

Attendance Management Procedures

Index

<u>1.</u>	<u>Introduction</u>	<u>4</u>
<u>2.</u>	<u>Salary and Statutory Sick Pay (SSP)</u>	<u>4</u>
<u>3.</u>	<u>Notification of sickness</u>	<u>5</u>
	3.1 First day of absence	5
	3.2 On-going duty to notify	5
<u>4.</u>	<u>Absence of 7 continuous days or less (including non-working days): self-certificated sick leave</u>	<u>5</u>
<u>5.</u>	<u>Absence over 7 continuous days (including non-working days): fit note</u>	<u>6</u>
<u>6.</u>	<u>Returning to work</u>	<u>6</u>
<u>7.</u>	<u>Repeated absences of 7 continuous days or less (including non-working days)</u>	<u>6</u>
<u>8.</u>	<u>Attending dental and medical appointments</u>	<u>6</u>
<u>9.</u>	<u>Disability-related absences</u>	<u>7</u>
<u>10.</u>	<u>Family and dependant related absences</u>	<u>7</u>
<u>11.</u>	<u>Absence resulting in action under the Staff Disciplinary Procedure</u>	<u>7</u>
<u>12.</u>	<u>Long-term Attendance Review Meetings</u>	<u>8</u>
	12.1 Stage 1 meeting	8
	12.2 Stage 2 meeting	8
	12.3 Stage 3 meeting	9
	12.4 Potential outcomes of continued long-term absence	10
	12.5 Adjustments to the employee's current role	10
	12.6 Suitable alternative employment	10
	12.7 Appeal	10
<u>13.</u>	<u>Use of annual leave during long-term absence</u>	<u>11</u>
<u>14.</u>	<u>Short-term absence</u>	<u>11</u>
	14.1 Stage 1 – Short-term Attendance Management Review Meeting	11
	14.2 Stage 2 Short-term Attendance Management Review Meeting	12
	14.3 Stage 3 Attendance Management Review Meeting	13
	Improved attendance	13
	14.4 Appeal process	13
<u>15.</u>	<u>Management of particular types of absence</u>	<u>14</u>

15.1	Stress	14
15.2	Reactive stress	14
15.3	Musculoskeletal condition or injury	14
15.4	Pregnancy / maternity	14
15.5	Accidents at work	15
15.6	Planned medical procedure	15
16.	<u>Self-determination</u>	15
17.	<u>Serious Ill health</u>	15
18.	<u>Failure to engage with the Attendance Management Procedures</u>	15
19.	<u>Related policies and procedures</u>	15
20.	<u>Review</u>	16
21.	<u>Appendix 1</u>	17

Committee Approval

Committee	Committee Action	Date
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The Attendance Management Procedures will be reviewed annually by the Document Lead. Any significant changes beyond the scope of an annual review will require the approval of the Senior Management Team.

1. Introduction

1. We are committed to supporting the health, safety and wellbeing of our employees and providing appropriate support in relation to their health and attendance at work.
2. The Attendance Management Procedures apply to all full-time and part-time employees including sessional lecturers. Applicability for other hourly paid staff will depend on their contractual arrangements.
3. The overall aim of these Procedures is to ensure a healthy, productive workforce, whilst being mindful of the impact of high levels of absence on our collective efficiency and performance, the level of service provided to students, the workload of colleagues and staff morale. These Procedures are designed to provide all employees who are absent from work due to sickness with as much support as is reasonably possible in order that they can return to work.
4. The Absence Management Procedures do not form part of any contract of employment or other contract to provide services, and we may amend it at any time.
5. Any information you provide to us about your health will be processed lawfully and in accordance with our [Data Protection Policy](#)¹. We recognise that such data is sensitive and will handle it in a confidential manner.

2. Salary and Statutory Sick Pay (SSP)

6. SSP is a government-funded sick pay scheme payable to you for up to 28 weeks provided you satisfy the conditions set out in English legislation and starts on the fourth day of absence and may be payable for up to 28 weeks. If you are eligible, we will pay SSP through the normal payroll procedure. [The SSP weekly rate](#)² is set by the government. The primary eligibility conditions are that you must:
 - be an employee of the Company and earn an average of at least £123 per week;
 - have been sick for 4 or more continuous days (including non-working days);
 - provide us with notice of your sickness in accordance with **Section 3** below; and
 - record your period of sickness through your Breathe HR Online account and (if applicable) provide a medical certificate in accordance with **Sections 4 and 5** below.
7. Subject to **Section 7** below, during periods of absence due to sickness, and provided that there is full compliance with the procedures set out below, if you are employed full-time you will receive full pay for **10 working days** in any **calendar year or any 52-week period as provided for in your contract of employment** (inclusive of any Statutory Sick Pay (SSP) which may be payable), pro rata if you are employed part-time.
8. You will not qualify for SSP if you have received the maximum amount of SSP (28 weeks) or you are receiving Statutory Maternity Pay (SMP). If you are not eligible for SSP or if your SSP entitlement is coming to an end, we will give you a form SSP1 telling you the reasons.

¹ <https://www.bil.ac.uk/qem/policies/>

² <https://www.gov.uk/employers-sick-pay/entitlement#:~:text=The%20weekly%20rate%20for%20Statutory,deducting%20tax%20and%20National%20Insurance>

9. Any employer and employee pension contributions will continue subject to the relevant scheme rules during any period of company sick pay or SSP.

3. Notification of sickness

3.1 First day of absence

10. When you are ill and unable to report for work, you should notify us by no later than 09.00 on the first day of absence. The notification should include the reason for your absence and, where possible, the likely length of your absence. You should also record your sickness on Breathe HR Online. Academic staff should also provide details of any teaching scheduled for the day (to include: course, module and time) as well as any meetings with students. A spouse, partner, friend or neighbour may make this notification if you are too ill to do so, as long as we are properly notified of your absence in accordance with the above. Notification should be by email to your line manager **and** reception (reception@bil.ac.uk). If email access is not available, notification can be by telephone to reception (**not** to your line manager). The telephone number for reception is 020 7078 8840. Notification by telephone does not include leaving a voice message or sending a text message.
11. For academic staff who have teaching on the day of absence, upon notification of absence, Estates and Facilities will send a text and email to the affected students to inform them that the class will not take place and will be re-scheduled (classes will not be cancelled). Estates and Facilities will also send an email to the following persons: Course Leader, Head of School, the Timetabling Manager, Director of the Centre for Student Engagement, Wellbeing and Success, the Student Staff Liaison Manager, and the Guild Manager. The Timetabling Manager will liaise with the relevant Course Leader to re-schedule the class.
12. Estates and Facilities will maintain a log of all academic staff absences. This log will be shared with the Deputy Principal and (for sessional academic staff) the Chief Operating Officer and Chief Financial Officer. In addition, Breathe HR Online records all staff absences.
13. For all other staff, where notification of absence is made by telephone, reception will send an email to the Head of Division/Department and (if different) the line manager. If, upon notification of an absence, reception are required to take any additional action, the relevant Head of Division/Department will advise the Head of Hospitality and Events accordingly.

3.2 On-going duty to notify

14. If you are absent for more than one working day you must notify your line manager and/or reception on a daily basis in accordance with **Section 3.1** above, until a fit note has been provided (if this becomes required) in accordance with **Section 5** below. Once we receive a fit note, you only need to contact us on the last working day for which the certificate is valid, at which time we should be notified as to whether you are intending to return to work upon its expiry or whether another medical certificate to extend your sickness absence will be provided.

4. Absence of 7 continuous days or less (including non-working days): self-certificated sick leave

15. On your return to work, if you have been absent for 7 continuous days or less (including non-working days), you must immediately update your period of sickness through your Breathe HR Online account.

5. Absence over 7 continuous days (including non-working days): fit note

16. For periods of absence over 7 continuous days (including non-working days), you must provide a fit note issued by a medical practitioner, which must be sent to your line manager within 4 days of the fit note being issued. Your line manager will forward a copy of the fit note to the Head of People and Development and Chief Operating Officer and Chief Financial Officer and upload a scanned copy into your Breathe HR Online account. On your return to work, you must record your period of sickness through your Breathe HR Online account.
17. Any absence over 7 continuous days (including non-working days), which is not covered by a fit note, will be treated as absence without leave. During any such absence, you will not be paid and you will not be eligible to Statutory Sick Pay (SSP) (see **Section 2** above).

6. Returning to work

18. You are expected to return to work as soon as possible without endangering your own health or that of your colleagues.
19. We have a duty to ensure you are safe and well. Therefore, if there is any doubt whatsoever about your medical fitness, you may be required to undergo an examination by a medical practitioner of our choice to confirm that you are fit for work.
20. If a medical practitioner suggests that you are fit to return to work but either reasonable adjustments are required to enable you to undertake your current role, or that you are only fit to undertake *alternative* duties, we will take all reasonable steps to make any reasonable adjustments or to provide you with alternative duties.
21. On your return to work you will be required to attend an informal return to work interview with your line manager, irrespective of the length of your absence, to ensure you are well enough to be working and that there are no underlying issues. Your line manager may record details of the informal meeting in your Breathe HR Online account.

7. Repeated absences of 7 continuous days or less (including non-working days)

22. Sick leave of 7 continuous days or less (including non-working days) is called self-certificated sick leave (see **Section 4** above).
23. If during any rolling period of three months you have more than three **separate** self-certificated absences due to sickness, each one of 7 continuous days or less (including non-working days), this would trigger the need for a Stage 1 - Short-term Attendance Management Review Meeting as detailed in Section 14. In addition, we may seek your consent for you to undergo an examination by a medical practitioner of our choice. If we do seek your consent to undergo an examination, this would be done to enable us to understand and support you with your medical condition, act appropriately in compliance with any legal requirements, and to plan the Institute's work efficiently. In the event that you do not give consent, the Institute would make a decision as to how best we could support you.

8. Attending dental and medical appointments

24. You should arrange dental and medical appointments to take place outside of working hours, wherever possible.

25. If you have to attend a dental or medical appointment during working hours, you should make up any lost time as soon as possible. If you fail to make up this lost time, such time will be treated as unpaid leave, in which case:
- you must record such time as by using the “other leave” option and selecting “medical appointment” within your Breathe HR Online account.

9. Disability-related absences

26. We recognise that sickness absence may be disability-related. At each stage of the sickness absence meetings procedure, particular consideration will be given to whether there are reasonable adjustments that could be made to the requirements of a job or other aspects of working arrangements that will provide support at work and/or assist a return to work. Further detail on reasonable adjustments for staff with a disability can be found in the [Staff Disability Policy](#)³.
27. Although there is no requirement for you to disclose a disability⁴ or health condition, we encourage you to notify your line manager if you feel a disability and/or health condition could affect your ability to undertake your work and/or poses a health and safety risk. This will enable your line manager to consider (with the support of the Head of People and Development) any reasonable adjustments that might be necessary to support you in the workplace or assist you in your return to work after a period of absence. Any information you provide will be handled in a confidential manner and in accordance with our [Data Protection Policy](#)⁵.

10. Family and dependant related absences

28. Employees are allowed time off to deal with an emergency involving a Dependant. A Dependant could be a spouse, partner, child, grandchild, parent or someone who depends on you for care. However, if you knew about a situation beforehand you cannot use this as the basis for taking time off under this category of absence. If you were aware of the situation beforehand, any agreed time off would need to be taken as either annual leave or unpaid parental leave. Where a situation arises which was not known about beforehand, the Institute may pay for any time off under this category of absence on a limited and discretionary basis. However, any leave taken would not attract SSP.
29. In certain circumstances, the Institute may allow you to take time off on compassionate grounds where there is an emergency or other situation. In this case, payment for any agreed time off would be made on a limited and discretionary basis.

11. Absence resulting in action under the Staff Disciplinary Procedure

30. Action may be taken under the Staff Disciplinary Procedure if:
- you provide any false information in relation to your non-attendance
 - you fail to comply with the notification requirements set out in **Section 3** above

³ <https://lsbm.breathehr.com>

⁴ Disability is defined under the Equality Act 2010 as a physical or mental impairment that has a “substantial” and “long-term” adverse effect on a person’s ability to carry out their normal day-to-day activities.

⁵ <https://www.bil.ac.uk/qem/policies/>

- you fail to comply with the requirement to submit a medical certificate in accordance with **Section 5** above.

12. Long-term Attendance Review Meetings

31. During any absence you and your line manager (and the Head of People and Development as appropriate) will meet on a regular basis to discuss your progress and support your recovery. A Stage 1 Attendance Management Review meeting will take place after 4 week's absence, subject to you being well enough to attend. Line managers should consult with the Head of People and Development before proceeding to arrange Attendance Management Review meetings.
32. You will be invited to all review meetings in writing, a minimum of 5 working days before the date of the meeting and will be given the right to be accompanied by a work colleague or trade union representative. If a trade union representative is unavailable, you should take all reasonable steps to find a replacement. This should not cause an unnecessary delay to the meeting taking place. The role of the companion is to support you. They may make representations in the meeting but cannot answer any questions put to you. Review meetings may be held on online platforms if this is the most suitable option.

12.1 Stage 1 meeting

33. The purposes of a first sickness absence meeting may include:
 - a. Discussing the reasons for absence.
 - b. Where you are on long-term sickness absence, determining how long the absence is likely to last.
 - c. Where you have been absent on a number of occasions, determining the likelihood of further absences.
 - d. Considering whether medical advice is required.
 - e. Considering what, if any, measures might improve your health and/or attendance.
 - f. Agreeing a way forward, action that will be taken and a timescale for review and/or a further meeting under these Attendance Management Procedures. The Head of People and Development may also attend if appropriate.

12.2 Stage 2 meeting

34. Depending on the matters discussed at the first stage of the sickness absence procedure or, if you have been absent for 8 weeks, a Stage 2 meeting will be arranged with you and your line manager. The Head of People and Development may also attend if appropriate.
35. The purpose of further meeting(s) may include:
 - a. Discussing the reasons for and impact of your ongoing absence(s).
 - b. Where you are on long-term sickness absence, discussing how long your absence is likely to last.
 - c. Where you have been absent on a number of occasions, discussing the likelihood of further absences.

- d. If it has not been obtained, considering whether medical advice is required. If it has been obtained, considering the advice that has been given and whether further advice is required.
 - e. Considering your ability to return to/remain in your job in view both of your capabilities and our business needs and any adjustments that can reasonably be made to your job to enable you to do so.
 - f. Considering possible redeployment opportunities and whether any adjustments can reasonably be made to assist in redeploying you.
 - g. Where you are able to return from long-term sick leave, whether to your job or a redeployed job, agreeing a return-to-work programme.
 - h. If it is considered that you are unlikely to be able to return to work from long-term absence, whether there are any benefits for which you should be considered.
 - i. Agreeing a way forward, action that will be taken and a timescale for review and/or a further meeting(s). This may, depending on steps we have already taken, include warning you that you are at risk of dismissal.
36. In exceptional circumstances, where you are not medically fit to attend the meeting, this may take place in your absence. All information will be given to you at the earliest opportunity. A trade union representative or work colleague can attend this meeting on your behalf.

12.3 Stage 3 meeting

37. Where you have been warned that you are at risk of dismissal, we may invite you to a meeting under the third stage of these Attendance Managements Procedures.
38. The purpose of the meeting will be:
- a. To review the meetings that have taken place and matters discussed with you.
 - b. Where you remain on long-term sickness absence, to consider whether there have been any changes since the last meeting under stage two of the procedure, either as regards your possible return to work or opportunities for return or redeployment.
 - c. To consider any further matters that you wish to raise.
 - d. To consider whether there is a reasonable likelihood of you returning to work or achieving the desired level of attendance in a reasonable time.
 - e. To consider the possible termination of your employment.
39. Termination will normally be with full notice or payment in lieu of notice.
40. While our preference will always be to retain employees there may be circumstances where this is not possible. Where there is no prospect of imminent return to work or reasonable adjustments cannot be made to your current job, you are incapable of undertaking a suitable alternative job, no suitable job is available or you refuse to accept a suitable alternative job, then your employment will be terminated on the grounds of capability. When considering termination on the grounds of capability, advice should be sought from the Head of People and Development.

12.4 Potential outcomes of continued long-term absence

41. While we hope that all employees will regain fitness and will return to their current role, we know that this is not always possible. In such cases, there are a number of options which should be considered as part of the attendance management action plan.

12.5 Adjustments to the employee's current role

42. Where you are not currently fit to continue in your current role but could return, with reasonable adjustments, your line manager (following consultation with the Head of People and Development), should consider and discuss any adjustments or accommodations that would facilitate a sustained return to work.

This may include a short-term rehabilitation plan or phased return (if appropriate) and may involve (but is not limited to):

- a reduction of hours / phased return – subject to individual circumstances, condition(s) and medical advice available
 - flexible working hours
 - lighter duties
 - changes to work environment
 - temporary change to work location - this could be an alternative working location or working from home.
43. When you return to work following long-term absence any outstanding leave from a previous leave year and / or current annual leave should be utilised to facilitate a phased return. If annual leave has been exhausted for the current leave year, then unpaid leave may be used.
44. If there is any permanent change to your working arrangements, your contract of employment (including salary, leave, statutory holidays etc.) will be adjusted to reflect this.

12.6 Suitable alternative employment

45. Where reasonable adjustments cannot be made to your working environment, advice will be requested from Occupational Health regarding your ability to carry out an alternative role; this advice will be sought at the earliest opportunity and be included in attendance management meetings. Where you are not fit to continue in your current role and will not regain the required levels of fitness to do so in the foreseeable future but could undertake an alternative role within the Institute, we will try to find suitable alternative employment. Both during and after any redeployment the Attendance Management Procedures will still apply.

12.7 Appeal

46. If you are not satisfied with the outcome of any stage of these procedures you may appeal in writing, stating the full grounds of appeal, to your line manager within 5 days of the date on which the decision was sent to you.
47. Unless it is not practicable, you will be given written notice of an appeal meeting within 5 days of the meeting. In cases of dismissal the appeal will be held as soon as possible. Any new matters raised in an appeal may delay an appeal meeting if further investigation is required.

48. You will be provided with written details of any new information which comes to light before an appeal meeting. You will also be given a reasonable opportunity to consider this information before the meeting.
49. Where practicable, the appeal meeting will be conducted by a manager who has not been previously involved in your case. A member of the People and Development team will also usually be present. You have the right to bring a colleague or trade union representative to the meeting. The role of the companion is to support you. They may make representations in the meeting but cannot answer any questions put to you.
50. Depending on the circumstances, an appeal meeting may be a complete rehearing of the matter or a review of the original decision.
51. The final decision will be confirmed in writing, if possible, within one week of the appeal meeting. There will be no further right of appeal.
52. The date from which any dismissal takes effect will not be delayed pending the outcome of an appeal. However, if the appeal is successful, the decision to dismiss will be revoked with no loss of continuity or pay.

13. Use of annual leave during long-term absence

53. During a period of long-term absence, you can ask to use your annual leave. If you are on half pay or nil pay this would provide you with a period of additional full pay. The normal request and approval arrangements would apply.
54. If you are on sick leave you may choose to cancel any pre-arranged annual leave that would otherwise coincide with your sick leave. This also applies to short-term absence. You should notify your manager as soon as possible that you wish to do this.
55. If your period of sick leave extends into the next holiday year, or if there is not enough time left in the current holiday year to make it practicable to take your remaining holiday entitlement, you can carry any unused holiday entitlement over to the following leave year to be used within three months of your return to work. Any annual leave not taken within 18 months of the end of the holiday year in which it accrues (whether or not you have returned to work) will be lost.

14. Short-term absence

56. Where you have reached the absence trigger under short-term absence measures (see Section 7), you will be invited to a Stage 1 Attendance Management Review meeting. This should take place as soon as possible after your return to work.
57. You will be invited to all attendance management meetings in writing and will be given the right to be accompanied by a work colleague or trade union representative. If trade union representation is unavailable, you should take all reasonable steps to find alternative accompaniment. This should not cause an unnecessary delay to the meeting taking place. The role of the companion is to support you. They may make representations in the meeting but cannot answer any questions put to you. Line managers should consult with the Head of People and Development before proceeding to arrange Attendance Management meetings.

14.1 Stage 1 – Short-term Attendance Management Review Meeting

58. The meeting will be similar in nature to the process set out at paragraph 12.1 above and will explore the reason for short intermittent absences (or patterns of absence), any support that can be offered and the standards expected will be discussed and your line manager may issue you with a Stage 1 – Attendance Improvement Note setting out:

- a. targets for improvement;
 - b. any measures, such as adjustments or support, which will be taken with a view to improving your attendance;
 - c. a period for review.
 - d. the consequences of failing to improve attendance within the review period, or of further unsatisfactory attendance levels.
59. The Head of People and Development may be in attendance to provide procedural support and guidance.
60. A Stage 1 - Attendance Improvement Note will remain on file for 12 calendar months from the day following the last day of absence. Your performance will be monitored during the review period, and we will write to inform you of the outcome. The following are potential outcomes after a Stage 1 Short-term Attendance Management Review meeting:
- a. if your line manager is satisfied with your levels of absence, no further action will be taken;
 - b. if your line manager is not satisfied, or if you hit the triggers identified in paragraph 14.2 below, the matter may be progressed to a Stage 2 Short-term Attendance Management Review meeting; or
 - c. if your line manager feels that there has been a substantial but insufficient improvement, the review period may be extended.

14.2 Stage 2 Short-term Attendance Management Review Meeting

61. If you have subsequent absence and either reach a second trigger (that is, you have a further 3 or more separate self-certificated absences of 7 days or less within the 3 months that immediately follow the period that led to a Stage 1 meeting)) or you do not meet the requirements as set out in the Stage 1 – Attendance Improvement Note, you will be invited to a Stage 2 Attendance Management Review Meeting. Normally, the Head of People and Development will be in attendance. This meeting will be similar in nature to the process set out at paragraph 12.1 above and will give your manager the opportunity to discuss the absences, any feedback from any Occupational Health Report (or to discuss the commissioning of an Occupational Health assessment), any support that can be offered, any evidence of patterns of absence or any other concerns. Your line manager may issue you with a Stage 2 – Attendance Improvement Note setting out:
- a. targets for improvement;
 - b. any measures, such as adjustments or support, which will be taken with a view to improving your attendance
 - c. a period for review; and
 - d. the consequences of failing to improve within the review period, or of further unsatisfactory performance.
62. The Head of People and Development may be in attendance to provide procedural support and guidance.
63. A Stage 2 - Attendance Improvement Note will remain on file for 12 calendar months from the day following the last day of absence. Your performance will be monitored

during the review period, and we will write to inform you of the outcome. The following are potential outcomes after a Stage 2 capability hearing:

- a. if your line manager is satisfied with your levels of absences, no further action will be taken;
- b. if your line manager is not satisfied, or you hit the trigger identified in paragraph 14.3 below, the matter may be progressed to a Stage 3 capability hearing; or
- c. if your line manager feels that there has been a substantial but insufficient improvement, the review period may be extended.

14.3 Stage 3 Attendance Management Review Meeting

- 64. If you have subsequent absences and either reach a third trigger (that is, you have a further 3 or more separate self-certificated absences of 7 days or less within the 3 months that immediately follow the period that led to a Stage 2 meeting) or you do not meet the requirements as set out in the Stage 2 – Attendance Improvement Note, your line manager will, via the Head of People and Development, seek your consent for you to attend Occupational Health (OH) to consider your fitness for the role. There is no automatic requirement to re-refer an employee who has already been seen by Occupational Health unless that opinion is deemed to be out of date.
- 65. You will be invited to a Stage 3 Attendance Management Review Meeting where we may consider the possible termination of your employment. This meeting will be similar in nature to the process set out at paragraph 12.1 above and will give your line manager the opportunity to discuss any occupational health report, reasons for absences, any support that has been offered, any evidence of patterns of absence or any other concerns. The Head of People and Development will be in attendance.
- 66. Where there are clear mitigating circumstances, your manager may decide to move you back to Stage 2 of the procedure, however this should only be done in exceptional circumstances and in consultation with the Head of People and Development.
- 67. Following the stage 3 review meeting, if we find that your levels of absence are unsatisfactory, we may consider a range of options including:
 - a. dismissing you;
 - b. redeploying you into another suitable job at the same or a lower grade;
 - c. extending an active final written warning and setting a further review period (in exceptional cases where we believe a substantial improvement is likely within the review period); or
 - d. giving a final written warning (where no final written warning is currently active).

Improved attendance

- 68. If at any stage of the attendance management process you meet the required standards of attendance and do not reach a further trigger, you will exit the procedure. The improvement note will be removed from your record however it should be noted that the entire absence history will be considered in any future proceedings.

14.4 Appeal process

- 69. You are entitled to appeal the decision to issue an Improvement Note or a dismissal on the grounds of capability. Appeals should be submitted in writing to the Head of People and Development within 5 working days of receipt of the Note setting out the grounds

for the appeal. Appeals will normally be held as soon as possible. The appeal will be considered by a manager who has no line management responsibility for you. Notification of the outcome of the appeal will be given as soon as possible and within 5 working days of the meeting.

15. Management of particular types of absence

- 70. Line managers have a duty to consider, after discussion with you and Occupational Health, if you have a disability or underlying health condition as defined by the Equality Act 2010. This will inform what actions / interventions will be appropriate to support you in continued employment. Where there is a recognised disability and this has an impact on your ability to carry out your role, managers should consider the use of reasonable adjustments.
- 71. If an employee covered by the Equality Act 2010 has sickness absence, either long-term, or short-term, related to their disability or underlying health condition, the line manager should seek advice from the Head of People and Development. Whilst all possible measures should be taken to improve the attendance of an employee with a disability, or underlying health condition there may be occasions when an employee's employment is terminated due to a lack of capability.
- 72. Sickness absence related to a disability must be identified as such in your sickness absence records. This is to ensure that employees with a disability are not treated less favourably in employment decisions and will also assist line managers when considering reasonable adjustments.

15.1 Stress

- 73. When you have identified either when reporting sick, or through your fit notes, that your absence is related to stress (or similar i.e. anxiety or debility) your manager must arrange a meeting to complete an individual stress risk assessment with you. If you feel it appropriate, you can contact the Head of People and Development regarding a risk assessment. This meeting should take place within 7 days and a copy of the completed stress risk assessment form together with agreed actions should be put onto your file. Please see Appendix 1 for the form. The form can also be provided by the Head of People and Development.

15.2 Reactive stress

- 74. If you report absent with stress relating to an ongoing disciplinary or grievance process etc. the absence will continue to be managed under this procedure. Early intervention in such cases is essential and you should be supported to return to work at the earliest opportunity. You are required to fully cooperate and be available to participate in ongoing investigations and processes, where you are able to.

15.3 Musculoskeletal condition or injury

- 75. If you have identified either when reporting sick, or through submission of fit notes, that your absence is related to a musculoskeletal condition or injury then your manager must consider when an Occupational Health referral is appropriate. Such consideration should firstly include consultation with Estates and Facilities and the Head of People and Development regarding a DSE assessment.

15.4 Pregnancy / maternity

- 76. If you have a period of absence related to a current or recent pregnancy, this must be recorded in your sickness absence records. This is to ensure that employees absent due to pregnancy related conditions are not treated less favourably in employment

decisions and these absences will not count towards a trigger. Any other sickness absence, unrelated to the pregnancy, would be addressed in line with the procedures set out within the Attendance Management Procedures.

15.5 Accidents at work

77. If you have an accident at work this must be reported and investigated in line with the Institute's accident reporting procedure.
78. Where it had been determined that the Institute could have reasonably prevented the accident and you were not at fault any related absence should be discounted and should not count towards a trigger in this procedure. Any decision to discount absences must be made in conjunction with the Head of People and Development.
79. Where it has been determined that you could have reasonably avoided having the accident, any related absence will count towards the triggers set out in this procedure.

15.6 Planned medical procedure

80. Absence related to planned medical procedures will be considered sickness absence and may count towards a trigger. In conjunction with you, managers are encouraged to explore any alternative options to sickness absence, e.g. working from home, alternative duties, use of annual leave.

16. Self-determination

81. You are responsible for determining your own fitness for work, however if you come to work and your manager is concerned that you pose a risk to yourself or others, a discussion should take place with your manager to determine the most appropriate course of action. Any determined course of action would be discussed also with the Head of People and Development.

17. Serious Ill health

82. Where an illness or medical condition is diagnosed as one from which you will not recover and which means that you are terminally ill, the most appropriate course of action will be considered. Any referrals to Occupational Health will be made to assist with your wellbeing. At all times you will be dealt with sympathetically and treated with respect and dignity. The options available will be discussed at the appropriate time taking into account your circumstances. It is important that managers consult the Head of People and Development at the earliest opportunity.

18. Failure to engage with the Attendance Management Procedures

83. It is your responsibility to fully engage with the Attendance Management Procedures. This includes appropriate notifications and making yourself available for Attendance Review Meetings. Should you fail to engage fully in this process, then this may be considered misconduct and will be managed under the Staff Disciplinary Procedure and contractual sick pay may be withdrawn.

19. Related policies and procedures

- Leave Policy
- Equality, Diversity and Inclusion Policy

- Staff Disciplinary Procedure
- Staff Recruitment and Development Policy
- Staff Disability Policy
- Data Protection Policy

20. Review

The Attendance Management Procedures will be reviewed annually by the Document Lead. Any significant changes beyond the scope of an annual review will require the approval of the Senior Management Team.

21. Appendix 1

Health and Wellbeing Risk Assessment Form

Subject of risk assessment: i.e. role/job type/team or Individual

Name of person completing Risk Assessment: Signature: Date:

Signature of individual or representative of who / what is being assessed: Date:

Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
DEMANDS				
<ul style="list-style-type: none">• Struggling to cope with workloads• Long hours.• Improper rest and holidays being taken.• Working with demanding client group.• Inadequate staffing.		<ul style="list-style-type: none">• Prioritise tasks.• Look at job design and working practices.• Check leave is being properly taken.• Is work being taken home?• Cut out unnecessary work and communications.• Review workloads and staffing, and enable individuals to plan their work.		

Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
		<ul style="list-style-type: none"> Review workloads and arrive at mutually agreed and achievable deadlines. 		
<ul style="list-style-type: none"> Inappropriately qualified for the job. Skills not recognised - promotion prospects not fulfilled. 		<ul style="list-style-type: none"> Make sure individuals are matched to jobs - people can be over and under qualified. Analyse skills alongside the tasks. Review training needs of staff, for example, when introducing new technology or systems. Monitor workplace policies in practice. 		
<ul style="list-style-type: none"> Inadequate resources for task. 		<p>Analyse requirements for any project/task:</p> <ul style="list-style-type: none"> equipment; staffing; priorities; and deadlines; 		
<p>The physical working environment:</p> <ul style="list-style-type: none"> poor temperature control; noise; lack of facilities for rest/breaks; poor lighting; poor ventilation; badly placed or designed workstations; and/or 		<ul style="list-style-type: none"> Make sure workplace hazards are properly controlled. Undertake risk assessments of workspace and significant tasks. Encourage regular lunch breaks. Ensure staff complete DSE assessment form at least annually. Raise technology related concerns with Technology team. 		

Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
inadequate technology provision or persistent failure of technology equipment.				
<p>The psychological working environment:</p> <ul style="list-style-type: none"> threat of aggression or violence; and/or verbal abuse. 		<ul style="list-style-type: none"> Ensure all incidents are reported and suitable controls are implemented. Read our relevant policies including Dignity and Respect and Harassment and Sexual Misconduct. Review training needs of individual. Consider any individual risk factors that apply to this particular person. 		
2. CONTROL				
<ul style="list-style-type: none"> Rigid work patterns and breaks. Fixed deadlines occurring in different parts of the year. Lack of control over work. 		<ul style="list-style-type: none"> Try to provide some scope for varying working conditions and flexible work schedules (for example, flexible working hours, working from home). Consult with staff to allow them to influence the way their jobs are done, what the real deadlines are and what the priorities are. 		
<ul style="list-style-type: none"> Conflicting work demands. 		<ul style="list-style-type: none"> Set realistic deadlines for tasks. Take into account that individuals are different, and try to allocate work so that everyone is working in the way that helps 		

Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
		<p>them work best, takes account of their home obligations and makes best use of their skills.</p> <ul style="list-style-type: none"> Encourage the development of new skills and ideas from staff at team meetings. 		
3. SUPPORT				
<ul style="list-style-type: none"> Staff do not feel supported. Lack of encouragement from senior management, manager or colleagues. A culture of blame when things go wrong, denial of potential problems. 		<ul style="list-style-type: none"> Give encouragement and support to staff even when things go wrong. Work closely with People and Development on strategies to address any performance concerns. Ensure people have the support they require and access to any specialist advice. Give regular constructive feedback. Be honest, set a good example, and listen to and respect others. 		
4. RELATIONSHIPS				
<ul style="list-style-type: none"> Difficult relationships with others (colleagues, manager, students). Combative or confrontational communication styles. 		<ul style="list-style-type: none"> Ensure that relevant policies and procedures (i.e. Harassment and Sexual Misconduct Policy, Equality, Diversity and Inclusion Policy, Dignity and Respect Policy) are communicated to team members. Create a culture of openness within a team where issues can be freely discussed. 		

Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
		<ul style="list-style-type: none"> Encourage staff to recognise and respect all team members contributions. Consider whether training in interpersonal skills is required. Lead by example and make it clear what behaviours are not acceptable. 		
5. ROLE				
<ul style="list-style-type: none"> Lack of clarity about job role. Conflicting job demands. 		<ul style="list-style-type: none"> Set clear objectives and make sure staff are properly trained and able to carry out their duties. Ensure good two-way communication is in place. Ensure staff have clearly defined, up to date job descriptions. Clearly communicate team business objectives. Ensure new members of staff receive proper induction. 		
6. CHANGE				
<ul style="list-style-type: none"> Fears about job security/status. 		<ul style="list-style-type: none"> Provide effective support for staff throughout the process. 		

Stressor to consider	Problems identified	Risk controls	Risk (H,M,L)	Action taken/by whom/date
<ul style="list-style-type: none"> • Poor communication - uncertainty about what is happening. • Not enough time allowed to implement change. • Inexperience/fear of new technology. • Lack of skills for new tasks. • Not enough resource allocated for change process. • Other personal fears, relocation. • Dysfunctional teams following change. 		<ul style="list-style-type: none"> • Ensure messages to be communicated to staff are done so in a timely manner and sensitively. • Consult with staff likely to be affected face to face where possible. • Maintain regular team meetings and joint reviews. • Ensure effective two-way communication throughout process. • Review team objectives and priorities of individuals after change has taken place. • Consider training needs - do people have the tools and skills to effect change? • Consider changes in teams or work environment. 		