available  |
|--|--|---|---|---|
| <b>Stage One<br/>Warning</b>                   | <p>Score of at least 150</p>   | <p>Consider <a href="#">normally discountable absences</a> due to:</p> <ul style="list-style-type: none"> <li>▶ industrial injury</li> <li>▶ maternity</li> <li>▶ critical illness or disability.</li> </ul> <p>Also <a href="#">part day and linked absence</a>.</p> <ul style="list-style-type: none"> <li>▶ Arrange <a href="#">formal meeting</a></li> <li>▶ Adhere to timescales</li> <li>▶ Fully document any decisions</li> <li>▶ Notify employee in writing</li> <li>▶ Arrange appeals</li> </ul> | <ul style="list-style-type: none"> <li>▶ Fully engage with the process.</li> <li>▶ Provide a <a href="#">fit-note</a> where not able to attend scheduled meetings.</li> <li>▶ Arrange to be accompanied if required.</li> <li>▶ Ensure up-to-date absence information is provided to manager.</li> <li>▶ Submit appeal within 14 days.</li> </ul> | <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>▶ To provide policy and procedural guidance.</li> </ul> <p><b>Occupational Health Unit</b></p> <ul style="list-style-type: none"> <li>▶ Undertake <a href="#">OHU referrals</a></li> <li>▶ Provide management advice on medical conditions and reasonable adjustments.</li> <li>▶ Obtain medical reports.</li> </ul> |
| <b>Stage Two<br/>Warning</b>                   | <p>Stage 1 still live. <a href="#">Score</a> is at least 150 plus 2 more absences or 1 absence of at least 10 days.</p> <p>2 Stage One's issued within last 2 years.</p> | <p>Same as at Stage One, plus.....</p> <ul style="list-style-type: none"> <li>▶ <a href="#">Refer to OHU</a> for medical advice as appropriate.</li> <li>▶ Refer to HR for procedural advice.</li> <li>▶ Make clear that dismissal will be considered at next stage.</li> </ul>   | <p>Same as at Stage One, plus.....</p> <ul style="list-style-type: none"> <li>▶ Expand on any medical circumstances that need to be considered.</li> <li>▶ Make known any absences that may be related to disability.</li> </ul>  | <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>▶ Check that all reasonable adjustments have been implemented.</li> <li>▶ Support manager through process</li> </ul> <p><b>Occupational Health Unit</b></p> <ul style="list-style-type: none"> <li>▶ Provide/obtain up to date medical information as required.</li> </ul>   |
| <b>Stage Three<br/>Dismissal Consideration</b> | <p>Stage 2 still live. Score is at least 150 plus 2 more absences or 1 absence of at least 10 days.</p> <p>Two Stage 2's issued within last 2 years.</p>                 | <p><a href="#">Stage Three</a> is considered by a Committee in line with Scheme of Delegation</p> <p>Same as at Stages One and Two, plus .....</p> <ul style="list-style-type: none"> <li>▶ <a href="#">Must obtain up to date medical advice</a> on which to base decision</li> <li>▶ Confirm to the employee that dismissal is being considered.</li> </ul>   | <p>Same as at Stages One and Two, plus...</p> <ul style="list-style-type: none"> <li>▶ Provide consent to enable access to your most recent medical information. This will ensure that appropriate decisions are made.</li> <li>▶ Arrange representation</li> </ul>   | <p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>▶ Support and advise manager on options and risks.</li> </ul> <p><b>Occupational Health Unit</b></p> <ul style="list-style-type: none"> <li>▶ Provide/obtain up to date medical information as required.</li> </ul>  |

## Appendix 6 – Critical Illness Guidance

Where an employee has a critical illness (e.g. cancer or MS) and this affects their return to work, their manager should work with them to make reasonable adjustments for them to continue to work. This may involve bringing in Access to Work, a scheme which is run by the Department for Work and Pensions.

Depending on the illness the employee may wish to carry on working during treatment either full time or part time. Managers can assist this by:

- offering a more flexible approach to work (i.e. by changing hours)
- arranging for “light duties” for a period
- allowing short breaks every now and then to rest
- working from home if possible

There may be a need to take further time off for treatment and follow up procedures employees should discuss this need with the line manager. If this involves a further extended period of absence this will be treated as sickness.

Absences that are related to critical illness will normally be discounted from the Bradford Score when deciding whether to issue a formal warning, however where absences continue to be excessive, and where the employee has been advised accordingly, the manager may decide (in consultation with HR/ in accordance with the Equalities Act 2010) that a formal warning is appropriate.

When it comes to critical conditions (for example, cancer or multiple sclerosis) it is essential to liaise with individuals and rely on advice provided by their GP/Consultant or OHU regarding adjustments such as phased return to work where this is needed. It is important that managers treat each case on its merits and try to balance what is appropriate for the individual with the requirements of the business.



**Appendix 7 - Manager's Disability Checklist.**

| <b>Action</b>  | <b>Date Completed</b> | <b>Comments/Review</b> |
|--|-----------------------|------------------------|
| 1. Where disability is known or suspected, arrange to discuss this with the employee as soon as possible.                                  |                       |                        |
| 2. Investigate how to appropriately support the employee and ensure that adjustments are put into action quickly.                          |                       |                        |
| 3. Ensure the employee completes the DSE checklist and arrange for a DSE workstation risk assessment to be undertaken (where appropriate). |                       |                        |
| 4. Ensure that they can continue to work safely in their current role.   |                       |                        |
| 5. Contact HR/OHU for advice.  |                       |                        |
| 6. Make sure that appropriate records are captured on their HR record.   |                       |                        |
| 7. Hold regular reviews with the employee to ensure that the adjustments continue to be of benefit.  |                       |                        |