



# MANAGING ABSENCE POLICY

*For adoption by all CDAT schools*

This policy is informed by the Christian values which are the basis for all of CDAT's work and any actions taken under this policy will reflect this.

*'Blessed are those who act justly, who always do what is right'*

*Psalm 106:3*

Approved by	Date	Review Schedule	Date of next review
Trust Board	15.06.2023	3 Years	14.06.26

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## **1. BACKGROUND**

CDAT recognises that the quality of provision, the effectiveness of our services and our overall performance all depend on a reliable, motivated and healthy workforce. Regular attendance is part of every employee's employment contract; however, we understand that employees may occasionally suffer ill health and it is essential that we care for them during this time. Managing sickness properly enables us to care for our employees appropriately and maintain high standards for learners. In line with our values, we aim to deal with absenteeism in an effective and sensitive way.

CDAT will act within the law at all times when managing absence and will always seek to make reasonable adjustments to retain staff and support attendance. We understand that every case will be different, depending upon the circumstances.

### **1.1 INTRODUCTION**

The aim of this policy is to provide a fair and consistent procedural framework for management of absence and to clarify the approach we will take to record, monitor and manage absences and to support employees to return to work.

We recognise that sickness absence can be one of the most sensitive areas of managing people and as such we want to support schools to deal with it sensitively, fairly and effectively. We understand that there can be many causes of absence requiring different approaches.

### **1.2 RESPONSIBILITIES**

#### **CDAT's Responsibilities (delegated to Headteachers)**

- To inform all employees of attendance management procedures, including the conditions of the sick pay scheme.
- To record all absence upon notification.
- To meet with all staff on their return to work, regardless of the duration of the absence.
- To monitor and review all absence across the school.
- To arrange review meetings with employees when their absence level has reached an indicator point.
- To maintain reasonable contact during a period of absence.

#### **Employee's Responsibilities**

- To attend work when fit to do so.
- To comply with the CDAT notification of absence procedures.

- To keep in touch with the school when required during periods of absence or, if medically unable to maintain such contact, to make arrangements for an intermediary, e.g., trade union representative or family member, to maintain contact on their behalf.
- To attend review meetings as required when absence levels have reached an indicator point.
- If requested to do so by the school, to attend appointments with the 'Occupational Health' provider.

### 1.3 CDAT CENTRAL TEAM

The same principles and processes outlined within this policy will also apply to the CDAT central team. Responsibilities assigned to the Headteacher will instead be assigned to a line manager, or the CFO/CEO. Where a decision is being made by the school, this will instead be made by the line manager or the CFO/CEO. Where reference is made to a panel, this will be made up of CDAT Trustees.

## 2. PREVENTION

The school will aim to reduce the level of sickness absence through a combination of preventative measures, early intervention and proactive management and support, for example:

- Effective recruitment and careful support during induction periods and when new in role;
- Access to support services if appropriate;
- Family friendly policies and flexible work patterns;
- Risk assessments to identify workplace health hazards;
- Stress risk assessments and the use of well-being support plans, such as Mind mental health and well-being plans;
- Effective monitoring of absence;
- Health promotion e.g., flu vaccinations
- Work-life balance initiatives e.g., changes to work patterns
- Seeking timely medical advice.

When there are genuine concerns about an individual's health (mental or physical) but they are still attending work, medical advice can be sought, although this should be discussed with the employee.

Employees should be encouraged to care for their own health/prevent illness. Employees can approach their Headteacher/line manager, or a member of HR in confidence, who may consider an occupational health referral or access to other support services, where possible.

### **3. SITUATIONS TO NOTE:**

#### **3.1 MENTAL HEALTH CONDITIONS**

CDAT recognises its duty to assess the risk of stress-related ill-health arising from work activities and to take measures to control that risk. If an employee is absent due to stress, anxiety or depression, an immediate referral will be made to Occupational Health to gain further advice. Employees may be signposted to additional support services and consideration will be given to offering counselling where appropriate.

#### **3.2 PREGNANCY**

CDAT recognises that employees must not be subjected to unfair treatment at work because of pregnancy, including management of any pregnancy-related absence, and should obtain advice from HR if necessary. Pregnancy related illness will be recorded separately from other sick leave.

Once notified that an employee is pregnant, the school will undertake a risk assessment and consider any adjustments/alternative duties if required. Return to work discussions will be carried out, as with all employees, following any periods of pregnancy related absence.

#### **3.3 IVF TREATMENT**

Reasonable time off will be considered for employees undertaking fertility treatment. This may include time off for tests, appointments and medical procedures. There is no requirement for such time off to be paid; agreement should be reached between the school and employee on how absence will be managed.

#### **3.4 INJURY/INDUSTRIAL INJURY**

Where absence is as a result of an industrial injury, it must be recorded as such. Sick pay entitlement where absence is due to industrial injury is subject to the provisions of the relevant Conditions of Service (Burgundy and Green Books).

Where the absence is linked to an injury sustained outside work, in circumstances where the employee may have a claim for damages against a third party, the school will seek to reclaim any sick pay monies from successful claims. Employees will be advised to ensure that an element for loss of earnings is included in any claim.

#### **3.5 DISABILITY**

In accordance with the Equality Act 2010, the school will make reasonable adjustments, wherever possible, of the working arrangements and environment to accommodate an employee who is, or becomes, disabled. For example,

considerations of reduced hours, flexible working, phased returns and raising trigger points/discounting some disability related absence.

### 3.6 TERMINAL ILLNESS

The school will deal with terminal illness sensitively. Early consideration will be given to undertaking a workplace risk assessment to ensure all reasonable adjustments, including alternative duties, are explored to allow the employee to continue at work if appropriate.

An employee with a terminal illness or life-threatening degenerative illness where the employee's medical condition is known and will not improve will not be asked to attend sickness absence monitoring interviews. The school will provide support and encouragement to individuals in these circumstances and this could mean that other meetings, interviews etc. are held at reasonable intervals. However, such action does not form part of a management initiative to reduce sickness absences. The wishes of employees in these cases to keep their circumstances confidential must be respected.

Where the employee is a member of the Local Government/Teachers' Pension Scheme they should be advised to contact Pensions to ensure they are fully aware of options available.

### 3.7 MEDICAL REDEPLOYMENT AND ILL HEALTH RETIREMENT

If an employee remains absent and the service cannot sustain the absence, and if a return to work is not foreseeable, then the Headteacher should consult with the CDAT Chief Executive to consider whether medical redeployment is applicable or available, and whether ill health retirement should be considered and discussed with the employee. It should be noted that the decision in relation to ill health retirement is separate from any decision to dismiss an employee on grounds of ill health/medical capability.

### 3.8 MEDICAL APPOINTMENTS

As far as possible, it is expected that routine appointments should be made outside normal working time, or outside core working time where children are in your care or where covered by flexible working arrangements. Specialist, particularly hospital, appointments may need to be an exception to this.

If absence is necessary during normal working hours, it should be authorised by the Headteacher/line manager ahead of the appointment time, with sufficient notice to arrange cover. Absence for attending medical appointments will be recorded as such and not as sick leave.

In cases of medical/dental emergency, the employee should contact their Headteacher/line manager as soon as possible and will be allowed sufficient paid leave to receive appropriate treatment.

If an employee has a disability, the frequency of necessary medical appointments may be higher. CDAT recognises its responsibilities under the Equality Act and the need to consider additional paid leave where appropriate.

If it becomes necessary to attend regular routine appointments not linked to disability, alternative working arrangements, either temporary or permanent, must be considered which enable such attendance outside normal or core working hours.

Pregnant employees have the right to take paid time off for appointments made on the advice of GP/midwife for the purpose of ante-natal care.

#### **4. HOW TO REPORT SICKNESS ABSENCE**

The purpose of having a clear reporting process is to ensure that the school can make the necessary arrangements to cover absence. This may involve arranging for supply cover or longer-term arrangements in the event that an employee is absent for a longer period of time.

CDAT has the following absence reporting procedure, which **must** be followed in the event of absence. Failure to follow this procedure may result in sick pay being withheld and/or the absence being treated as an unauthorised absence in accordance with the CDAT disciplinary procedure.

On the first day of sickness absence, it is the expectation that the employee must speak directly\* (**no text messages or emails**) to the Headteacher or Line Manager by no later than **7.30am**. If the sickness absence occurs during the holidays and there are no members of staff in school, the employee should contact the CDAT central team. The employee must notify the Headteacher of the reason for their absence and the likely duration of their absence. The employee and their line manager have an ongoing duty to maintain reasonable contact for the duration of their absence.

(\*hospitalisation and other exceptional circumstances are the only times when a family member may contact the school)

If the employee's absence persists for 8 consecutive days or longer, they must submit a doctor's fit note to the school. (Self-certification is only valid for 7 days; a doctor's fit note must be produced on the 8th day of absence).

If an employee does not appear for work, and no contact has been made with the school or with CDAT, the Headteacher or designated person will investigate where the

employee is. The purpose of this investigation will be to ensure the safety of the employee and could involve contacting the registered next of kin.

## **5. CONDUCT DURING ABSENCE**

If an employee is absent due to sickness, the expectation is that the employee will not engage in any activities which will not support their recovery. Employees should take steps to ensure they recover fitness and return to work as quickly as possible. This includes following medical advice.

Where an employee is off sick, they should not undertake any other private work without the express prior written agreement of the school and subject to appropriate medical advice. Failure to do so may result in disciplinary action. Such work should not hinder the recovery of the employee for their work at school.

If an employee behaves in a manner inconsistent with the nature of their reported absence, such conduct may be challenged and further action may be necessary, such as seeking medical advice or consideration of disciplinary action.

Employees absent due to sickness are strongly discouraged from posting information about their social activities on social networking sites. Employees need to be mindful of the impact of any postings on their colleagues.

Taking a holiday during absence (or being absent following refusal of leave) is not permitted. On occasion, medical advice could be provided to state that it would help convalescence (e.g., holiday for convalescence recommended by a GP), but in all cases, employees must discuss this with the Headteacher in advance and advice from Occupational Health should be obtained as appropriate. Failure by the member of staff to discuss the proposal would put sick pay for the period at risk and a review meeting will be held on their return. Any holidays approved must be recorded as holiday and not as sick leave.

## **6. MEDICAL REFERRAL**

The school may, as appropriate, require a referral to Occupational Health where an employee's absence or other issues indicate a potential health or well-being concern. In these circumstances, the employee will be advised of the process and the reasons for the referral. The purpose of the referral is to explore options to support the employee to minimise absence and/or to return to work. In certain circumstances, particularly those involving stress, anxiety or depression, a referral may be made immediately, as evidence suggests that early intervention increases the chance of a successful return to work.

Occupational health will be able to advise on matters such as:

- When the employee may be able to return to their role
- The employee's ability to carry out their role

- Whether the employee falls under the provision of the Equality Act (2010), and whether any adjustments or modifications can be made to assist the employee in carrying out their role
- Whether the employee is (or will soon be) unable to carry out their role and/or the employee's ability to carry out alternative duties either within the school or within CDAT
- Whether any adjustments or modifications may be made to assist the employee in carrying out such alternative duties

CDAT has a duty of care to its employees to consider all appropriate support options, including phased returns to work or reasonable adjustments, although these cannot be guaranteed.

## **7. SICK PAY**

Occupational sick pay is based on length of continuous service. For teachers this is the aggregated teaching service within any Local Authority/publicly funded educational establishment and for all other staff it is continuous service within any public authority to which the Redundancy Payments Modification Order 1985 applies.

CDAT reserves the right to withhold sick pay if the employee is found to be carrying out some other work, outside their contracted hours, which is not subject to prior agreement or part of a therapeutic programme.

Employees who are absent from work must not participate in any other form of work during their normal working hours (paid or unpaid) without the prior written authorisation of the Headteacher. It is the responsibility of individuals to notify the school if undertaking therapeutic work whilst off sick to avoid misunderstandings. It is advised that the employee should consult with their GP as to the advisability of this kind of activity.

Statutory sick pay (SSP) - in order to qualify for SSP, an employee must:

- Be sick for at least 4 or more days in a row (including weekends and bank holidays) (SSP is not payable for the first 3 days of any period of absence); and
- Earn an average of not less than the Lower Earnings Limit for National Insurance Contributions (NIC).

SSP is paid for up to a maximum of 28 weeks.

Employees, when absent from work, will be entitled to a) Statutory Sick Pay (SSP) provided relevant regulations are satisfied; and/or b) Occupational Sick Pay in accordance with employment terms and conditions, provided that an employee complies with the following points as detailed below:

- The sickness absence notification procedure is followed correctly.
- A doctor's statement of fitness note is provided at the appropriate time.
- Appropriate contact is maintained with the nominated person, as agreed.
- Occupational Health appointments and meetings are attended when requested.
- Conduct during absence is in line with policy.

Failure to comply with the above requirements will be viewed as a serious matter and could result in Occupational Sick Pay being withheld and/or disciplinary action being taken.

## **8. MONITORING OF ABSENCE**

When dealing with absence, the school will make a distinction between absences on grounds of medically certified illness and those which may call for disciplinary action.

All unexplained absences will be investigated promptly and the employee asked to give an explanation. If, after investigation, it appears that there were no acceptable reasons for the absence, or that the reasons given are not genuine, the matter should be treated as a conduct issue and be dealt with under the disciplinary procedure.

### **8.1 SHORT TERM AND INTERMITTENT ABSENCE**

In order to manage attendance effectively, it is important that absence is consistently reviewed. CDAT has pre-determined review points which can alert the school if attendance has reached a point where there may be cause for concern. The following review points are in place to monitor employee attendance:

- 3 or more separate occasions of absence within a rolling 6-month period, or 5 occasions of absence within a rolling 12 months
- Total sickness absence exceeding 10 days in 6 months (self-certified)
- A continuous absence of 4 weeks or more
- Unusual patterns, e.g., regular Friday or Monday absence and/or before and after Bank Holidays
- Unusual yearly patterns, e.g., same week each year or at busy times, e.g., registration, exams, deadlines and marking
- Where the notification procedure has not been followed (hospitalisation may be an exception)
- Every occurrence of unexplained absence
- Sickness following refusal of annual leave
- Where absence is considered to be unacceptable relative to the length of contract, i.e., temporary/fixed-term
- Taking holiday during a sickness absence
- Excessive number of 'Special Leave' requests

- Excessive absence during the first six months of employment (probation period)

Review points for employees working fewer than 5 days in a week will be pro-rata. It is important to note that the number of days will be pro-rata, but not the number of occasions.

When a review point is reached, the employee will be invited to attend an informal absence review meeting. However, the review points themselves should not be used as an automatic mechanism for taking action. For example, an episode of 'flu lasting 7 days may not on its own suffice to trigger a review meeting. All circumstances of the individual should be carefully and sensitively considered in order to treat all employees fairly, consistently and compassionately.

If the school has concerns about an employee's absence, even though they haven't yet hit the triggers, it is advisable they hold an informal meeting to discuss support that can be offered.

If there is a meeting, the school will discuss whether there is any support that can be offered to help the employee reduce their absence levels and whether a referral to occupational health is appropriate.

## 8.2 LONG TERM ABSENCE

Long Term Absence is defined as an absence lasting 4 weeks or more and tends to be a continuous period of absence over an extended period of time.

The underlying principle when managing long term absence cases is to balance the needs of the school against the circumstances of the employee concerned, and to recognise that the individual matters relating to the particular employee's absence will vary and may require different responses and actions at different points in time. Head Teachers will maintain regular, appropriate contact with employees on long term absence and will generally commence absence review meetings after four weeks' absence, or before if appropriate, and continue throughout the period of long-term absence.

It is important in cases of long-term absence that the individual circumstances concerning the absence are considered and an appropriate approach to absence management meetings is formed based on the particular set of facts. This can include holding meetings remotely or, with the prior agreement of the employee, conducting a home visit, either at home or at a neutral location.

For prolonged periods of absence, an employee should keep in touch and update their manager, on a regular basis, subject to specific CDAT arrangements and case

circumstances. Alternatively, the employee may prefer the manager to make contact at pre-arranged times for update purposes.

It is important that Head Teachers maintain contact with an employee on long-term absence to:

- Monitor the employee's progress in terms of their return to health;
- Support the employee and actively maintain their engagement with the school, and keep them informed about relevant events in the workplace;
- Provide information to the employee so that they may make informed decisions (for example, in relation to sick pay entitlement);
- Support the employee in following advice and guidance from Occupational Health;
- Encourage a return to work as early as possible;
- Facilitate a phased return to work if required, by making appropriate temporary or permanent adjustments

#### 8.2.1 RETURNING TO WORK FROM LONG-TERM ABSENCE

CDAT is committed to supporting employees back to work after long-term absence. Before an employee returns, a meeting will be held to discuss the return. The following options may be helpful to facilitate a return to work:

- Informal familiarisation meetings with colleagues and line managers. This can include anything from attending a staff meeting, arranging to facilitate a meeting with colleagues, or even calling in for a cup of tea with colleagues to reconnect prior to returning to work
- Phased returns to work; up to a maximum of four weeks
- Reasonable adjustments
- Change of working hours; part time or reduced hours, either temporarily or permanently
- Use of unpaid leave
- Flexible working
- Redeployment (if recommended by medical advisors, or as a further reasonable adjustment where other reasonable adjustments to the role have failed or cannot be accommodated)

### 9. MANAGING HEADTEACHER SICKNESS ABSENCE

(Refers to Executive Headteacher, Headteacher and Head of School)

In the case of this absence, the absence management procedure will be managed by HR and CDAT's Chief Executive.

## **10. RIGHT TO BE ACCOMPANIED**

Employees have the right to be accompanied at all meetings (formal and informal) by a trade union representative or a work colleague.

## **11. ABSENCE MANAGEMENT PROCEDURE**

### **11.1 NOTICE**

A minimum of 5 working days' written notice should be provided prior to all meetings and 10 working days' notice before a final absence meeting.

### **11.2 INFORMAL MEETINGS**

Where a manager is concerned about an employee's attendance it is good practice to arrange an informal meeting to encourage open dialogue and discuss circumstances to establish whether support is required, including whether there needs to be a regular contact agreed to enable the employee to be supported in the workplace. Where further informal discussions or meetings may be beneficial, they can be provided.

At informal meetings:

- An action plan will be agreed (including agreeing an appropriate target for attendance and making a referral to Occupational Health, where appropriate)
- A monitoring period will be set

During the review period, if the manager remains concerned about an employee's absence levels then they may either extend the monitoring and support within the initial stage or invite the employee to a formal absence review meeting. If there has been a significant improvement in the employee's attendance, then CDAT may decide to take no further action.

As soon as possible, following the informal absence review meeting, the employee will be given a written record of the key points and any actions agreed. If the employee's attendance does not improve, or deteriorates during the monitoring period, the line manager will consider whether to initiate a formal absence review meeting.

### **11.3 FIRST FORMAL ABSENCE MEETING**

The purpose of a first absence meeting is to discuss concerns regarding the employee's absence levels. This meeting is normally conducted by the Headteacher, Line Manager or School Business Manager, together with an HR advisor. Any medical evidence or documentation that the employee wishes to be considered should be submitted at least 3 working days prior to the meeting.

Discussions will usually include some of the following:

- The reasons for absence and reviewing the employee's absence record

- Checking the employee's welfare and considering whether medical advice is required
- Considering what, if any, measures, support or adjustments might improve health and/or attendance.

At the formal absence meeting, the school will consider the employee's progress since the informal meeting.

If there has been a significant improvement in the employee's attendance, then the school may decide to take no further action.

If, following the review meeting, the school remains concerned about an employee's absence levels they may either extend the monitoring and support offered at this stage, or the process could move to a second formal absence meeting.

If the employee fails to meet set targets in the specified review periods, this may result in the employee moving to the next stage before the previous monitoring period expires.

#### 11.4 SECOND FORMAL ABSENCE MEETING

The purpose of the second formal absence meeting is to discuss ongoing concerns regarding the employee's absence levels. This meeting is normally conducted by the Headteacher, Line Manager or School Business Manager, together with an HR advisor. Any medical evidence or documentation that the employee wishes to be considered should be submitted at least 3 working days prior to the meeting.

Discussions will usually include some of the following:

- The reasons for and impact of ongoing absence(s).
- Where the absence is long term, discussing how long it is likely to last.
- Where there has been short term intermittent absence, discussing the likelihood of further absences.
- 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.
- Considering ability to return to/remain in the job in view both of capabilities and our operational needs and any adjustments that can reasonably be made.
- Considering possible redeployment opportunities and whether any adjustments can reasonably be made to assist in redeployment.
- When returning from long-term sick leave, agreeing a return-to-work programme.
- If it is considered that a return to work from long-term absence is unlikely, support with access to advice on options.

The school will consider the employee's progress since the first formal meeting.

If there has been a significant improvement in the employee's attendance, then the school may decide to take no further action.

If, following the meeting, the school remains concerned about an employee's absence levels they may either extend the monitoring and support within this formal stage or the process could move to a final absence meeting.

If the employee fails to meet set targets in the specified review periods, this may result in the employee moving to the next stage before the previous monitoring period expires.

CDAT may consider the option to refer an employee to a medical capability hearing in exceptional circumstances.

#### 11.5 FINAL ABSENCE MEETING

The final absence meeting will be conducted in cases where there are significant concerns relating to the employee being able to provide regular and reliable attendance. Any medical evidence or documentation that the employee wishes to be considered should be submitted at least 3 working days prior to the meeting.

The purpose of the final absence meeting is to consider whether the employee is capable of continuing employment with the school in the light of their health, their attendance and their ability to perform the role to an acceptable standard. A final absence meeting will be held by a panel. The panel will be made up of 3 CDAT representatives/school Governors, with an HR advisor.

The panel will usually consider some/all of the following:

- A review of the meetings that have taken place and matters discussed.
- Where the absence is long-term, whether there have been any changes since the last meeting, either as regards to a possible return to work or opportunities for return or redeployment.
- Any medical information or reports.
- Whether there is a reasonable likelihood of a return to work or of achieving the desired level of attendance in a reasonable time.
- The possible termination of employment

There are two possible outcomes of a Final Absence Meeting which will be confirmed in writing to the employee. These are:

- An extension of the monitoring.

- If the panel decides that the employee's attendance is not acceptable, the employee may be dismissed with notice on the grounds of failure to sustain required levels of attendance.

If CDAT decides to terminate employment on the grounds of the above, the employee will be informed of this decision to dismiss in writing and the employee will be reminded of their right of appeal.

#### 11.6 MEDICAL CAPABILITY

In cases where an ongoing medical condition calls into question the employee's ability to fulfil their contract, a Medical Capability Hearing may be conducted in place of the formal absence meetings. The hearing will be held by a panel, made up of 3 CDAT representatives/school Governors, with an HR advisor.

The purpose of the Medical Capability Hearing is to consider the viability of the employee's continuing employment. The employee should be given a minimum of 10 days' written notice of the meeting.

The panel will consider dismissal on the grounds of medical capability:

- Where occupational health or another medical practitioner have stated that the employee is permanently unfit to work.
- Where occupational health are unable to provide evidence of when the employee will be able to return to work.
- Where occupational health or another medical practitioner cannot confirm that the employee will be able to provide a reliable and efficient service.
- Where ill health retirement is not an option
- In the event that an employee has failed to attend appointments with occupational health and therefore there is no medical evidence to consider, the panel will move to a decision based on the information presented.

The employee has the right to be accompanied at the Medical Capability Hearing by a colleague or a trade union representative. Any documentation that the employee wishes the panel to consider should be submitted at least 3 working days prior to the Hearing.

They may request a postponement of the Medical Capability Hearing of up to 5 working days to ensure that their representative can be available to attend. Where an employee fails to confirm their attendance at the Medical Capability Hearing, the hearing may go ahead in their absence.

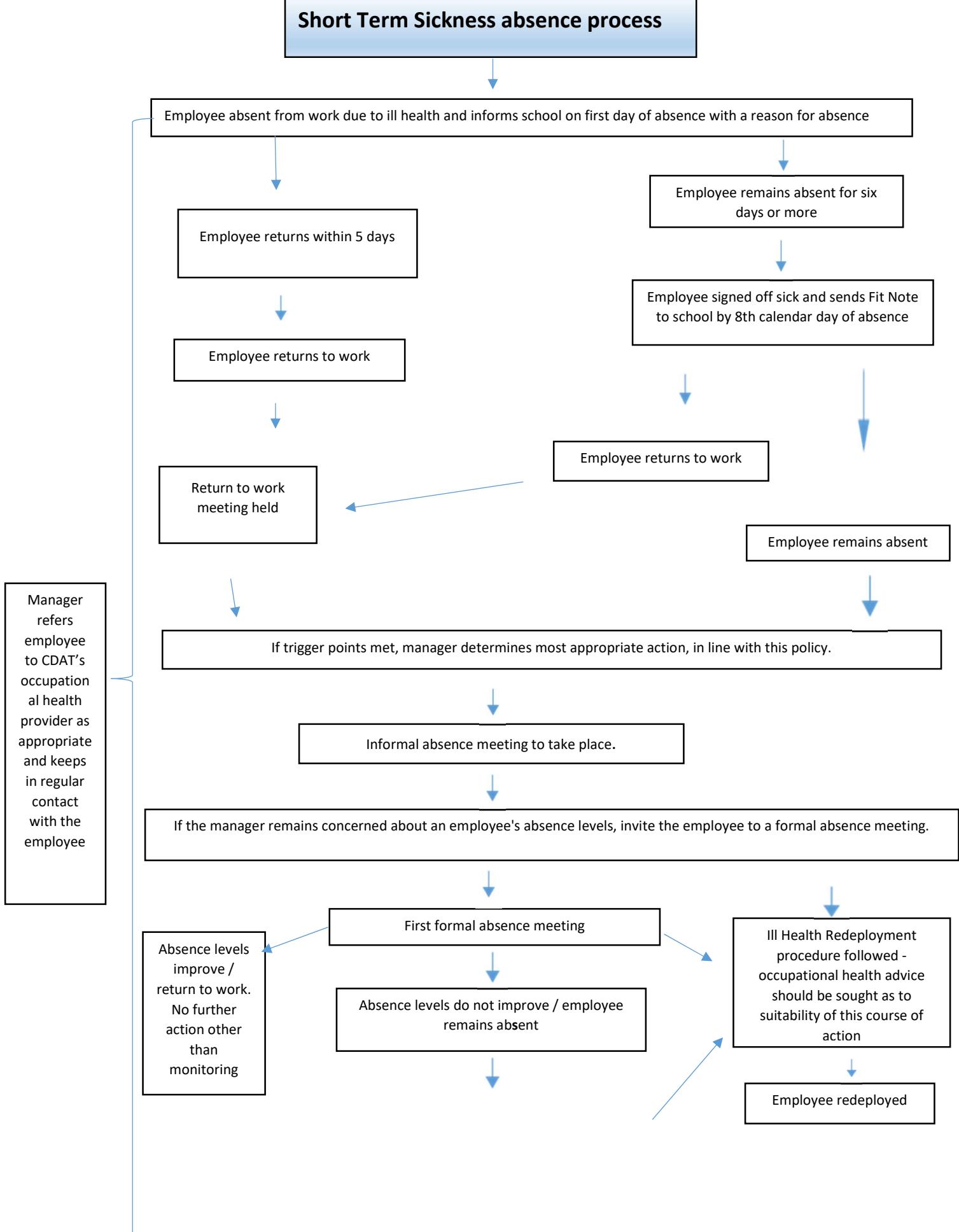
If the panel decides to terminate the employee's employment on the grounds of Medical Capability, the employee will be informed of the panel's decision to dismiss in writing and the employee will be informed of their right of appeal.

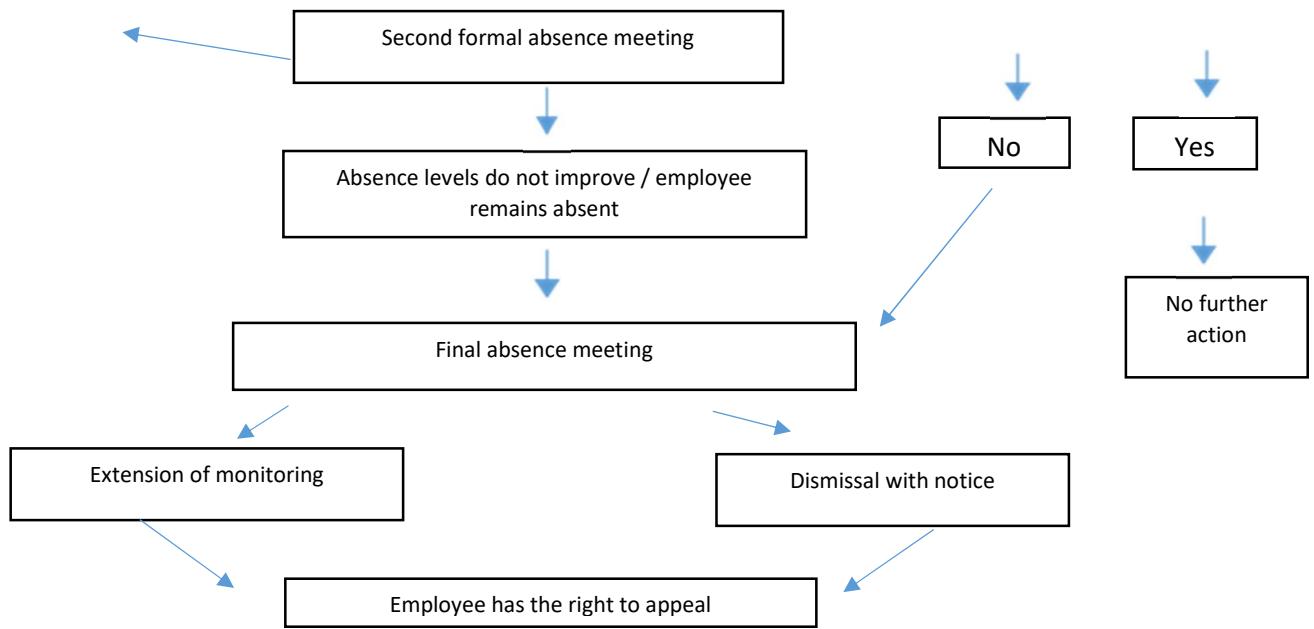
## **12. APPEALS**

If the outcome of the final sickness absence meeting is that the employee is dismissed on the grounds of failure to sustain required levels of attendance, the employee may appeal this decision by writing to CDAT within 10 working days from the outcome of the hearing.

If the employee submits an appeal, he/she will be invited to an Appeal Hearing where their case will be heard by an appeal committee. The outcome of the Appeal Hearing will be confirmed in writing to the employee. There is no further level of appeal.

## Short Term Sickness absence process





## Long Term Sickness absence process

Employee absent from work due to ill health and informs school on first day of absence with a reason for absence

Employee remains absent for six days or more

Employee signed off sick and sends Fit Note to school by 8th calendar day of absence

Employee returns to work

Employee remains absent

Return to work meeting held

If trigger points met, manager determines most appropriate action, in line with this policy.

Informal absence review to take place.

If the manager remains concerned about an employee's absence levels, invite the employee to a formal absence review meeting 1.

Formal absence meeting 1

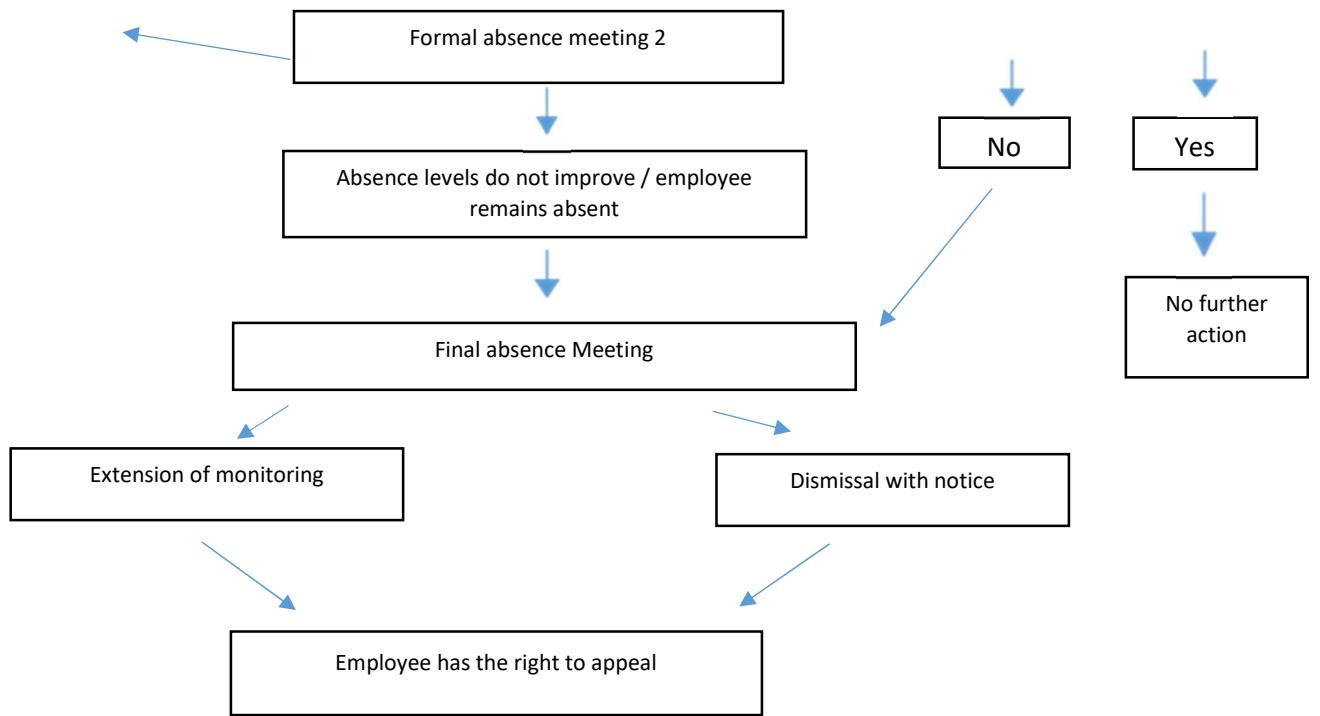
Absence levels improve / return to work.  
No further action other than monitoring

Absence levels do not improve / employee remains absent

Ill Health Redeployment procedure followed - occupational health advice should be sought as to suitability of this course of action

Employee redeployed

Manager refers employee to CDAT's occupational health provider as appropriate and keeps in regular contact with the employee



## 13. APPENDIX 1

## RETURN TO WORK FORM

**Return to work**

The purpose of this document is to proactively manage employee absence and wellbeing. This discussion must be conducted after every sickness absence. It should be private and confidential, informal, and carried out in a positive and supportive way. The form should be completed by the Headteacher/Line Manager and employee immediately on return to work from a sickness absence.

<b>Employee name:</b>			
<b>Completed by:</b>			
<b>School:</b>		<b>Department:</b>	
<b>First day of absence:</b>		<b>Last day of absence:</b>	
<b>Medical certificate provided:</b>	<b>Yes / No</b>	<b>Cause of absence: (please tick)</b>	<b>Sickness</b> <sup>[1]</sup> <input type="checkbox"/> <b>Accident at work</b> <input type="checkbox"/> <b>Accident when not at work</b> <input type="checkbox"/>
<p>[1] Where “stress” is given as the reason for absence, early intervention and support is important. Headteachers/Line Managers should discuss with HR and consider a referral to Occupational Health. Headteachers/Line Managers should also review their Managing Stress at Work Risk Assessment to ensure appropriate preventative and protective measures are in place.</p>			
<b>Date of return to work discussion:</b>			
<b>1. Welcome back. How are you feeling now?</b>			
<b>2. What was the reason for your absence?</b>			
<b>3. Were there any other reasons affecting your absence that we need to be aware of (such as any personal, domestic or work-related issues)?</b>			

<b>4. Was the absence due to an on-going or underlying health condition that we need to be aware of? If so, how is this being treated?</b>		
<b>5. How are you managing your health/condition (if applicable)?</b>		
<b>6. Are you getting support from anyone else (if applicable)? Please give details.</b>		
<b>7. Confirm with the employee whether a formal sickness meeting is necessary:</b>	No Action	<input type="checkbox"/>
	Informal Meeting	<input type="checkbox"/>
	First Formal Absence	<input type="checkbox"/> Meeting
	Second Formal Absence	<input type="checkbox"/> Meeting
	Final Absence Meeting	<input type="checkbox"/>

Total no. of working days absent: \_\_\_\_\_

Total no. of episodes in the last 12mths: \_\_\_\_\_