

Ysgol Aberconwy



Managing Staff Attendance **Policy**

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THIS POLICY HAS BEEN APPROVED BY THE FULL GOVERNING BODY

Signed:

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POLICY STATEMENT

The School Governing Body and Conwy County Borough Council believe that a committed and motivated workforce plays a key role in providing efficient and effective schools.

High levels of attendance will contribute to increased morale amongst employees and ensure maximum performance from the workforce.

Low levels of attendance, on the other hand, produce negative effects resulting in poor performance, low morale and excessive overhead costs.

The aim of the School Governing Body and Council is to control absence by adopting a positive approach through monitoring, supporting and counselling of employees on short-term and long-term absence, ensuring that all employees are treated fairly, sensitively and consistently.

The School Governing Body and Council will take proactive steps to manage recurring short-term absence. However, they are also sensitive to the needs of longer term, chronically sick and disabled employees, and will consider any reasonable adjustments to duties and the work environment in order to assist employees in achieving good levels of attendance.

All employees expect fair treatment. The School Governing Body and Council has a statutory duty to manage its resources and therefore will expect acceptable levels of attendance from staff. Where appropriate, the School Governing Body and Council will address cases when improvement is necessary and should the length or frequency of absences become unsustainable, they may consider whether the continuation of an employee's contract of employment is appropriate.

Any suggestion of misconduct or of abuse of the sickness scheme will be investigated through the School's Disciplinary Procedure.

Purpose of this Policy is to :-

- Offer support to employees who are genuinely ill
- Discourage non-legitimate absence
- Ensure fair and consistent management of employees
- Provide an objective means for monitoring sickness absence

The above will be achieved by:

- Accurate recording of absence data
- Monitoring absences
- Managing absence cases
- Developing rehabilitation programmes for employees absent long term
- Working with Headteachers/Managers to manage absence

PROCEDURES

1. Responsibilities

- 1.1 Employees have a responsibility to attend work, unless they are prevented from doing so by illness or other legitimate reason. It is also their responsibility to ensure that they are familiar with, and fully understand, the school's procedures for managing and reporting sickness absence. This information should be provided both on appointment to the post and during induction training. In particular employees must ensure they know who the responsible officer is within the school and contact them in line with absence reporting procedures. Employees must maintain contact with their line managers if absent and return to work when fit to do so. (see para 5)
- 1.2 The Headteacher/Manager and/or Leadership Group members are responsible for the day to day management of absences, the monitoring of absence levels within the school, identification of areas of high absence, and the development of systems of work which help to minimise absences.
- These will include:
- well designed job descriptions;
 - good health and safety standards;
 - within agreed standards, proper recruitment, induction and training of employees;
 - effective communication with employees;
 - a good working environment;
 - operating systems within agreed standards, which record all sickness and maternity related absences and ensuring absence is a regular agenda item on any departmental management meeting;
 - carry out return to work and other absence interviews offering support as appropriate;
 - review sickness absence data and take action to address poor attendance.
- They will also ensure the fair and reasonable application of this policy.
- 1.3 The Chair of Governors and/or the LA Link Officer will monitor and be responsible for the day to day management of the Headteacher's absence.
- 1.4 Governing Body, HR Committee and Appeals Committee
The Governing Body – will agree the Attendance Management Policy and will review sickness absence data as appropriate.
The HR Committee – will convene to consider cases of hardship and suspension of sick pay and staff hearings relating to this policy.
The HR Appeals Committee – will convene to hear any appeals against Suspension of Sickpay or Dismissals
- 1.5 Occupational Health Services and where appropriate the Education HR Service will provide the Governing Body with advice and guidance on managing short/long term absence and will recommend how to help employees back to work.
- 1.6 Trade Unions will advise and guide employees on the application of this policy as appropriate.

2. Management Contact and Discussions

- 2.1 It is appropriate and good management practice for members of the school management team to maintain regular contact with employees who are absent from work due to sickness. The Headteacher/Manager will be concerned about the health and welfare of their staff and will offer practical support where this is appropriate and possible. They will need to manage arrangements during the absence, which requires a knowledge of the expected duration of each absence and reasonable notice of a return to work date. The employee may need help with practical issues such as payment of sick pay and sickness benefits. Assistance in this area may be obtained from the Education HR Section.
- 2.2 The school will make every effort to remain in regular contact with employees who are sick either by telephone, letter or visit. In cases of long-term sickness absence, the first contact will be made within the first two weeks of absence. The Headteacher/Manager will be sensitive to the wishes of the employee in this respect and will not visit without prior agreement. The relevant trade union may be notified of the contact at the employee's request. Some employees may feel uncomfortable or even pressurised by regular contact and the Headteacher/Manager should be sensitive to this. **However, contact must be maintained throughout the period of sickness absence.**
- 2.3 During an employee's sickness absence, arrangements can be made for a member of the Education HR Section to make a welfare visit with the Headteacher/Manager. The Education HR Manager will be contacted to arrange if required.
- 2.4 If an employee wishes to request a welfare visit while absent from work because of sickness or injury, he/she must contact the Headteacher.
- 2.5 On an employee's return to work following any sickness absence, the Headteacher/Manager must arrange a **"Return to Work Interview"** with the employee in order to enable any work related problems to be discussed in addition to any changes which may have occurred during the absence and to offer help, support and advice. The employee should be welcomed back to work, emphasising recognition of the contribution to the school that the employee makes.

3. Different Types of Sickness Absence

3.1 Short Term Absence

- 3.1.1 This type of absence is normally sporadic and often attributable to unconnected minor ailments. Often an employee will be absent for a maximum of a week, but invariably for single days.
- 3.1.2 The difficulty that the Headteacher/Managers face, is the frequency of the absence and identifying the reasons behind the absence. It is by far the most difficult type of absence to manage, and can only be addressed through monitoring systems and effective management action.

3.2 Long Term Absence

- 3.2.1 Long term absence is defined as a period of **2 weeks continuous absence or longer**. It is at this point, that a referral to the nominated Occupational Health Practitioner will be sought, (in consultation with Education HR Services) initially to determine the likely duration of the absence.
- 3.2.2 A long term absence may result from a long standing medical condition, or due to a sudden severe illness or disabling injury. It may not always be clear at the outset if the initial absence will be prolonged and it is imperative that regular communication is established between the employee and the Headteacher/Leadership Group members. The management of an employee on long term sickness absence will be determined by the employee's diagnosis and prognosis.
- 3.2.3 Normally the Headteacher/Leadership Group member will keep in regular contact and visit the employee's home at a pre-arranged, mutually convenient time. This will be an informal visit, primarily made on a welfare basis, however work arrangements may be discussed. Where an employee does not wish to meet at their home another venue can be agreed.
- 3.2.4 Detailed guidance regarding managing employees on long term sickness absence is given in Part 2.

4. **Industrial Disease/Accidents/Assault**

- 4.1 Absence due to industrial disease, accident, assault at work, or contact with an infectious disease must be clearly identified and recorded on sickness records. An accident report form must be completed. An appropriate investigation will take place, following an accident or incident at work. This will involve the Education Health and Safety Officer if required, and actions taken to avoid a repeat incident will be clearly documented. Failure to do this may result in disciplinary action.
- 4.2 The Headteacher/Manager will consider all the circumstances, and consult with Education HR Section, before deciding whether this absence should count towards the trigger points.
- 4.3 If an accident/injury occurs ***because*** an employee has performed their duties negligently or disregarded rules (e.g. health and safety rules), these absences will count towards the trigger system. Disciplinary action may also be taken.
- 4.4 Accidents or injuries outside of work which are caused by the employee's negligence will be counted towards an employee's absence record and any trigger points which may apply.

5. **Notification of Absence**

- 5.1 It is the responsibility of the employee to ensure that notification of any absence takes place in accordance with the procedure below. Employees must be aware that if the notification procedure is not followed, pay may be affected, depending on the circumstances. **Absence must be notified by telephone. Other communications such as text message or e-mail will not be accepted.**

5.2 1st Day of Absence

On the first day of absence, **the employee must personally contact the Headteacher / School as early as possible, but no later than 8:30am**, stating the reason for absence and the expected duration of absence from work. The only exception to this rule is where the employee is too ill to telephone, has no telephone or is in hospital. In such cases a friend or relative may call on their behalf. In these circumstances consideration must be given to providing reasonable time to allow the employee to find assistance and report to the Headteacher.

5.3 Days 2 to 7 of Absence

Employees must contact the Headteacher on a daily basis to provide an update on their health, and the likely duration of their absence. In certain circumstances (if a fit note has already been provided, or it is clear that the absence will be prolonged), the Headteacher may confirm that this daily contact is not required. Equally, if the employee does not make contact, the Headteacher may make telephone contact to obtain an update from the employee.

5.4 8th Day of Absence and Thereafter

If the absence extends beyond **seven calendar days** the employee **must** ensure that a doctor's medical certificate, known as "fit note" is submitted to the school no later than the eighth calendar day. **Post dated fit notes of more than one day will not be accepted.** If the absence continues, further fit notes **must** be submitted as soon as they become due. **Failure to submit a fit note within the timescale required will result in an employee's sick pay being suspended and any gaps between fitnotes will affect the salary.** Employees must ensure that they complete the details on the back of the fitnote.

5.5 The GP will indicate on the fit note if they need to see the employee again before they resume work. If the GP doesn't need to see them again, they may resume work. There is no need to be signed back to work by the GP.

5.6 Return to work

If the employee has been absent for fourteen days or more, the Headteacher **must** always be given at least two working days notification of the employee's intention to return to work. On returning to work the employee must report to his/her Headteacher/Manager and complete the Self-Certification Form detailing the reasons for absence (Appendix 1). Failure to complete this form will affect the employee's salary. Also, a return to work interview will be held upon return to work.

6. **Return to Work Interviews**

6.1 Every employee will be seen by his/her Headteacher/Manager on his/her return to work to discuss the reason for the sickness absence and to ensure the employee is fit to carry out their duties. This must be carried out sympathetically and in private preferably on the day the employee returns to work. In instances where the Headteacher has been absent from work, the Chair of Governors or the LA Link Officer will undertake the Return to Work Interview and sign the self-certification form.

- 6.2 The interviews should be conducted in an environment which affords privacy preferably on the day that the employee returns to work. However, return to work interviews can be done in two stages if the Headteacher/Manager is unable to meet with the employee on their return date. An informal discussion will be held to confirm wellbeing and fitness to work on day one of return to work with a more formal meeting being held within the employee's first week back to work.

The aim of the interview is to:

- welcome the employee back to work;
 - enquire after their health and welfare and reason of absence;
 - give the employee a chance to discuss any concerns (work related or personal)
 - ensure the employee is fit to carry out their duties;
 - discuss how the employee's work was covered during their absence;
 - communicate what are considered acceptable levels of sickness absence;
 - ensure that the employee understands what is expected of them when absent on sick leave;
 - ensure that all relevant paperwork is completed, and sent to the Education HR Section immediately.
- 6.3 A record of the interview will be recorded on the Return to Work Form (appendix 2) and kept on the employee's personal file and a copy given to the employee. Also, the date of the interview should be noted on the bottom of the employee's self-certification form (yellow copy) and forward to the Education HR Section immediately.
- 6.4 Both in the case of short term absence, and long term absence, employees may be suffering from "personal" or embarrassing medical conditions, which they may be reluctant to discuss with a member of the opposite sex. In these situations, the Headteacher/Manager must offer a suitable alternative to undertake either the home visit or return to work interview.
- 6.5 It is important to ensure consistency and uniformity of approach. Sensitivity will need to be exercised in individual cases where professional counselling may be required.

7. Occupational Sickness Schemes

- 7.1 The schemes are intended to supplement Statutory Sick Pay and Employment Support Allowance in order to maintain normal pay during periods of sickness absence.
- 7.2 Absence in respect of "normal" sickness is entirely separate from absence through industrial disease, accident or assault which happened in the course of employment at the school. Periods of absence in respect of the one shall not be offset against the other for the purpose of calculating entitlements under the scheme.
- 7.3 (a) **Teachers** are entitled to receive sick pay for the following periods:

"Provided the appropriate conditions are met, a teacher absent from duty because of illness (which includes injury or other disability) shall be entitled to receive in any one year sick pay as follows":

During 1 st year of service	full pay for 25 working days and after completing four calendar months' service, half pay for 50 working days
During 2 nd year of service	full pay for 50 working days and then half pay for 50 working days
During 3 rd year of service	full pay for 75 working days and half pay for 75 working days
During 4 th and subsequent years	full pay for 100 working days and half pay for 100 working days.

For the purpose of the sick pay scheme "service" includes all aggregated teaching service with one or more local education authorities".

NB Entitlement to sick pay and sick leave and the conditions to be fulfilled for those entitlements are set out in the Conditions of Service document for school teachers (The Burgundy Book).

(b) **School Support Staff** are entitled to receive sick pay for the following periods:

During 1 st year of service	1 month's full pay and (after completing 4 months' service) 2 months' half pay
During 2 nd year of service	2 months' full pay and 2 months' half pay
During 3 rd year of service	4 months' full pay and 4 months' half pay
During 4 th & 5 th year of service	5 months' full pay and 5 months' half pay
After 5 years' service	6 months' full pay and 6 months' half pay

NB The entitlement to sick pay and sick leave and the conditions to be fulfilled for those entitlements are set out in the NJC Conditions of Service document for Local Authority Services (The Green Book). The period and the rate of sick pay will be calculated by deducting from the employee's entitlement on day 1 of absence, any periods of paid absence during the rolling 12 months prior to the first day of absence.

7.4 The School has discretion to extend the period of sick pay in the most exceptional and difficult cases. Please refer to para. 29.

7.5 Dependent upon individual circumstances the School/Council reserves the right to terminate employment before full sick pay entitlement has been exhausted.

- 7.6 Sick pay may be suspended if an employee abuses the sickness scheme, e.g. whilst claiming to be sick, working or engaging in activities which are likely to be inconsistent with the reason for absence and/or which are unlikely to be conducive to recovery ;
or is absent on account of sickness due or attributable to deliberate conduct prejudicial to recovery;
or the employee's own misconduct or neglect;
or active participation in professional sport;
or injury while working in the employee's own time on his/her own account for private gain;**or** for another employer,
or if the employee continually refuses to engage with the Authority during their absence.

In these instances, reference should also be made to the School's Disciplinary Policy.

- 7.7 The Headteacher shall advise the employee of the grounds for suspension of sick pay, and the employee shall have a right to a hearing before the Personnel Committee Panel of the Governing Body. If the Governors decide that the grounds were justified then the employee shall forfeit the right to payment in respect of that period of absence. The final right of appeal will be to the appropriate Appeal Committee of the Governing Body. If the Appeal Committee decides that the grounds were justified, then the employee shall forfeit the right to payment in respect of that period of absence. A Trade Union Representative or work colleague can also attend at the employee's request. Any appeal against the suspension of sick pay must be made to the Appeal Committee within 7 working days of the written confirmation of suspension. Appeals will be held where possible within 21 working days.
- 7.8 Repeated abuse of the sickness scheme will be dealt with under the School Disciplinary Policy.
- 7.9 Employees will only be entitled to sick pay if :
- (i) notification is made immediately to the Headteacher/School;
 - (ii) further notification is made as required by the school;
 - (iii) a fit note is submitted to the school not later than the eighth calendar day of absence;
 - (iv) subsequent fit notes are submitted as necessary.
- 7.10 The School/Council may require employees to attend an Occupational Health practitioner nominated by the School/Council, subject to the provisions of the Access to Medical Reports Act 1988, where applicable. The School/Council shall meet any reasonable costs for this. If an employee fails to attend at least two appointments without notice or reasonable explanation, they shall pay the non-attendance charge of their last appointment. If the School/Council feel a second medical opinion is needed, it will be sought from an Independent Medical Adviser at the School/Council's expense. Any costs for a second opinion requested by the employee will be at the employee's expense. Employees are required to attend medical assessments at the School/Council's request, and refusal or failure to do so may result in disciplinary action. Decisions about managing their absence and their future employment will be made on the information available to the School/Council at that time.

- 7.11 If the School/Council requires a fit note from an employee before the eighth day of absence, the cost will be reimbursed to the employee if a receipt is provided.
- 7.12 Sick pay will continue to be paid at full or half pay if a public holiday falls during such sickness absence. No substitute public holiday should be given.
- 7.13 During full pay periods, sick pay will be an amount which, when added to the Statutory Sick Pay and Incapacity Benefit, equals normal pay. For half pay periods, sick pay will equal half of normal earnings plus statutory sick pay, as long as the total sum does not exceed normal pay.
- 7.14 Normal pay includes all contractual earnings that would be paid during a period of normal working.
- 7.15 Under the provisions of the Education (Health Standards) (Wales) Regulations 2004, employees must be medically fit to undertake their duties.

8. Suspension on Medical Grounds

- 8.1 If an employee attends work or returns from a period of absence and the Headteacher/Manager has serious concerns about their fitness to work, the Headteacher/Manager may suspend the employee on medical grounds. The Headteacher/Manager must consult with Education HR Section, prior to making any medical suspension. Employees will be suspended on full pay whilst medical advice is sought from their GP and/or Occupational Health.

9. Sickness Absence and Elective Cosmetic Procedures

- 9.1 Sick Pay exists to prevent financial hardship for employees who can't work because they are ill. It will not be used for employees choosing to have elective cosmetic procedures. Employees should arrange for such procedures to be carried out during school holidays.

10. Hospital Appointments

- 10.1 An employee attending a planned hospital appointment eg: routine check up, screening or minor procedure should seek approval from their Headteacher/Manager for authorised absence. An appointment card or letter from the GP/Hospital etc should be presented to the Headteacher/Manager before the appointment. Failure to provide this may result in the employee having to take unpaid leave. Employees are required to complete the "Request for Absence During Term Time Form" which will be signed by the Headteacher and then sent to the Education HR Section. Employees should make every effort to arrange appointments outside of working hours, where this is possible.
- 10.2 **Other Appointments - Attendance at routine doctor, nurse, dental, opticians or similar appointments should be made outside of working hours.**

- 10.3 Employees admitted to hospital, or absent for longer than a half day will be considered absent due to sickness and should comply with the reporting arrangements in paragraph 5.

11. Sickness Absence and Disability

- 11.1 The Headteacher/Manager should be aware that a disabled employee may find it difficult to comply with reporting procedures, particularly if they live on their own. In such cases, they should review the employees' needs and agree appropriate arrangements.
- 11.2 All reasonable adjustments will be considered, to help disabled employees perform their role and achieve a good level of attendance. However, good attendance is a requirement for all employees. Should a disabled employee not be able to achieve an acceptable level of attendance, following support and reasonable adjustments, their absence will be managed using the trigger/improvement notices framework.
- 11.3 The Headteacher/Manager must consult with Education HR Section before determining that an employee meets an absence trigger, because of disability related absence.

12. Occupational Health Support and Specialist Medical Opinion

- 12.1 There is often reluctance by Managers / Headteachers to refer their employees, especially if they are sick with an emotive illness such as stress, cancer or bereavement. However, the Occupational Health Unit can offer support to the employee including accessing other support agencies (for example counselling / physiotherapy).
- 12.2 If an employee is absent from work due to:
1. Musculoskeletal condition – Offer referral to Pen Y Lon.
 2. Stress, depression, anxiety – Offer Care First Service. In this case an immediate Occupational Health referral should be made, so that support can be provided for the individual without delay. The link between Musculoskeletal disorders and Stress is recognised.
 3. Back related condition – Offer referral to Pen Y Lon.
 4. Bereavement – Offer referral to Care First & signpost to Conwy Care details. If the absence is for 2 weeks or more following the special leave arrangements, a referral to Occupational Health should be made, where appropriate.
- 12.3 If an employee is absent for two weeks or more, a referral to Occupational Health (or another medical specialist) should be made, if appropriate.
- 12.4 If the reason for absence is clearly established, with a clear period for recovery, a referral may be deferred. Equally, an immediate referral may be made if it is believed an absence will extend beyond two weeks, and advice from Occupational Health will be beneficial. Absences relating to mental health issues will be considered for immediate referral in order to support the employee.

- 12.5 Consideration may also be given to seeking a specialist medical opinion. This should be considered if it is potentially cost effective and may help an early recovery and return to work. The cost of obtaining this advice will be borne by the school.
- 12.6 Following referral, the employee will receive an appointment for Occupational Health (or another medical specialist), and must attend unless they can provide satisfactory reasons for not doing so (the school will be required to pay any non-attendance charge.) If the employee cannot make the appointment time, they must contact the Occupational Health provider to re-arrange, and notify their Headteacher/Manager. Disciplinary action may be taken if the employee persistently fails to attend appointments.
- 12.7 All reasonable efforts should be made to help with travelling difficulties.
- 12.8 If an employee has a debilitating condition or serious difficulty getting to an appointment due to their ill health they may ask for a home visit to be made. Any request will be considered by the Occupational Health provider and accommodated where possible.

13. Counselling Service

- 13.1 Occupational Health offers a free 24 hours **confidential** counselling service which can be accessed directly by employees on 0800 174319 (www.care-first.co.cuk – user name: con001, password: conw1234) or by referral from their Headteacher/Manager. Any management referrals for counselling must be discussed with the employee and can only be done with the employees consent
- 13.2 The Council will fund up to six counselling sessions per employee with the Council's approved provider.
- 13.3 A professional counselling service is also available for teachers through Teacher Support Line Cymru – this is also a free and confidential service. Contact 0800 085 5088 or www.teachersupport.info.

14. Physiotherapy Service

- 14.1 A referral to the Physiotherapy provider can be arranged through Education HR should this be viewed as beneficial to the recovery or to keep employees at work. Employees should discuss any musculoskeletal issues with their Headteacher/Manager in order to establish whether a referral would be beneficial.

15. Recording, Monitoring & Measuring Sickness Absence

- 15.1 It is recognised that the basis for effective management of sickness absence is a comprehensive and accurate system of recording, monitoring and measuring. For effective monitoring and management of absence, each period of sickness must be recorded promptly, regardless of duration or cause. The Council will assist the school in this area and all relevant paperwork must be forwarded to the Education HR Section immediately.
- 15.2 In order to record and produce accurate statistical data, it is important that the school is

consistent in its approach. It is vital that officers responsible for absence management also know what should be recorded as sickness absence. Reference should be made to the Sickness Absence File which was issued by the Council in September 2009. Further guidance may be obtained from Education HR Section.

- 15.3 All sickness absence should be reported to the Education HR Section immediately by submitting the white copy of the Self-Certification Form. Upon return of the employee to work, the yellow copy of the Self-Certification Form should be submitted immediately to the Education HR Section. Also, schools are required, at the end of each month, to submit Form CT45(S). Schools may request a breakdown of staff sickness absence at any time from the Education HR Section.

16. Managing Short Term Absence - Trigger System

- 16.1 Despite the best endeavours of all parties, problems with an employee's absence may persist; the school will therefore need a series of indicators, which will tell them at what point further action may be required.
- 16.2 All records of employees absent from work due to sickness should be reviewed every term. Employees on long-term sickness, and those individuals identified as having excessive absences, will be monitored continuously.
- 16.3 A series of trigger points listed below will ensure consistency of approach and allow the school to manage employees absence. A whole school approach will be used in order to ensure that all staff are treated fairly. Each case will be dealt with on its merits, considering the circumstances of the case, in order to ensure that unfair treatment does not arise.
- 16.4 The school will arrange for appropriate action to be taken for each employee who has been identified as reaching the initial 'trigger points' as set out below.
- 16.5 The trigger points used are as follows:
- | | |
|-------------------------------------|---------------------------------------------------------------------------------------------------|
| <u>Initial Trigger Point</u> | - 6 working days' self-certified absence within a rolling six-month period; (see para 16.6 below) |
| | or |
| | 3 episodes of absence in a 3 month period |
| | or |
| | any regular pattern of absence (i.e. frequent Mondays, Fridays, absence after Bank Holidays) |
| | or |
| | any frequent periods of longer term absence |
| | or |
| | other circumstances considered problematic (i.e. failure to record a valid reason for absence) |
|
 | |
| <u>Second Trigger Point</u> | - Where a further trigger has been met after an improvement notice has been issued. |

- 16.6 Where an employee has been persistently close to but not hit a trigger, the Headteacher/Manager may meet with the employee to bring the pattern of their absence to their attention, identify if there are any underlying problems and whether any preventative action can be taken. The Return to Work Interview will be used for this purpose. A Formal or Final Improvement Notice will not be issued at a return to work interview but should be part of a separate attendance review meeting. Employees may be issued with a Verbal Improvement Notice at this stage.
- 16.7 Where a single episode of six days absence occurs, and the employee normally has an excellent attendance record, the above trigger will still be hit. However, taking into account the overall excellent attendance record, the Headteacher/Manager may decide not to issue an improvement notice.

17. Pregnant Employees

Pregnant Employees should have an early pregnancy risk assessment (an information pack is available on the School's Y Drive). Adjusted duties or other reasonable measures should be explored with pregnant employees who are at risk of being absent. Absences relating to an employee's pregnancy will not count towards the trigger system. Employees off sick due to pregnancy in the four weeks before the week the baby is due, will automatically start maternity leave.

18. Attendance Review Meetings and Improvement Notices

- 18.1 Employees who meet trigger points will be asked to attend an attendance review meeting. At this meeting, the Headteacher/Manager will establish the employees continued fitness for work and the employee may discuss any underlying problems or concerns. The Headteacher/Manager will bring to the employee's attention the high level of short term absence and/or frequent long term absences they have had. The headteacher/Manager may refer an employee with a number of short term absences to Occupational Health to see if there is an underlying medical condition contributing to the absence. The Education HR Section will be available to give advice if required.
- 18.2 Except where a verbal improvement notice may be issued (at the Return to Work Interview), employees will be given five working days' notice to attend an Attendance Review Meeting, however, the meeting could take place sooner if the employee agrees.
- 18.3 As an outcome of an Attendance Review Meeting a Headteacher/Manager may decide to issue the employee with an Improvement Notice. The purpose of this is to advise them that their absence is affecting the efficient running of the school, which cannot be sustained.
- 18.4 The Improvement Notice (appendix 3) will detail the absences which have led to the trigger being reached, detail any explanation given by the employee and outline the improvements which will be required.
- 18.5 There are two formal levels of Improvement Notice. The level of notice issued will depend on circumstances for each case. Employees can be represented by a work colleague or Trade Union representative at all **formal stages** of the policy. **A representative from**

Education HR Section must be present at any meeting where a final improvement notice or dismissal may be the outcome.

Informal Verbal Improvement Notice

Can be issued where the employee is hitting the trigger system for the first time or is persistently falling short of the trigger system. A note will be kept on the employee's file with details of any agreed improvements to be made for a period of 12 months. If by this time the employee's attendance has improved to an acceptable level, the Verbal Improvement Notice will not be considered if their attendance deteriorates in the future and further action is needed.

Formal Improvement Notice

Can be issued by the Headteacher/Manager if an employee has met the trigger points for the first time and can't provide sufficient reason for the level of absence or where an employee has received a Verbal Improvement Notice but no improvement to attendance has been made. An employee can be issued a Formal Improvement Notice without having received a Verbal Improvement notice. **A Formal Improvement Notice will remain on file for 12 months.**

Final Improvement Notice

Can be issued only where an employee has received an Informal or Formal Improvement Notice and fails to maintain an improvement in their attendance levels. **A Final Improvement Notice will remain on file for 18 months.**

Dismissal

If an employee has received all possible support from their manager to meet attendance targets and fails to improve after a reasonable period of time, the Governing Body will decide whether their employment can continue.

Dismissal

- 18.6 (In relation to persistent/excessive short term absences where no serious medically related problem has been identified). If no improvement is apparent after a reasonable period, following review sessions and support in meeting attendance targets by the school, and dismissal for persistent/excessive absence is being considered, then the School should first consider alternative options such as redeployment, demotion or suspension without pay.
- 18.7 If none of the alternatives are available, or if they are inappropriate, and if a final caution has been issued, the employee may be dismissed. Such action may only be taken by the appropriate committee of the Governing Body after receiving advice from the Council. The Education HR Section should be contacted for guidance on the procedure to be followed.

- 18.8 Where the issue of dismissal of a teacher/support worker on medical grounds arises, under the provisions of the Education (Health Standards) (Wales) Regulations 2004, the employer must give that teacher/support worker the opportunity to submit medical and other evidence and to make representations, and must consider such evidence and representations. If the teacher/support worker so asks, the employer must arrange for a medical examination; the teacher's/support worker's own medical adviser may, on request, be present at the examination. Consideration must be given to whether reasonable adjustment may enable a disabled employee to continue to perform effectively.

19. Appeal Process

- 19.1 An employee may appeal against any Formal Improvement Notice or against a dismissal.

19.2 Appeal Against Formal/Final Improvement Notice

19.2.1 Appeals must be made in writing to the Chair of Governors within seven working days of receiving written confirmation of the Formal/Final Improvement Notice. The grounds on which the appeal is made must be clearly stated.

19.2.2 The Chair of Governors will arrange an appeal hearing to be heard by the appropriate HR Committee, where possible, within fourteen working days of receiving employee's appeal.

19.2.3 The employee has the right of representation by a Trade Union representative or a work colleague.

19.3 Appeal Against Dismissal

19.3.1 If an employee wishes to appeal against a decision to dismiss with regard to his/her sickness, he/she must indicate this in writing to the Chair of Governors **within seven working days**. The Chair of Governors will arrange an appeal hearing. The appeal will be heard by the Appeals Committee of the Governing Body, where possible, **within 21 working days** of receipt. If an appeal date cannot be arranged within this timescale, the employee will be notified without delay.

19.3.2 Attendance at the Appeals Committee shall be limited to:

- the Members of the Committee;
- the Committee Clerk
- LA HR Advisor; (who has not previously been involved in the case)
- the appellant;
- the appellant's representative;
- the Chief Education Officer or his/her representative.

19.3.3 The decision of the Appeals Committee shall be final and the outcome and any associated recommendations shall be reported for information to the Governing Body and to the LA for appropriate action.

19.3.4 In cases where an appeal against dismissal is upheld by Governors and a decision made to re-instate / re-engage, the appellant shall suffer no loss under his Contract of Employment.

20. Sickness Absence and Annual Leave

APPLICABLE TO STAFF WORKING 52 WEEKS, E.G. SCHOOL CARETAKERS

20.1 Where an employee falls sick just before or during a period of annual leave, the Headteacher will inform the Education HR Section and will agree to transfer the employee to sick leave. The annual leave can then be taken at another time subject to the following **conditions:-**

- The absence must be for a period of five working days or more.
- It must be certified by a qualified medical practitioner, any costs for a certificate will be paid by the school
- The employee must contact their manager by telephone as soon as they become aware that there will be a period of incapacity of five working days or more.
- Where the employee is overseas when he/she falls ill or is injured, evidence must be produced that the employee has made an insurance claim for medical treatment received at an overseas location.

21. Long Term Sickness and Carry Over of Annual Leave

APPLICABLE TO STAFF WORKING 52 WEEKS ONLY, E.G. SCHOOL CARETAKERS

21.1 An employee who is absent due to long term ill health will accrue and may take annual leave. If an employee wishes to take annual leave during a period of sickness absence, they must contact their line manager to request the annual leave in the usual way. The employee does not need to be signed as fit for work in order to take annual leave.

21.2 Employees may take annual leave to travel on holiday during a period of sickness absence. In some cases, a holiday may be deemed beneficial, and help the employee return to work sooner.

21.3 Employees should however be aware that they must not engage in activities that are either:

- inconsistent with their stated reason for sickness absence, or
- may worsen/prolong their absence.

(for example: going on a climbing holiday, whilst off with a bad back.)

If they do, the sick pay may be suspended and the school may take action under the Disciplinary Policy.

21.4 Employees must be able to benefit from 28 days statutory leave - 20 days annual leave and 8 bank holidays (pro-rata for part time employees) - in any given leave year. If they haven't been able to take this statutory leave, due to sickness absence, they will be able to carry the remainder into the new leave year. For example:

Joan's leave entitlement with the school is 38 days, including 8 bank holidays. Her leave year runs from 1st April to 31st March. During this leave year, Joan was off sick from 1st December until 3rd April. Before the sick leave, Joan was able to benefit from 15 annual leave days and 5 bank holidays – in total 20 days. She will therefore be able to carry over 8 days into the new leave year.

- 21.5 The above only applies to statutory leave. In the above example 10 of Joan's days were lost. This is because they were contractual leave, above and beyond the statutory entitlement.
- 21.6 Employees may bank up to 8 days of any carried over annual leave (up to a maximum of 40 days) which can only be taken subject to the needs of the service.

Part 2 – Managing Employees with Longer Term Health Problems

22. Introduction

- 22.1 It is the aim of the school to create a working environment that promotes the health and well being of employees.
- 22.2 For many employees work is not just about earning money, it provides opportunities for friendships, personal learning and promotes self esteem. People in work have been found to be physically, psychologically and socially healthier than people who are out of work.
- 22.3 The school appreciates the skills and experience held by employees and the contribution they make whilst in work. The school recognises that longer absences from work can reduce the chances of the employee resuming work.
- 22.4 This section of the policy describes the support the school can offer to employees with health problems to help them remain in or return to work. It also outlines the schools approach to managing long term absence.
- 22.5 The purpose of this section of the policy is to:
- maximise the well-being of employees
 - minimise levels of long term absence
 - provide support for employees returning from periods of ill health
 - provide support for employees who become disabled during their employment

23. To whom does this apply?

- 23.1 This part of the policy is about managing and supporting employees who:
- Have been off work or are expected to be off work due to ill health
 - Are experiencing social, psychological or physical problems that prevent them from working normally
 - Have a disability that requires reasonable adjustments to be considered to enable them to contribute fully at work
 - Have been absent from work due to stress or a mental health related illness

24. Disability

- 24.1 The Disability Discrimination Act defines a disabled person as having ‘a physical or mental impairment which has a substantial and long term adverse effect on his/her ability to carry out normal day to day activities’.
- 24.2 It is recognised that some employees may become disabled during their working life. The school greatly value the contribution that disabled employees can make and will work to retain such employees.

- 24.3 The school will take reasonable steps to reduce or remove any substantial disadvantage faced by an employee with a disability. Reasonable adjustments will be made following advice from Occupational Health, Health and Safety, Education HR Section or other specialist adviser e.g. Access to Work. Adjustments must be reasonable for both the employee and their health needs, and the school. Options should be discussed with the employee and a review carried out of their skills and abilities and the needs of the school.
- 24.4 Such adjustments may include:
- making adjustments to premises.
 - allocating some of the disabled employee's duties to another employee.
 - transferring the employee to fill an existing suitable vacancy.
 - altering the employee's working hours
 - assigning the employee to a different workplace.
 - supporting rehabilitation, assessment or treatment
 - giving the employee further training.
 - acquiring or modifying equipment.
 - modifying instructions or reference manuals.
 - modifying procedures for testing or assessment
- 24.5 Support through Access to Work, or another external agency will be investigated.
- 24.6 The school and employees should contact Education HR Section if they require advice on disability related issues.

25. Supporting Employees Whilst In Work

- 25.1 The school will aim to help employees remain in work where possible. Proactive input can identify measures that can prevent or limit absence from work.
- 25.2 An employee may approach their line manager or seek advice from Education HR Section about a physical, social or psychological issue. If concerns are stress related, employees and managers should contact Education HR for advice.
- 25.3 The Headteacher/Manager should meet promptly with the employee to discuss the issues and undertake an Employee Well Being Risk Assessment (see appendix 4). An employee may have a colleague or Trade Union representative present at this meeting.
- 25.4 Following the meeting an action plan should be agreed to deal with any risks or concerns that have been identified at work. The employee will also be encouraged to set personal goals. The action plan should include regular review meetings between the Headteacher/Manager and employee and where appropriate, an Education HR Officer.
- 25.5 If the manager feels the employee is under performing, they should arrange a meeting with them to discuss their performance. This meeting should identify the performance deficit and explore the reasons for the change in performance. If well-being is a cause, the employee should be offered the Employee Well Being Risk Assessment. Otherwise reference should be made to the Capability Policy.

25.6 The Headteacher/Manager may be able to provide assistance such as:

- counselling support
- job rotation
- short term reduction in working hours
- authorised periods of unpaid leave
- temporary change to duties
- flexible retirement

25.7 The school will have regard to the “Staff Health & Wellbeing Information Handbook” issued by the Welsh Government.

26. Counselling Service

Please refer to paragraph 13

27. Physiotherapy Service

Please refer to paragraph 14.

28. Managing Long Term Absence

28.1 If an employee is absent due to long term due to ill health, the line manager (or another nominated officer) will keep in regular contact. As a guide, it is expected that contact should be made on a monthly basis. Employees are also responsible for keeping in touch with their line manager, and updating them on any progress or significant developments.

28.2 In managing long-term absence, the school will aim to maintain a balance between supporting an individual during a period of ill health and needing to minimise sickness absence levels in order to maintain efficient services.

28.3 The Headteacher/Manager will act as ‘case manager’ to ensure appropriate management of long term absence. This will be done with input and support from Education HR Section, Occupational Health, Trade Union Representatives, Health and Safety, and other professional advisers as appropriate.

28.4 The Headteacher/Manager will:

- Advise the employee of the sick pay allowance, and other support available.
- Make an early referral to Occupational Health, if appropriate, and particularly if no return to work date is given.
- Have regular contact with the employee to discuss their health condition in relation to their work.
- Communicate and update others (above) as required
- Ensure others understand the employee’s work role
- Explore options (below) with the employee
- Review the progress of any return to work or Rehabilitation Plan
- Maintain confidential records

28.5 The aim of regular contact with employees will be to:

- Identify any welfare/support needs
- Understand the employee's current state of health
- Understand any treatment plans in place for the employee
- Discuss progress towards recovery
- Review any Occupational Health reports, and their implications for work, carrying out any recommended actions.
- Discuss options for helping the employee resume work as soon as their health permits.
- Discuss any concerns about the employee's overall absence record.

28.6 Options that should be discussed with the employee might include:

- Agreeing a return to 'normal duties.'
- Agreeing a return to work plan with temporary adjusted duties, or a phased return over a period of a month (see para 30.6)
- Agreeing a return to work, with permanently adjusted duties.
- Possible redeployment to another suitable role
- Making an application for Ill Health Retirement – please contact the Education HR Section for further information and guidance.
- Dismissal (this will be a last resort, and only considered if the above options are not feasible.)

28.7 Occupational Health Services can advise on the issues to be considered and the capacity of the employee if able to resume work. Valid questions would include:

- How long is an employee likely to be off work?
- Is the prognosis permanent or temporary?
- What assistance can the School/Education Services offer.
- Is a phased return/re-introduction to work appropriate and if so what programme is advised?
- Is there likely to be any permanent incapacity associated with the illness and if so how will it affect the employees work?
- Is the current absence or pattern of absence likely to recur in the future?
- Is there any aspect of the employee's work which contributes to their ill health?
- Is the condition covered by the Disability Discrimination Act?

28.8 Referrals for Occupational Health advice must be through the Education HR Section.

28.9 The referral will be prepared by the Education HR Section in consultation with the school and will be sent, fully completed to the Occupational Health Adviser. The referral should include reference to the reason for the referral and the advice being sought. Additional relevant information should include a copy of the current job description, a description of relevant workplace hazards and risks and a brief synopsis of the absence history. Information must only be included which the Headteacher/LA is willing to share with the employee.

28.10 Reasonable time should be allowed for the employee to recover, and for a range of options to be explored. However, if this has been done, and there is no indication of an early return to work, a decision on the employee's continuing employment will be made.

- 28.11 In deciding when this decision should be made, the Headteacher/Manager should consider these factors:
- Nature of the illness - diagnosis and prognosis
 - Length of the employee's service
 - Whether the employee has exhausted full/half pay
 - How fully the employee has engaged in discussions/treatment plans
 - Whether the employee is disabled, and any reasonable adjustments made.
 - What progress towards recovery the employee has made
 - The most recent Occupational Health advice
 - The impact of the employee's continuing absence upon the school/pupils
- 28.12 Clearly every case must be considered on an individual basis. However, as a guide – if a long-serving employee has been absent so long that they are in half pay, and no return to work date is evident, it is likely to be at the point where their continuing absence can no longer be sustained by the school.
- 28.13 In some circumstances employment may be terminated before the full sick pay entitlement has been exhausted.
- 28.14 Prior to giving notice of dismissal, the Headteacher/Manager must meet with the employee to discuss the situation. Prior to that meeting the Headteacher/Manager must ensure that an Education HR Officer is able to attend the meeting.
- 28.15 The employee must be informed of the right for a work colleague or trade union representative to accompany them, if they so wish. Should the employee fail to attend a meeting on two occasions without reasonable explanation, decision will be taken in their absence and this will be confirmed to the employee in writing.
- 28.16 Where appropriate, suitable, acceptable, alternative employment will be sought within the school. Enquires may also be made to establish whether a suitable vacancy exists elsewhere within the Authority. Education Officers will do their utmost to facilitate a redeployment in this manner but it is important to recognise the limitations of the Authority as School Governing Bodies are not obliged to accept the LA's nominations.
- 28.17 If the employee is a member of the Local Government Pension Scheme or Teachers' Pension Scheme, they will be advised of the option to apply for Ill Health Retirement.
- 26.18 Depending on circumstances, termination of employment will be with notice or made with immediate effect, giving pay in lieu of notice.
- 28.19 If the employee wishes to appeal against the termination of their contract of employment, they must comply with the guidance provided in paragraph 19.3 of this policy.

29. Extension of Full Sick Pay

- 29.1 Sick pay is given for a maximum of 6 months full pay and 6 months half pay (or 100 working days for teachers) depending on length of service. Employees may request an

extension to their full pay, however, this will only be considered in the most exceptional and difficult circumstances.

- 29.2 Employees must write to their Chair of Governors, stating the grounds on which the application is made and any hardship being suffered. The Chair of Governors will consult with the HR Committee and Education HR Manager and consider the medical reasons causing the absence and information provided by the employee. In most cases any decision will be made based on the letter submitted and this should therefore be as full as possible. The Chair of Governors may invite the employee to attend a meeting to discuss the request.
- 29.3 The Chair of Governors will inform the employee of their decision within 21 working days of receiving their request. This may be extended should further evidence be required before a decision can be made; however, both parties must agree this.
- 29.4 Should information be made available that suggests an employee could return to work the employee will be contacted by their Headteacher to discuss this. The Chair of Governors will discuss with the HR Committee and Education HR Manager whether to continue or cease to allow full pay depending on individual cases.

30. Making a Return to Work

- 30.1 The school recognises that employees are likely to need support to enable them to resume work. This will be facilitated through a range of possible adjustments.
- 30.2 The purpose of such adjustments are:
- to enable the employee to return to their post or to another role.
 - to retain valuable skills
 - to remove the barriers to return to work.

30.3 Phased Return to Work

A phased return to work programme may form a central part of any rehabilitation plan.

- 30.4 A phased return should balance the needs of the individual and the school and enable employees to contribute at work before being fully fit to carry out their role. It can help the employee to re-acclimatise to the work routine and the school to assess their capability without the pressures of full duties. A phased return programme may include:
- a reduction in the working days or hours
 - a target date for returning to pre-absence hours and duties
 - a programme of modified tasks and hours
 - a regular review with supervisor/ manager
 - an appraisal of fitness to work by Occupational Health
- 30.5 An employee will receive their normal contractual pay during any agreed phased return programme.

30.6 Employees may work reduced hours for a **maximum** of eight weeks. Normally it will be worked over a 4 week period and in exceptional circumstances over a 8 week period - please contact the Education HR Manager to discuss individual cases. If a phased return is extended beyond eight weeks, the employee will be paid for hours worked and pay will be adjusted accordingly. The phased return to work will be monitored with flexibility for adaptation if required by the employee or school.

30.7 Other Adjustments

Other reasonable adjustments can be considered as part of a return to work programme, including:

- changing tasks or the content of jobs
- reducing the pace of work
- changing hours of work
- reviewing access requirements

30.8 Adjustments may be temporary pending a full recovery or could be a permanent adjustment if a full recovery is unlikely and the school can reasonably accommodate it.

30.9 Other issues may also be considered:

- informal reintroduction to work e.g. meeting colleagues before return
- retraining
- extra support such as supervision or mentoring
- Support from 'Access to Work' who can provide workplace assessment and help purchase specialist equipment.

31. **Evaluation of Revised Duties**

31.1 For support staff posts - if permanent adjustments are made to a post to enable employees to remain in work, the revised duties will be reviewed under the Council's Job Evaluation scheme.

32. **Ill Health Retirement**

32.1 Ill Health Retirement is an option open to employees who are members of the Teachers or Local Government Pension Scheme.

32.2 To qualify for ill health retirement, an Independent Occupational Medical Practitioner must certify that in their view an employee is permanently incapable due to ill-health, of carrying out the duties of the post.

32.3 If a dismissal on health grounds is likely to happen or an employee believes that they are medically unfit for their post they can apply to retire on the grounds of ill health.

32.4. In such cases, schools and employees are asked to contact the Education HR Section for advice and guidance.

SELF-CERTIFICATION OF SICKNESS**CONFIDENTIAL****SECTION A** (To be completed by school on the first day of absence)
LETTERS**USE CAPITAL**

Full name of Employee:		Job Title:
Pay Number:	School:	School No:

Date of first day of absence

	day			
--	-----	--	--	--

If the employee fell ill during work hours, note the time they left the workplace

--

Reason for absence?

Sickness *	Accident *
------------	------------

If accident, did the accident happen at work?

Yes *	No *
-------	------

* Tick the box

Date and time of call

	am/pm		day			
--	-------	--	-----	--	--	--

Signed(person receiving the call)

SECTION B (To be completed by the employee on return to work following and absence due to sickness or an accident)

Date of last day of illness

	day			
--	-----	--	--	--

Date of return to work

	day			
--	-----	--	--	--

Note: The last day will not necessarily be a day when the employee is due to work

THE MEDICAL CERTIFICATE IS NEEDED AFTER THE SEVENTH DAY OF ABSENCE

Please state briefly why you were unfit for work (Give details of your sickness. Words like 'illness' or 'unwell' are not enough).

.....

.....

.....

.....

Part-time Employees Working Pattern				
Please tick your usual working days				
Mon	Tues	Wed	Thurs	Friday

Did you consult your Doctor or attend hospital?

Yes *	No *
-------	------

DECLARATION I declare that the above statements including the details in Part 'A', are true and accurate to the best of my knowledge. I understand that to give false or misleading information may result in disciplinary proceedings.

Signed _____ Date _____

SECTION C

Headteacher's signature _____ Date _____

Comments

Appendix 2

Cyfweliad Dychwelyd i'r Gwaith yn dilyn cyfnod o Absenoldeb Salwch Rhaid cynnal Cyfweliad Dychwelyd i'r Gwaith ar ôl pob cyfnod o Absenoldeb Salwch - dylid cyfeirio at y ffurflen hunan ardystio salwch a thystysgrif(au) meddygol		Return to Work Interview following a period of Sickness Absence A Return to Work Interview must be undertaken after every period of Sickness Absence - please refer to self-certification of sickness and fit note(s)	
Enw'r Gweithiwr / Name of Employee:		Dyddiad y cyfweliad / Date of interview:	
	Sylwadau / Comments		
Trafodwch y cyflwr meddygol cyfredol			Discuss current state of health
Pa addasiadau allwn ei wneud i'ch helpu yn ôl i'r gweithle			What adjustments, if any, can we make to help your return?
A oedd eich absenoldeb yn gysylltiedig ag unrhyw broblem feddygol			Was your absence linked to a known health problem?
Sut mae hyn yn debygol o amharu ar eich gwaith / presenoldeb yn y dyfodol?			How might this impact on your work / attendance in future?
Trafodwch effaith yr absenoldeb ar y gwaith			Discuss impact of absence upon work
Trafodwch unrhyw bwyntiau trothwy a gyrrhaeddwyd / sy'n nesau neu bryderon am absenoldeb			Discuss any trigger points reached / approaching or absence concerns
Clic Bwynt 1^{af} / 1st trigger <input type="checkbox"/> 6 diwrnod gwaith mewn cyfnod treigl o 6 mis / 6 working days within a rolling 6 month period <input type="checkbox"/> 3 chynnod o absenoldeb mewn cyfnod o 3 mis / 3 episodes of absence in a 3 month period <input type="checkbox"/> patrwm absenoldeb rheolaidd / regular pattern of absence <input type="checkbox"/> patrwm absenoldeb amlwg / recognisable pattern of absence <input type="checkbox"/> cyfnodau aml o absenoldeb tymor hirach / frequent periods of longer term absence <input type="checkbox"/> amgylchiadau eraill a ystyrir yn problemus / other circumstances considered problematic 2nd Clic Bwynt / 2nd trigger <input type="checkbox"/> Pan fydd trothwy pellach wedi ei gyrraedd ar ôl i rybudd gwelliant gael ei roi / Where a further trigger has been met after an improvement notice has been issued <input type="checkbox"/> A oes angen Cyfarfod Adolygu Presenoldeb? / Is an Attendance Review Meeting required?			
A ddilynwyd y weithdrefn o hysbysu absenoldeb?	Do / Naddo	Yes / No	Were absence reporting procedures followed?
Oes angen cyfeirio y gweithiwr/aig at lechyd Galwedigaethol?	Oes / Nag oes	Yes / No	Should the employee be referred to Occupational Health?
Arwyddwyd – Gweithiwr	Sylwadau'r gweithiwr/aig Employee's comments		Employee's signature
Arwyddwyd – Pennaeth / Rheolwr	Sylwadau'r Pennaeth / Rheolwr Head / Manager's Comments		Head / Manager's Signature

ATTENDANCE REVIEW MEETING – IMPROVEMENT NOTICE

NAME: _____ DATE: _____

In accordance with the School's Managing Attendance Policy (section 18),
it is my intention to hold an attendance review interview on _____ .

The meeting will be held due to the following trigger point(s) being met:

- (a) 6 working days absence with a rolling 6 month period ☐
- (b) 3 episodes of absence in a 3 month period ☐
- (c) regular absence pattern of absence ☐
- (d) recognisable pattern of absence ☐
- (e) frequent periods of longer term absence ☐
- (f) other circumstances considered problematic ☐

Details of the absence(s) are:

Absence Date	No of days	Reason Given

Manager Concerns

Explanation given by employee for absences:

Improvement Required	Date Improvement Required / Reviewed

Improvement Notice Issued

None ☐ Verbal ☐ First ☐ Final ☐

You can be accompanied to the meeting by a work colleague or Trade Union Representative at the formal stages of the policy.

Employee Signature & Date	Managers Signature & Date
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PREIFAT A CHYFRINACHOL / PRIVATE & CONFIDENTIAL

ASESIAD O RISG I LÊS

Y GWEITHIWR

EMPLOYEE WELL BEING

RISK ASSESSMENT

ENW / NAME

YSGOL / SCHOOL

DYDDIAD / DATE

DYDDIAD ADOLYGU / DATE FOR REVIEW

SWYDD / POST

Sgôr Risg	Risk Rating
1 – Uchel	1 - High
2 – Canolig	2 - Moderate
3 – Isel	3 - Low

ASESWYR / ASSESSORS

MATERION A NODWYD	CAMAU A GYMERWYD	SGÔR RISG	CAMAU PELLACH I'W CYMRYD I YMDRIN Â'R PRYDERON / LLEIHAU'R RISG	GWEITHRED (Blaenlythrennau Pennaeth / Rheolwr / Gweithiwr)
ISSUES IDENTIFIED	ACTIONS IN PLACE	RISK RATING	FURTHER MEASURES TO BE TAKEN TO ADDRESS CONCERNS/REDUCE THE RISK	ACTION Head / Manager / Employee Initials
CORFFFOROL PHYSICAL				
SEICOLEGOL PSYCHOLOGICAL				
CYMDEITHASOL SOCIAL				
YN YMWNEUD Â GWAITH WORK RELATED				

LLOFNODWYD / SIGNED (GWEITHIWR) / (EMPLOYEE)

LLOFNODWYD / SIGNED (RHEOLWR) / (MANAGER)