



# MANAGING ATTENDANCE POLICY

Approved and signed by the Board of Trustees

**RENEWAL DATE:** July 2022

**March 2020**

## **CHANGES**

November 2010:	Policy implemented
October 2011:	Minor changes to section 7
January 2015:	Addition of forms within the appendix and general updates throughout text
May 2015:	Replace reference to 'sick pay' with 'paid leave' – section 17
October 2015:	Addition of Fit for Work section 3 & 5 and Staff Attendance Plan Appendix 3
July 2017:	Purpose updated to outline poor attendance may result in dismissal.
September 2018:	Sample phased return to work plan included in the appendix.
June 2019:	General update & reference to Staff Ill Health Capability Policy
September 2019:	Section 4 additional para undertaking activities during sickness
March 2020:	Amendments made following addition of Nightingale Daycare

If you have any questions regarding this policy, please contact your HR Adviser.

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## **I PURPOSE**

This policy covers absences which are reported as sickness absence. The purpose of this policy is to promote the well-being of staff, ensure a safe working environment and recognise the need for clear, fair and consistent procedures when managing attendance. Discovery MAT are committed to rehabilitating and supporting staff who are not well enough to attend work and whilst the majority of employees are conscientious and have good attendance levels, absences place additional pressure on other employees.

Absence represents a significant financial cost in terms of sick pay, payments for deputising and the employment of temporary staff. It negatively impacts on pupils by disrupting continuity and affecting performance. As such, absence levels will be monitored for all staff and where necessary interventions made in accordance with the provisions of both this policy and the Staff Ill Health Capability Policy. One possible outcome might be the ending of employment.

The aim is to encourage all employees to maximise their attendance at work and outline the procedures to follow when an employee is absent from work through sickness or injury.

The occupational sick pay scheme alleviates hardship and anxiety on those occasions when employees are unable to carry out their duties due to illness or injury. All staff should be aware that any false claims or other misuse of sickness absence will be regarded as misconduct and dealt with under the Trust's Disciplinary Policy and Procedure.

## **2 SCOPE**

This policy and procedure applies to all Discovery employees.

Where in this policy responsibility is identified as being the Chief Executive Officer (CEO), this could be any member of staff who has delegated responsibility. It could also refer to a Trustee, who for example, is required to perform a role in relation to dealing with an absence issue involving the CEO.

## **3 THE ROLE OF OCCUPATIONAL HEALTH**

Occupational health is available to provide an objective medical opinion on the employee's fitness for work and likely future attendance. When an occupational health referral is made it is important employees attend appointments so that the school in question can benefit from professional medical advice when deciding how best to manage the employee's sickness absence. Should the employee decline an appointment for occupational health advice, or following an appointment decline the provision of an occupational health report, it may be necessary for management to make decisions about the employee's employment without the benefit of up to date medical advice and information. The Trust's HR Adviser can provide support in these circumstances.

Staff should note that if an occupational health appointment is arranged and the employee, fails to attend without giving at least 24 hours' notice, this will result in a cancellation charge being made. Depending on the circumstances such a charge may be passed onto the employee.

## **4 SICKNESS REPORTING**

All employees have a responsibility to ensure they comply with the Trust's sickness reporting procedure which is as follows;

- Telephone the CEO/Head of School/Nursery Manager, or other authorised person at the earliest opportunity by no later than 8am on the first day of their absence.
- For workforce planning purposes the employee should provide information as to the nature of their sickness and how long they believe they will be absent for.
- To ensure consistency of service inform whether there are any critical tasks/meetings that will need to be covered.
- For absences of seven calendar days or less, complete and sign the Sickness Absence Return to Work Form on return to work.
- Where the employee is sick for more than seven days (including non-work days), they must contact the school on the eighth day (or the closest working day) to confirm they are going to their doctor.

#### Manager's Responsibility;

- Ensure employees are treated in a sympathetic and dignified way.
- In cases where the employee has not been able to speak directly to the CEO/Head of School/Nursery Manager, or authorised person, a welfare call to the employee may be made in appropriate circumstances.
- Inform the employee how often contact is required and whether they are required to telephone the day before returning to work (e.g. where cover has had to be arranged and will need to be ended).
- Maintain contact with the employee. Contact should be supportive in nature and mindful of the welfare needs of the employee. The maintenance of contact should enable effective communication between the parties and help facilitate the employee's successful return to work.
- Consider whether medical advice is needed and therefore an occupational health referral is required

Employees who fail to follow the notification procedures or provide misleading or false statements may face deductions in pay, withdrawal of self-certification and/or disciplinary action.

An employee is trusted to act sensibly and honestly whilst off sick, and not do anything which could get in the way of a speedy recovery/return to fitness and to work.

This means that we would not normally expect an employee to participate in any sports, hobbies, social or other activities which are in any way inconsistent with their illness or injuries, or which could aggravate their illness or injury which could delay recovery. This includes any other work (whether paid or unpaid), including DIY.

Employees may choose to be accompanied by a trade union representative or work colleague at any formal meetings with the CEO to discuss their sickness absence (as long as their attendance does not significantly delay proceedings).

Where absence is a result of an accident at work, employees must where possible confirm this and follow the accident reporting procedures in line with the Trust's health and safety policy. The CEO or designated person responsible for health and safety within the school must be contacted as soon as possible after the accident and support the employee in all reporting processes. The CEO must also ensure that the accident is investigated.

## 5 FIT NOTES

Fit Notes to cover their period of absence from day eight and must be sent to the school/nursery on a timely basis. Where consecutive Fit Notes are required, they should be sent to the school/nursery ideally on the day after the expiry of the previous Fit Note.

The Fit Note is used to arrange appropriate sick pay. Any periods of sickness absence not covered by a Fit Note will be unpaid.

Doctors may specify on a Fit Note that they wish to see the employee before a return to work takes place. Employees should return to work as soon as they are well enough. If this is before a Fit Note expires the Headteachers' agreement must be secured.

Support staff employed all year round who are sick during annual leave should follow the schools' reporting procedure. Annual leave will be reinstated only on the prompt production of a doctor's Fit Note. The employee will be regarded as being on sick leave from the date of the doctor's Fit Note and that period of absence will not count against the annual leave entitlement.

For teachers and support staff (term time only) who remain sick during holiday periods, should continue to provide Fit Notes.

## 6 RETURN TO WORK INTERVIEW

On return to work the office staff will complete the "Payroll Absence Return Spreadsheet" and forward it to payroll confirming the date of return on a monthly basis. A return to work meeting should be carried out if possible on the first day back, (see **Appendix I: Return to Work Form**). The CEO will determine who arranges and conducts these meetings, but an employee may also request that it be conducted by a person of the same sex. A copy of the return to work form will be saved on the employee's file with a copy being forwarded to the employee for reference. It may also be necessary to undertake a risk assessment, for example in cases of stress related ill health.

## 7 RETURN TO WORK ASSESSMENT

If there is a concern about the employee's fitness to work, an employee may be sent home and asked to make an appointment with their doctor to determine whether a Fit Note should be issued. If in these circumstances the doctor declines to issue a Fit Note it may be necessary to medically suspend the employee pending a referral to occupational health and receipt of a report regarding fitness to work. Please seek advice from your Trust's HR Adviser in these circumstances.

## 8 MONITORING SICKNESS ABSENCE

Where sickness absence is short-term and frequent in nature, it is recommended that the CEO meets with the employee to discuss their absence history – (see below absence review meetings). There may be underlying health issues such as work-related stress, which are more effectively addressed if managed at an early stage.

In certain cases, the employee may be referred to occupational health to establish whether there is an underlying medical problem and/or whether any support or adjustments are required within the workplace.

## 9 ABSENCE REVIEW MEETINGS

Repeated short-term sickness absence will be recognised as a cause for concern and will result in an absence review meeting with the employee, (**Appendix 2 Absence Review Meeting Form**). The purpose of the meeting is to review the history of sickness absence to determine whether there is an underlying medical problem and/or whether there is any support that can be given to assist the employee to improve their attendance levels.

To ensure consistent management of absence within the school, the following triggers may result in an absence review meeting;

- Where there has been absence on one or more occasion in the last three-month period totalling five working days.
- Where there have been three separate periods of absence in a three-month period.
- Where there has been a total of ten working days or more in a rolling 12-month period.

Triggers are reduced pro-rata for those working part-time. This includes term time workers.

If it appears that a disability could be contributing to periods of short-term absence, advice from occupational health and or doctor's fit notes may be taken into consideration when determining a future course of action. Absence review meetings should be held so that the employee is given an opportunity to confirm any support they believe would be helpful and to discuss and consider whether any possible adjustments are reasonable and appropriate.

In order that medical advice is obtained at the earliest opportunity one outcome of the absence review meeting may be a decision to temporarily remove the right to self-certify absences. This should be for a pre-determined amount of time only. In these circumstances the employee will be required to obtain a Fit Note from their doctor from the first day of any future sickness absence. The school will be responsible for meeting any costs incurred.

Another outcome to an absence review meeting might be setting an attendance target for example no sickness absences for the following two months. Where the employee has an underlying medical condition or disability, any targets set will reflect legal requirements under the Equality Act and good practice identified by ACAS. In all circumstance's absences must still be monitored to ensure the employee remains capable of undertaking their role.

A date for a follow up absence review meeting will be agreed, and details will be passed in writing to the employee, with a copy placed on their personnel file.

At any follow up absence review meetings, the absence history will be reviewed again, and the outcome of the meeting will determine whether:

- No further action is required
- A further two-month absence review period is set. Date to be confirmed and target set.
- The employee should be referred to occupational health. If ending employment is being considered, the employee may be referred to occupational health to determine whether they have a disability or underlying health condition. This may not be necessary if the absences are totally unrelated e.g. tooth extraction, sprained wrist, cough, stomach / head ache.
- The level of absence is unsustainable and negatively impacting on the school, the CEO should progress to a hearing (see section 10). The following evidence may be included in a report to the hearing panel: details of sickness absences over the past 12 – 24 months and reasons for absence, return to work meeting notes, notes taken during absence review

meetings , medical reports from occupational health and GP Fit Notes, report on the impact absences are having on the school e.g. organisational and financial.

- Recommendations from occupational health regarding adjustments to duties and or hours, should, be implemented to assist the employee undertake their role.
- Variations to the employee's duties, on either a permanent or temporary basis are required, taking account of the occupational health advice.

## **10 HEARING**

The Staff Ill Health Capability Policy will be used where an employee has:

- failed to meet attendance targets set during absence review meetings.
- been absent from work without providing a Fit Note and the school is not satisfied the employee can otherwise demonstrate a genuine, acceptable reason for their absence.
- failed to follow the sickness absence notification procedure without good reason.
- deliberately falsified a sickness declaration/doctor's Fit Note.

This list is not exhaustive.

If an employee with persistent short-term absence has a disability (as defined under the Equality Act), it is advisable that HR advice be sought before taking action.

The purpose of the hearing will be to consider the facts of the case, including all available relevant up to date medical advice. Possible outcomes of a formal hearing include:

- Taking no further action.
- Requiring improvement in attendance over a specified period and setting targets
- Withdrawing the right to self-certify sickness
- Seeking advice/further advice from occupational health
- Reviewing and/or monitoring the employee's work programme if work has been a factor in their level of absence.
- Redeploying the employee within the school, following receipt of medical advice, or consider part time work if the employee is unable to manage full time hours.
- Suspension of occupational sick pay if absences have not been supported by any medical evidence.
- Issuing a first advisory notice, final advisory notice or dismissal (with notice).

## **11 LONG TERM ABSENCE**

Long term absence applies once an employee has been continuously absent from work for four weeks.

Annual leave entitlement for all year-round support staff should be monitored during long periods of sickness absence. This is to ensure employees do not lose their annual leave entitlement. Please seek advice from the Trust's HR Adviser.

### **MAINTAINING CONTACT DURING LONG TERM ABSENCE**

Where an employee has been absent for a continuous period of four weeks, the Trust will review the circumstances in liaison with their HR Adviser, consider seeking advice from occupational health to enable informed decisions to be made in the best interest of the employee and school/nursery.



Reviews will be undertaken by the CEO as appropriate to ensure they actively monitor long term absences and maintain contact and communication with the absent employee.

In appropriate circumstances the CEO may invite the employee to a meeting at a mutually agreed venue, to discuss their health and ongoing medical interventions, consider whether any barriers exist delaying a return to work and to share relevant information/updates relating to the Trust. The employee may be accompanied if required by a trade union representative or colleague at such meetings and the Headteacher/Nursery Manager may wish to be accompanied by the Trust's HR Adviser.

## **OCCUPATIONAL HEALTH REFERRALS – LONG TERM ABSENCE**

The CEO will determine whether the employee should be referred to occupational health. The purpose of the referral is to seek advice on the likelihood of a return to work, timescale for return, the impact the medical condition has upon their continuing ability to undertake the full range of duties, any reasonable adjustments that may be appropriate, or whether advice should be taken to determine if ill health retirement is an option.

The CEO will discuss the referral to occupational health with the employee before it is progressed. In making a referral to occupational health there is a need to supply information on the employees' absence and reasons for absence, together with any background information of the circumstances within a school context. Any questions being put to OH should be shared with the employee before the OH meeting.

## **12 PHASED RETURN TO WORK**

If the CEO believes, or medical advice confirms a gradual return to work is appropriate, a phased return to work programme will be agreed. A phased return programme will be drawn up by the Headteacher/Nursery Manager, in consultation with the employee (with support from their representative), taking into account any available recommendations from occupational health or the employee's doctor (through the issue of a Fit Note). The phased return programme must take into account the needs of the school/nursery and its pupils.

The programme should be specific in outlining the hours that are to be worked each week, taking into account how long the employee has been absent, what their role involves, the nature of their illness, including any known remaining period of recovery. (**Appendix 4: sample phased return form**)

When the employee returns from sickness absence and starts their phased return, the Headteacher/Nursery Manager must also conduct a return to work meeting and complete the Sickness Absence Return to Work form.

A phased return will be flexible, and the hours/days worked altered if necessary and a new phased return to work form detailing the altered hours should be completed.

For the duration of the phased return to work, should any other separate and unrelated periods of sickness occur (i.e. causing the employee to be absent during their agreed hours), a Sickness Absence Return to Work form is to be completed for each period of sickness.

In all cases where a phased return has been recommended, discussions with the employee should take place and a return to work plan established. It should clearly outline:

- What is the duration of the phased return?

- What hours and days will be worked each week?
- What workplace support/adjustments are needed?
- What tasks will the employee be carrying out?
- How will it be monitored?
- When will progress be reviewed?

A copy of this plan should be written up, shared with the employee and kept alongside other sickness related absence. See **Appendix 4 sample phased return timetable**.

The CEO, following consultation with the Trust's HR Adviser if required, will address the issue of how any outstanding annual leave, if applicable, will be dealt with as part of the rehabilitation programme.

All phased return to work programmes should be put in writing and a copy kept on the employee's personal file. A phased return to work programme normally lasts between 4/6 weeks. In exceptional cases, a longer period may be considered depending on advice received from Occupational Health.

If the phased return is unsuccessful in getting the employee back to full normal working, then a meeting with the CEO and, if required, the Trust's HR Adviser will take place. The employee will be advised that the options are:

- A referral back to occupational health or the employee's doctor for further advice
- Consideration for medical retirement on the grounds of ill health, provided this has been endorsed by occupational health
- Consideration of any possible permanent adjustments to the contract of employment
- Referral of the matter to a Trustee Staffing Panel one possible outcome of which could be a decision to terminate employment on the grounds of capability due to ill health

### **13 REASONABLE ADJUSTMENTS**

Reasonable adjustments may be required to help an employee return to work. Adjustment can be part of a phased return to work or a permanent change in the role, and options for some or all job types may include:

- Not undertaking the full range of the normal duties
- Temporary or permanent change of work section
- Temporary or permanent adjustment to working hours
- Time off for treatment, rehabilitation or assessment
- Making adjustment to premises
- Transferring the person to fill an existing vacancy
- Additional training or mentoring
- Providing additional supervision or other support
- A review of the workstation and risk assessment

\*This list is not exhaustive

Advice and input may be sought from the Trust's HR Adviser, Health and Safety Officer, the occupational health physician or a specialist support agency.

The CEO will arrange to meet with the employee to discuss reasonable adjustments that can be made, taking into account the Trust's needs. Written details of the particular arrangements will be given. A risk assessment may also be undertaken, if necessary.

## **14 RETIREMENT ON THE GROUNDS OF ILL HEALTH**

Support Staff - If occupational health makes a recommendation that the employee is eligible for retirement on the grounds of ill health, the CEO will arrange a meeting to discuss this with the employee. The Trust's HR Adviser will also provide advice and support. Estimates of pension benefits cannot be provided until ill health retirement has been approved.

Teachers - An application for ill health benefits must be submitted to Teachers Pensions (TP). Where an application is made by the employee within 2 years of leaving their post the form should be submitted via the school who will be required to complete an employer's section. Applications made more than 2 years after leaving the school should be submitted direct to TP.

Employees can seek advice from their union or professional association before making an application for ill health retirement.

Separate medical evidence forms completed by a specialist or GP, should be passed to occupational health, along with any other supporting reports or correspondence. OH will assess whether all required information has been included prior to submitting the medical evidence form to TP.

If the view of the Occupational Health Adviser is that the application does not contain enough medical information to enable the DfE Medical Adviser to make a recommendation, the applicant must be given the opportunity to consider what more could be provided. Ultimately, it is for the applicant to decide what is included.

Employees suffering with a medical condition that is severe enough to warrant ill health retirement, whether a psychiatric or physical complaint, should where possible include, as part of their application, a specialist opinion. Supportive medical information provided by a specialist is likely to enhance the likelihood of a positive outcome. If this is not possible, or the applicant has not been referred to a specialist, then the form should be completed by the applicant's GP or an occupational health physician. Copies of all specialist reports or hospital correspondence relating to the current illness(s) should be included.

## **15 ENDING EMPLOYMENT**

Where retirement on the grounds of ill health is not appropriate, and the employee does not show any signs of returning to work, it may be appropriate to end employment on the grounds of ill health.

Written confirmation requiring an employee to attend a Trustees' staffing panel meeting, during which ending employment is to be considered, should state that this is the case, and should advise the employee that they have the right to be accompanied by their trade union representative or a work colleague of their choice.

All circumstances of the case should be considered prior to any decision to end employment, including a thorough exploration of reasonable adjustments. Advice should be sought from the Trust's HR Adviser prior to this meeting.

In addition, the following should be considered:

- The views and opinion of the employee
- An up-to-date medical report, giving details of the ill-health and future prognosis.

- The employee's overall attendance, including the length of absence(s) and periods of good health between them
- Any other appropriate action which could be taken as an alternative to dismissal, e.g. workplace adjustments
- Implications of any health and safety or sickness audit carried out in the employee's work area
- Whether more time or alternative support would be beneficial
- The fairness of the overall decision
- The impact on the school/nursery
- Procedure: has the policy been followed?

A right of appeal against dismissal will be given and any appeal should be lodged within five working days of the Trustees' staffing panel meeting.

Arrangements will be made for an appeal hearing to be held. The Trustee appeal panel must contain an equivalent number of Trustees to the Trustees' staffing panel, none of which should have been involved in the original decision.

Any dismissal of a disabled person for a reason relating to their disability must be objectively justified.

Employees who contract have been terminated as a result of a Trustees' staffing panel's decision may be offered pay in lieu of notice.

## **16 PREGNANCY RELATED ILLNESS**

If a pregnant employee is ill and this is affecting her attendance or work performance, the CEO must take appropriate action in consultation with their HR Adviser, remembering that illness directly related to pregnancy may be of a limited duration.

It is advisable to carry out return to work reviews after each absence, and pregnancy risk assessments in order to identify practical support and assistance.

If an employee is absent with a pregnancy-related illness after the beginning of the fourth week before the expected week of childbirth, ordinary maternity leave will commence.

The Trust is strongly advised to contact their Trust's HR Adviser before taking any action in relation to a pregnant employee at any stage of their pregnancy.

## **17 COSMETIC SURGERY**

Cosmetic surgery is a surgical procedure for the purpose of improving appearance. It is known as elective surgery, meaning that the patient chooses to have it and it is not essential. Cosmetic surgery is different from plastic surgery, which is surgery to reconstruct or improve the appearance after injury or illness.

Where an individual has plastic surgery for reconstruction or to improve their appearance due to disfigurement, or after injury or illness, sick pay will be paid. Generally no paid leave will be granted where an individual elects to have cosmetic surgery to improve their appearance.

The CEO is entitled to ask for evidence of appointments, such as appointment cards, and letters that outline the expected recovery period to allow the Trust to plan accordingly.

Term time employees should apply for unpaid leave when they wish to have elective cosmetic surgery. This leave should cover the time in hospital and the planned recuperation period following surgery. For employees working 52 weeks per year it may be possible to take annual leave.

## Appendix I:

### SICKNESS ABSENCE RETURN TO WORK FORM

Sickness Absence Summary			
<b>Name of School</b>			
Employee Name			
Personnel Number			
Position Number			
Job Title			
Reason for Absence			
First date of sickness			
Last date of sickness			
Number of working days absent inc. half days			
Total number of day's employee works per week inc. half days.			
Return to work discussion/Self Declaration			
<p>This section of the form must be signed by the employee as it is also the employee's Self Declaration Form. This document must then be kept in the employee file.</p> <p>Reminder: Before completing this section, you should be familiar with the employee's sickness record over the past 12 months and consider whether this gives cause for concern.</p> <p>Line managers should ask the employees the following questions;</p>			
Please give the reason for your sickness			
Was the absence work related and/or workplace injury?	Yes		No
If yes, ensure all necessary risk assessment/forms are completed			
Are you fully recovered?			
If not, to what extent are you still unwell?			
Are you fit enough to carry out the full range of your duties?			
<p>If not, discuss appropriate adjustments or in exceptional circumstances send the employee home. You may need to ask the employee to get a doctors Fit Note stating they 'may be fit to work' or consider arranging an Occupational Health appointment</p>			
Do you have an underlying health, or other problem?			
If yes, discuss the options/support available.			
Are you receiving on-going medication or treatment?			

If yes; does the medication, treatment impact your abilities to carry out your duties?	
Is there any further/on-going support we can offer you?	

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<b>Manager to complete</b>		<b>Manager to complete</b>	
Total number of days absence in the last 12 months, including most recent absence:			
Number of occasions:			
<b>Does this equate to (tick all that apply):</b>			
A total of 5 working days or equivalent of one working week, on one or more occasions in a rolling 3 month period			
3 separate periods of absence in a 3 month period			
10 working days or more in a rolling 12 month period			
Action proposed where relevant e.g. Absence Review Meeting, Risk Assessment, DSE Assessment etc.			

## Appendix 2: ABSENCE REVIEW MEETING

Repeated short-term sickness absences will be a cause for concern and where an employee's absences are above one of the agreed thresholds an Absence Review Meeting will be conducted. The meeting is informal and as such would not usually involve the employee being accompanied by a colleague or union representative unless the employee requires support due to their medical condition. The employee will be provided with a copy of the School's Managing Attendance Policy.

The line manager will explain to the employee the meeting is to review their record of sickness absence to determine whether there is an underlying medical problem and/or whether there is any support that could be given which may help them improve their level of attendance.

### Prior to the meeting

- Collate the employee's absence reporting forms, copies of correspondence (if applicable), and occupational health report (if applicable) and any other relevant information
- Consider the employee's length of service and previous record of absence
- Consider if the pattern of absence is regular or unusual
- Arrange time/date and private location to meet
- Prepare introduction and checklist for structure of meeting

Employees should be aware of the managing attendance policy, which relates to absence. Managers should call an absence review meeting to point out the employee's absence record and discuss the reasons for that absence.

### Employee details

Employee first name

Employee surname

Job title

### Matters to discuss and record during the meeting

Do you consider your absences to be related to a disability    Yes     No

If yes, please give details of how your disability is affecting your ability to attend work:



Discuss any none health related factors which may be contributing to the absence(s)? (e.g. poor working relationships, workload, duties, responsibilities, location, equipment, or outside work issues i.e. domestic/family issues, etc.)

What action can be taken to address these? Write here what is discussed; include relevant dates e.g. workplace options scheme, counselling support, mediation, etc.

If relevant, are there any reasonable adjustments or additional support that we can consider? (e.g. purchase of special equipment, referral to Occupational Health for advice, risk assessment, temporary or permanent change of hours/working pattern, special leave, career break?)

Are they receiving support/treatment from a GP or other practitioner (e.g. hospital, osteopath, physiotherapist, counsellor etc.) If so, what is the diagnosis and future treatment?

Discuss the actions that the employee could take to improve their attendance at work?

### **Next step**

Plan of action, with timescales for improvement

Attendance target (see Managing Attendance Policy for guidance)

Implications for non-improvement Explain to the employee and record here the possible implications of further absences (e.g. impact on service delivery and colleagues, reasonable adjustments, temporary withdrawal of self-certification, referral to a staffing panel hearing).

Time/date and venue for subsequent review

**Agreement**

Employee signature

Date

Line manager name

Line manager job title

Line manager signature

Date

Completed forms should be kept on the employee's personal file. The contents of this Individual Attendance Plan can also be reviewed in one to one's, supervision or at a separate meeting if felt necessary.

### Appendix 3: STAFF ATTENDANCE PLAN

**Name:**

**Post:**

**Start date of plan:**

Concern	Underlying health issues	Target(s) to improve attendance	Any support from school requested/offered to achieve target?	Date of attendance review meeting
During the last 12 months [insert name] has had [insert number of days] absence over [insert number of incidences]	[Insert known diagnosed medical condition if any]	To reduce your number of absences to less than [insert number of days] from [insert date] until [insert end/review date]  In the event of absence, please <b>telephone</b> your line manager [insert details] to inform them.		[Insert date]

**Absence review meeting**

**Date:**

Review Comments	Actions/Next steps

## Appendix 4: SAMPLE PHASED RETURN FORM

(This template can be customised to suit the school needs)

**Week commencing:**

**Roles and responsibilities to be carried out during the phased return:**

**Detail any duties or tasks removed during the phased return:**

**Describe any additional support/modifications to be provided during the phased return:**

Week 1	Mon	Tue	Wed	Thu	Fri	Comments/Notes
		AM		AM	PM	To be reviewed on Friday PM
Week 2	Mon	Tue	Wed	Thu	Fri	Comments/Notes
	AM	AM	AM		AM	
Week 3	Mon	Tue	Wed	Thu	Fri	Comments/Notes
	AD	PM	AM	AM		Review whether the phased return needs to be extended to 6 weeks
Week 4	Mon	Tue	Wed	Thu	Fri	Comments/Notes
	AM	AD	AM	AD	AM	

**Headteacher**

Print:

Signed:

Date:

**Employee**

Print

Signed

Date: