

# Sickness Absence Policy

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## Introduction

The purpose of this policy is to set out actions and procedures which enable managers to manage employee sickness absence. The approach is intended to be based on sympathy, understanding and compassion whilst managing an employee's sickness absence as well as balancing the operational needs of the council.

Haringey Council is committed to providing a working environment that promotes employee well-being in order to deliver our values.

This policy meets the legislative requirements of the Employment Act 2002 and the Equality Act 2010.

This policy applies to all employees of Haringey Council with the exclusion of teachers directly employed by the Council who have their own procedure.

The Employment Relations (ER) team are there to give advice in particularly complex cases. You will need to raise an enquiry through the Halo system for any sickness absence case that requires HR input. For fit notes showing dates and help with sickness inputting onto SAP this would need to be directed to the HR Operations Team via Halo.

## 1. Principles

- To monitor employee sickness absence against the trigger points.
- To take into account and understand personal circumstances to be able to provide support.
- That both the manager and employee are aware of their responsibilities regarding the sickness absence procedure.
- To deal effectively and within the framework with absence when it affects the achievements of work and the Council's objectives.
- To understand and implement the policy.
- Employee sickness entitlements are calculated one rolling year from the most recent date of sickness. For example, if an employee is off sick on 25th May 2024, their entitlement will include all previous sicknesses within the previous 12 months (e.g. back to 26th May 2023).
- Reasonable adjustments will be accommodated for colleagues throughout the process to ensure they are able to participate in the process fully and equally.

It is imperative that line managers, Heads of Service, Assistant Directors and Directors look at absence trends and identify potential triggers within the workplace that would contribute to an employee being away from the workplace. Obviously not all sickness is down to workplace issues but as part of the Council's Health and Wellbeing approach in

managing sickness absence, identifying, and managing trends is an essential part of this. Trends may include a higher-than-average level of absence for work-related stress, or in a role where manual work is involved, musculoskeletal injuries of a specific nature.

## **2. Recording an Absence**

All sickness absences need to be recorded on SAP. Once an employee has reported an absence then it is the line manager's responsibility to record the absence via the Managers Desktop tool on SAP. For guidance on how to input an absence please see the training guide [SAP Training Page | Intranet](#) This will ensure that the employee is receiving their correct entitlements for sick pay. Sick pay entitlements are shown in the table in Section 8.

### **2.1 Recording a Sickness Absence whilst on Annual Leave**

If you become sick whilst on annual leave, then you will need to let your line manager know and it will then be recorded as sickness absence if you provide a fit note covering the whole length of absence (not just after 7 calendar days). You will then be recorded as sick and not on annual leave for however long the period of sickness lasts and be subject to any processes within the Sickness Absence Policy.

If annual leave is booked and an employee falls sick before their planned leave, then the employee should report in as sick. The employee must be allowed to take their annual leave at a later date.

If an employee is on nil or half pay, then they can request to take annual leave during their sickness period to mitigate any financial hardship. Annual leave requests must be made to the line manager in accordance with the leave and time off policy. During that period, their sickness absence will continue but they will receive paid annual leave for the booked period.

If an employee is abroad and falls sick and is not able to return to work, then they will need to provide documentation showing their travel itinerary including the dates that they left and were due to return to the UK within a reasonable period. Failure to provide this documentation could result in being considered Absent Without Leave and could be subject to the Council's Disciplinary Process. Any fit notes that are provided regardless of country of origin must be translated into English.

### **2.2 Recording an Absence - Hybrid Working**

If an employee is in a role that incorporates working from home, we realise that it would be easy to fall into the habit of working when they are not well enough to do so, simply because they can do so from home. The Council does not support this approach and is keen to ensure that if employees are not well enough to work, they contact their manager in the same way as if they were physically coming in to work at the Council. This should then be recorded by the manager in the usual way. If an employee is not well enough to physically attend the office, this should be recorded as sickness absence and the employee advised not to work. This does not replace any individual reasonable adjustments that have been agreed to assist in managing conditions.

## 2.3 Recording an Absence - Elective Surgery & Surgery Abroad

If an employee chooses to have elective surgery that is not medically recommended this should not be recorded as sickness absence but should be taken as annual leave. For details on how to apply for annual leave please see the leave and time off policy. [annual leave and time off policy.pdf](#)

If an employee is going abroad for surgery that **is medically recommended**, then they need to provide information to their line manager of the dates of travel and follow the sickness absence policy as normal.

Following planned time off, if the employee suffers from any complications relating to the elective surgery and becomes unwell then the employee needs to follow the sickness absence procedure in the usual way. Normal sickness triggers and procedures will apply.

## 3. Reporting Sickness absence

### 3.1 First day

All employees should speak to their line manager as soon as they are aware that they will not be attending work. This should be no later than 1 hour after their usual start time. For employees who work to a shift pattern or within a service that requires a minimum statutory number of staff present then managers should be notified as soon as is practically possible but as a minimum 3 hours before the start of their shift. If the hours are unsociable i.e. before 8am and after 6pm an email or text message is sufficient notification, but it is expected they will call the manager later in the day to discuss the absence. Employees are expected to give an idea of how long the absence is expected to last as much as is reasonably possible. Should the absence continue longer than expected the employee has the responsibility to keep the manager updated regularly, the frequency of contact will be agreed.

### 3.2 Fit Notes

If an employee is off sick for more than 7 consecutive calendar days then a fit note from a doctor is required. The fit note must cover the period of the absence from day 8 and must be sent directly to the line manager via email. A clear photograph of the whole fit note is acceptable. Fit notes must be provided within a reasonable time frame. If fit notes are not received and there is no satisfactory reason as to why, then the council reserve the right to withhold sick pay entitlement and to claim back any entitlements that have been paid.

## 4 Short Term and Long Term Sickness Absence

### 4.1 Short term sickness

This is defined as absence that is less than 4 weeks in duration. This is the same for all employees whether full time or part time. Short term absence is still subject to sickness monitoring and managers are required to address any concerns that activate triggers (please see section 10 on absence triggers). This is the same for both full time and part time.

## 4.2 Long Term Sickness

This is defined as a continuous period of sickness absence that is over 4 weeks in duration. This includes planned sickness i.e. a surgical operation & recovery period. Usually long-term sickness would require a referral to occupational health to identify any potential reasonable adjustments that may be needed to enable an employee to return to work.

In the instance of long-term sickness, the manager would need to make the HR Operations Team aware so they can take over the SAP recording of the absence. This is to ensure that employees are paid the correct entitlements at the correct times. The manager would need to send a notification through HALO no later than 1 week prior to the absence going over 4 weeks. If the employee returns to work, before the absence reached 4 weeks, they should close the absence on SAP. If the colleague has been absent for more than 4 weeks and returns, then the manager would need to notify the HR Operations team via HALO so they can close the absence on SAP regardless of the length of the absence. Where the absence is known to be a long-term absence (for example a planned operation), the line manager can make the occupational health referral in advance of the absence to ensure the employee gets the early involvement and support of occupational health.

The manager should also put in a request to IT for an out of office to be activated for the employee if the employee has been unable to do this themselves. The Out of Office should inform that the person is away from work and should include an alternative point of contact. It should not mention that the employee is off sick or mention a date of return.

An employee's account is automatically disabled after 30 days of non-login for security reasons. This is without exception. Please see return to work section on how to reactivate an employee's account.

An employee returning to work from Long Term sickness may also require a phased return back into the workplace (see section 11.3 on phased returns). This is the same for all employees including part-time employees.

## 5 Other Types of Sickness Absence

### 5.1 Accidents At Work

For the purposes of sickness absence any time off taken due to an accident suffered at work (this also includes sickness due to an assault at work or an industrial disease) is not counted towards sickness absence triggers and must not be considered for formal action under the sickness absence policy, sick pay entitlement remains as outlined in Section 8. All other procedures such as Return to Work meetings, OH referrals (as necessary) should be carried out.

### 5.2 Pregnancy Related Absences

Pregnancy related absences are not included as part of sickness monitoring and absence relating directly to pregnancy has to be recorded on SAP as pregnancy related sickness. If an employee is unfortunate enough to suffer a miscarriage this also needs to be recorded as pregnancy related absence. All other procedures such as Return to Work meetings, Occupational Health referrals remain the same. Please see our [Parental Leave](#) policy for further information and guidance.

### **5.3 Disability Leave**

Disability Leave is paid additional leave for disabled employees. It can be applied when employees are fit to work but require additional leave for rehabilitation, treatment or assessment directly related to their disability.

An employee with a disability that has been confirmed by occupational health or fits the criteria as defined by the Equality Act 2010 can have an additional 5 days leave for time off related to that disability.

### **5.4 Medical Suspension**

An employer can instigate medical suspension in the event an employees' health and safety is at risk, in circumstances such as presence of dangerous chemicals or exposure to radiation during pregnancy.

Medical suspension should be a short-term arrangement to enable us to remove the potential harm, making it safe for the employee to return.

In the event it is felt that an individual's presence at work could be a risk to their Health & Safety or that of others, the line manager can discuss the option of medical suspension with the Employee Relations Team.

Medical suspension will be on full pay.

### **5.5 Time off for Medical Appointments**

Planned time off for medical appointments should be arranged outside of working time wherever possible. If this is not possible, annual leave or flexi leave should be booked or with the prior agreement of the manager, the time can be taken and made up at a later stage.

The Equality Act (2010) states it is discrimination to treat a trans person less favorably at work because they need time for any medical processes connected with gender reassignment, for example, due to recuperation, counselling or medical appointments. This includes all related treatments (e.g. hormone therapies, surgical procedures), and also extends to any rectification of related surgical procedures if these are required.

## **6 Return to Work**

Once an employee has returned to work, a return-to-work meeting needs to be held by the manager with the employee and the relevant form completed. [Return to Work Form](#)

If regular short term absence or patterned absence occurs this should be recorded in the RTW addressed with the employee and if there is reoccurrence it may be appropriate to hold an Attendance Review Meeting.

## **7 Entitlements**

### **7.1 Sick Pay Entitlement**



Once entitlement to sick pay has been exhausted then an employee would switch to Statutory Sick Pay.

Years of Service	Sick Pay Entitlement
During 1st year of service	1 month full pay and after completing 4 months service 1 months full and 2 months half pay
During 2nd year of service	2 months full pay and 2 months half pay
During 3rd year of service	4 months full pay and 4 months half pay
During 4th and 5th year of service	5 months full pay and 5 months half pay
After 5 years' service	6 months full day and 6 months half pay

The HR Operations team will give notice via a letter when an employee is to move from full pay to half pay and from half pay to nil pay when statutory sick pay is paid. The manager should inform the employee in good time (at least 2 weeks) prior to when there is a change in pay. Managers must speak to a member of the HR Operations team if the absence is known to be over 4 weeks or is approaching 4 weeks in duration, to ensure that pay is correctly processed.

## 7.2 Annual Leave Entitlement

All employees continue to accrue annual leave whilst off sick in the normal way as if they were at work. However, if an employee is off sick for a significant period of time, they can only carry over the statutory entitlement into the next financial year, for full time employees that would be 28 days maximum. Employees can if they wish to, book annual leave as normal during a period of sickness (see section 2.1 for details).

If an employee has more than 28 days to carry over, annual can be used during the sickness period to help mitigate any financial impact that their sickness might be having. The manager should keep a record of the annual leave by recording it on the annual leave card and inform the HR Operations Team via Halo of the days that the employee is taking as leave so that SAP can be adjusted accordingly.

The Council cannot pay any accrued but outstanding annual leave to any employee unless they leave the organisation. If an employee does not wish to utilise their annual leave, then they will not be able to carry over any additional leave other than their statutory entitlement accrued during that absence period into the next financial year.

## 8 Sickness Absence Triggers

Managers are required to monitor sickness absence levels within their area, when trigger stages are reached, and/or where there are concerns about an employee's absence or health. When an absence has reached the following triggers then the informal stage needs to be enacted.

- 6 days within a 12 month rolling period
- 3 episodes of sickness absence of 2 or more days during a rolling 3 month period.
  
- A pattern of absence for example a regular Friday or a Monday, repetitive sick leave directly after annual leave or a bank holiday.

For part time employees trigger levels are working days that are pro-rata according to



days/hours worked. The calculation should be made based on the number of days worked, not the hours on those days. For example:

Number of Working Days	Absence Trigger Points
2 days per week	3 days in a 12 month period
2.5 days per week	3 days in a 12 month period
3 days per week	4 days in a 12 month period
4 days per week	5 days in a 12 month period

## 9 Management Tools for Supporting Employees

### 9.1 Reasonable Adjustments

DSE assessments should be carried out if there are mobility issues with somebody's work station and they may need specialist equipment such as an ergonomic chair, rise and fall desks or specialist mouse, keyboard or headset. These items can only be offered once Occupational Health determines that they are required for an employee to carry out their work. Please see intranet guidance on [Reasonable Adjustments and Access to Work Guidance](#).

Employees who work from home or in a hybrid way must ensure they carry out a Haringey Council Working from Home risk assessment.

### 9.2 Occupational Health Referrals

Occupational Health is a service that assists managers to manage an employee's sickness. Occupational health can provide medical interventions in helping employees return to work or by suggesting reasonable adjustments such as specialist equipment to aid in work duties.

Occupational Health referrals may be made at any stage during the sickness process including the informal management review. An Occupational Health referral must have been completed before moving to a final stage hearing. [Occupational Health | Intranet](#)

Employees have to give written consent to an OH referral before any appointment. [Occupational Health | Intranet](#)

Once an employee has completed their appointment an OH report is then sent to the line manager with recommendations/adjustments.

Please note that Occupational Health adjustments are recommendations only and have to be balanced with the needs and delivery of the service. Please speak to the Employee Relations teams for advice about any recommendations that OH might advise that may be difficult to accommodate within the service.

### 9.3 Phased Return

When an employee has been absent for a long period of time or has had a severe illness it may be prudent for the employee to return to work on phased return. Phased returns should last for a maximum of 6 weeks and are paid on full pay. If an employee needs longer than 6

weeks, then annual leave may be used to cover the time off. If the reduced hours are needed for a significant period of time then a reduction in hours on either a temporary or permanent basis should be discussed between the manager and employee, and the appropriate form should be submitted to the HR Operations team detailing the changes.

The Council usually limits the number of phased returns to 1 in a rolling 12 month period, although it has the discretion to increase this and will seek input from Occupational Health before making a decision.

Managers should speak to a member of the Employee Relations Team for advice before any decision regarding the extension of a phased return.

## 9.4 Medical Redeployment

There may be instances where an employee's illness or medical condition means that they are no longer able to continue in their current role even with adjustments. One option that may be considered is medical redeployment, and anyone who is placed on the redeployment register for medical reasons will have a 12 week period of redeployment before their employment is terminated.

Once agreed managers will need to speak to the Employment Relations Team and the Recruitment Team to facilitate the process. Medical Redeployment can be on a temporary or permanent basis. The redeployment process can be found in the [Organisational Change Policy](#).

Medical redeployees must be sent to Occupational Health prior to any alternative employment being offered and accepted to determine suitability for the role.

## 9.5 Stress Questionnaires & EAP Support

If an employee reports an absence for work related stress then a stress questionnaire should be offered to the employee to complete: [Return to Work Form - Stress](#)

An informal meeting would need to be held between the manager and employee to discuss any issues raised. If a referral to Occupational Health is made in relation to the absence then the employee should take the completed questionnaire with them to the appointment.

The council also offers access to an Employment Assistance Programme (EAP) that employees can use. They are a free and confidential service that can offer advice on personal, work-related, health or legal issues and can be accessed 365 days a year by phone or by website. They also offer counselling sessions (up to 6) if required. Information can be found on the Council's intranet page, [Employee Assistance Programme](#). They can also be contacted by phone on 0800 019 7831.

## 9.6 Ill Health Retirement

In some cases an employee's illness is such that they are not able to return to work at all and their illness/condition means that they are unlikely to be able to work in the near future. If Occupational Health has recommended that an employee is eligible for ill health retirement then please refer to the [Ill Health Retirement Policy](#).

## 10 Sickness Absence Stages

### 10.1 Attendance Review & Standard Setting

Once an absence trigger has been reached then an attendance review needs to be carried out in the first instance. This does not need to wait until an employee returns to work. This meeting is informal and therefore does not require HR presence or representation. The meeting should be carried out between the line manager and the employee. If an employee returns to work after the attendance review has been conducted but has further sickness that initiates a trigger (please see above) within a 3 month period then it may be appropriate to carry out a 1st formal meeting. Please seek advice from the HR Employee Relations Team.

### 10.2 Formal Process Introduction

Where an employee has been through the informal stage and further triggers are reached then it may be appropriate to move forward to the formal stage. Employees on Long Term Sickness will automatically reach a trigger but must go through the informal stage before commencing formal action.

#### 10.2.1 1<sup>st</sup> Formal Meeting

If an employee has not returned to work after the attendance review, then the first formal meeting will be arranged. A meeting can be held either face to face, or, if an employee is unable to attend the office i.e. because of mobility or other issues then the meeting can be held over Microsoft Teams. The employee has the right to be accompanied by a work colleague or Trade Union representative and a minimum of 5 working days' notice must be given in writing. Employees are responsible for organising their own representation. Please note that if an employee is absent from work, an existing fit note covering absence is not sufficient as a reason for non attendance.

If the meeting needs to be rescheduled then a minimum of 24 hours notice must be given and the rescheduled meeting must take place **no later than 10 working days after the original meeting was scheduled**. Grounds for rescheduling include an employees representative not being available, an employee being admitted to hospital or if Occupational Health have deemed the employee unfit to attend management meetings at the time.

If the employee cannot attend the rescheduled meeting, the meeting may take place in the employees absence. **An outcome letter of this meeting must be sent by the line manager no later than 5 working days after the meeting was held**. Please see practice notes for how a 1<sup>st</sup> formal meeting should be conducted. This will stay on an employees file for 12 months for the purposes of any further formal action.

#### 10.2.2 2<sup>nd</sup> Formal Meeting

If an employees sickness has still not improved after the first formal meeting or there are further periods of sickness within 12 months of the 1st formal meeting then a 2nd formal meeting would need to be arranged. If an employee is unable to attend the office i.e mobility issues then the meeting can be held over Microsoft Teams. The employee has the right to representation by a work colleague or Trade Union representative and a minimum of 5 working days written notice must be given. Employees are responsible for organising their own representation.

Please note that if an employee is absent from work an existing fit note covering absence is not sufficient as a reason for non attendance. If the meeting needs to be rescheduled then a minimum of 24 hours notice must be given and the rescheduled meeting must take place **no later than 10 working days after the original meeting was scheduled**. Grounds for rescheduling include an employees representative not being available, an employee being admitted to hospital or if Occupational Health have deemed the employee unfit to attend management meetings at the time. This will stay on an employees file for 12 months for the purposes of any further formal action.

If the employee cannot attend the rescheduled meeting, the meeting may take place in the employees absence. **An outcome letter of this meeting must be sent by the line manager no later than 5 working days after the meeting was held**. Grounds for rescheduling include an employees representative not being available, an employee being admitted to hospital or if Occupational Health have deemed the employee unfit to attend management meetings at the time.

If an employees attendance does not improve after the 2<sup>nd</sup> formal meeting it may be appropriate to hold further attendance review meetings prior to convening a final sickness meeting. Please speak to the Human Resources Employee Relations Team for advice at this stage.

### 10.2.3 Final Stage Hearing

If an employees absence still continues to be a cause for concern or there are more instances of absence within a 3 month period after the 2<sup>nd</sup> formal meeting then a final stage hearing may be appropriate. A final stage hearing may only be convened if dismissal is a serious consideration.

The line manager must prepare a final sickness report which includes absence periods, Occupational Health recommendations, details of any reasonable workplace adjustments/actions. If appropriate any medical history of the employee should be included. An OH referral (conducted no more than 3 months prior to the hearing) should have already been completed prior to any final stage hearing and the report made available if consent has been given by the employee.

A final stage hearing must be chaired by a head of service or above and should be somebody within the same directorate. The chair must write to the employee directly giving a minimum of 10 working days notice. The letter must state that dismissal is a possible outcome.

The Employee Relations team must be consulted before any final stage hearing is convened. Possible outcomes other than dismissal could include redeployment or ill health retirement. **An outcome letter of this meeting must be sent no later than 5 working days after the meeting was held**. Please seek advice from the Employee Relations team about these options.

### 10.2.4 Appeal process for Officers

All cases of sickness dismissal have the right of appeal who will review the case based on the information provided at the appeal review hearing. A member of the HR Employee Relations team will provide HR advice to the panel. The employee is entitled to be represented at the appeal hearing by a workplace colleague or Trade Union Representative. Appeals must be submitted no more than **10 working days** after the date of the final decision/dismissal letter and appeals are to be held **no more than 20 days upon receipt of the appeal**.

### **10.2.5 Dismissal Hearing for a Chief or Deputy Chief Officer**

A Chief Officer (defined as a postholder who reports directly to the Head of Paid Service, ie. a Director) or a Deputy Chief Officer (defined as a postholder who reports direct to a Chief Officer, ie an Assistant Director or any other post that reports to a Chief Officer) may only be dismissed by a panel of Members.

When a hearing is due to take place where the realistic outcome may be dismissal, the case must be heard by a Member panel and not by an Officer panel.

The HR Employee Relations Team will liaise with the Committee Services team to arrange the date, time and venue for the hearing and will confirm the names of the Members who will form the panel.

The process and timescales for Member hearings will normally be the same as for Officer panel hearings but will be subject to the diary commitments of Members.

The hearing will be recorded and a transcript provided to the employee.

The relevant Cabinet member may be invited to attend the hearing, but they may vote only as a substitute member for one of the substantive members of their Group on the Panel (not in addition). To be quorate, there must be at least 3 members in attendance.

### **10.2.6 Appeal Hearing**

As with other employees, an appeal lodged against the decision to dismiss must be heard by a Member panel. The dismissal appeal panel for Chief and Deputy Chief Officer hearings must be a different panel to the one involved in the original dismissal decision.

As with all other hearings, the Member appeal panel hearing will be recorded and a transcript provided to the appellant in line with the policy. An appeal must be made using the council's Appeal Form and must be received by the HR Employee Relations team no later than ten working days after the letter confirming the outcome of the hearing has been received.

## 11 The right to be accompanied

11.1 You have a statutory right to be accompanied by a companion at a formal meeting;

11.1.1 A formal meeting where the interviewee has been invited in writing giving sufficient notice.

11.1.2 A meeting which could result in:

- a formal warning
- some other disciplinary action

11.1.3. A formal appeal hearing

## 12 Roles and Responsibilities

### 12.1 Employees and managers

Employees	Line Managers
Ensure that up to date contact details including telephone and email addresses are with line manager and HR Operations	Consider the Equality Act 2010 in regards to any disability related absences
Report an absence from work as soon as possible to your line manager via a phone call to your line manager before your normal start time or no later than 1 hour after your scheduled start time. If start time is outside 8am – 6pm hours, the contact may be made by a text message or email, however it is expected a call will follow later in the day to discuss the absence.	Ensure that a healthy workforce is promoted by utilizing workplace risk assessments, occupational health (as necessary) and wellbeing initiatives
Provide documentation as required in a timely manner to cover absence i.e fit notes, appointment letters	Ensure that an attendance review meeting is held as soon as a trigger point is reached
Attend occupational health appointments as necessary either face to face or via the telephone as required, to promote attendance at work and provide consent for reports to be released to line manager	Ensure consistency and fairness and the use of empathy and understanding when applying the policy
Complete associated paperwork such as stress questionnaires, DSE assessments in a timely manner as necessary	Respect employee's rights to confidentiality
Keep managers updated on absence and maintain regular contact with line manager	Ensure appropriate HR and OH advice is sought (see practice notes)
Attend formal meetings if required relating to absence	Ensure regular contact is made during the absence from day one of absence (see practice notes)
	Ensure SAP is updated with employee absence before payroll deadlines each month

## 12.2 Heads of Service

To be available to chair panels for final sickness meetings
Ensure that the policy is applied fairly and consistently across their service areas
To engage with the HR Employee Relations Team and to identify any potential issues or triggers that maybe causing high levels of sickness and to work on reducing sickness absence within their service

## 12.3 Human Resources Employee Relations Team

To provide advice on how to implement the policy
To provide support at final sickness meetings to the chair
To provide support and advice to line managers on how to implement the various stages of the policy
To provide advice on medical redeployment processes as required
To provide advice on ill health retirement process as required

## 12.4 Role of the Union Representative/ Workplace Colleague

To attend formal meetings
To provide advice and support to the employee



## Examples of Reasonable Adjustments

The sickness absence policy already includes reasonable adjustments that are made for employees with disabilities in respect of disability related illness, some examples of adjustments that can be made to enable employees to participate in the process are as follows, these are examples and not exhaustive.

- Arranging a suitable room for any meetings- consider accessibility, travel and environment
- Holding meetings on teams rather than in person, in the event this is beneficial for health reasons
- Ensuring sufficient time for frequent breaks to allow for physical movement and to support mental health
- Scheduling meetings at times which work best in the management of a long term condition.

## Document Control

Key Information	
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V0.2	9/3/23	Inclusion of hearing and appeal process for Chief & Deputy Chief Officers	DP
V0.3	3/5/2023	Updated job title on the document control section	AL
V0.4	26/5/2023	Updated on the general purpose	AL
V0.1 (new policy)	May 2024	New policy, using agreed process for policy revision.	Tanya Patchett