



SOUTH LANARKSHIRE
Leisure & Culture

**Maximising Attendance Policy
and Procedures**

February 2011

South Lanarkshire Leisure and Culture– Maximising Attendance Policy

1. POLICY STATEMENT

1.1 South Lanarkshire Leisure and Culture is committed to customer-centred service delivery and in doing so aims to encourage employee well-being by providing all employees with a safe and healthy working environment. This together with Conditions of Service which allow them to balance family and work life creates a culture that is understanding and responsive to individuals needs.

This policy is intended to demonstrate a proactive view by:

- demonstrating an ongoing concern for employee's health, safety and well-being
- taking a preventative stance and tackling issues before they become problems
- identifying and addressing the root causes of absence, rather than simply monitoring or 'policing'
- ensuring employees work in a supportive environment and are treated in a fair and consistent manner

2. SCOPE

The Maximising Attendance Policy applies to all South Lanarkshire Leisure and Culture employees.

3. OBJECTIVE

This Policy has been developed in consultation with recognised trade unions, in accordance with the principles of partnership working. The objective of this policy is to deliver quality cost effective services by maximising attendance and motivating employee attendance. The benefit to the Trust, their employees and customers in achieving this objective will include:

Organisational

- ◆ increased levels of productivity;
- ◆ minimised disruption to service delivery;
- ◆ improved efficiency with lower costs;
- ◆ higher quality of services.

Employees

- ◆ demonstrating that the Trust values its employees;
- ◆ support and encourage employee well-being;
- ◆ support and assistance is provided at the earliest opportunity;
- ◆ everyone is treated fairly and consistently;

Customers

- ◆ more cost effective service delivery;
- ◆ continuity of customer contact/care;
- ◆ increased employee accountability;
- ◆ improved service delivered on time.

4. DEFINITIONS

For the purposes of this policy, the term 'manager' includes any employee of the Trust for example: Managers, Advisors, Supervisors, Team Leaders, Officers, Co-ordinators who have responsibility for other employees.

5. RESPONSIBILITIES

South Lanarkshire Leisure and Culture is committed to working in partnership with trade unions, management and employees. This approach provides responsibilities for all partners to implement this policy as follows:

5.1 Organisational

- ◆ Provide statistical analysis of attendance figures, including costs where available, to Board Members and Senior Management Team.
- ◆ Analyse national trends and developments in maximising attendance and keep managers and employees up to date on the national situation.
- ◆ Analyse statistical information between comparable work groups and investigate variances to identify underlying reasons.
- ◆ Ensure line managers are provided with regular information on attendance statistics which are both Trust-wide as well as within their own area of responsibility.
- ◆ Train managers to use risk assessment systems to identify the reasons for health problems in the workplace.
- ◆ Provide early interventions and assistance for employees.
- ◆ Continue to support health promotions, which encourage employees to adopt a balanced lifestyle and identify and address personal health problems.
- ◆ Work in partnership with external organisations to promote health improvement initiatives.
- ◆ Continue to develop policies which support and encourage safe working, employee well-being and a work/life balance.
- ◆ Survey the health of the workforce and offer assistance to employees in advance of being absent.
- ◆ Monitor and review the Occupational Health and Safety Management System (OHSMS) and its supporting policies to ensure safe working practices are adhered to.
- ◆ Ensure that competent health and safety advice is available to support

compliance with Health & Safety regulations.

- ◆ Provide training to all managers in order that they can:
 - identify and competently apply all stages of the Maximising Attendance policy
 - enhance their interpersonal skills to give them the confidence to deal with employees consistently and fairly while taking into account the specific circumstances of each case
 - identify patterns/frequencies of absent employees as early as possible
 - encourage and motivate their employees.

5.2 Managers

- ◆ Be fair and consistent in the implementation and application of the policy
- ◆ Ensure that all employees are supplied with details of when and to whom they should report absence and what certification is required
- ◆ Ensure each absence is recorded via People Connect (or the appropriate absence reporting form if no access to People Connect)
- ◆ Maintain regular contact with absent employees
- ◆ Conduct Return to Work discussions and Attendance Review Meetings
- ◆ Monitor absence of employees, including patterns, consider all available information in relation to absences and take the relevant action
- ◆ Take all practical implications into account when considering which options would improve the employee's attendance and/or facilitate a successful return to work
- ◆ Refer employees to the Occupational Health Service in accordance with this policy
- ◆ Understand and have knowledge of the supports available to employees, for example, the Employee Assistance Programme.

5.3 Employees

- ◆ Contact their line manager on the first, fourth and seventh day of absence
- ◆ Thereafter, if the absence continues the employee should agree regular contact with their manager.
- ◆ During periods of absence, take every reasonable measure to rehabilitate themselves in as short a time as possible
- ◆ Bring any factors that may impact their attendance to the attention of their line manager at the earliest opportunity.
- ◆ To be open and honest with their line manager about the reason for absence.
- ◆ Understand and have knowledge of the supports available to them, for example, the Employee Assistance Programme
- ◆ Report any potential health risks or incidents in accordance with the Trust's reporting procedures.

5.4 Trade Union

- ◆ Demonstrate the Trust's and Union's commitment to a pro-active partnership approach to ensuring the health, safety and well being of all of employees by assisting in the implementation of the Maximising Attendance Policy
- ◆ Help communicate information and promote/participate in Trust-wide Health Awareness Campaigns and the Employee Assistance Programme to employees
- ◆ Encourage employees to seek help voluntarily where appropriate
- ◆ Be aware of and understand the employee entitlements and supports available while receiving support so that the employee may be advised
- ◆ Assist employees in rehabilitation where appropriate
- ◆ Support implementation of action plans to sustain employees at work while receiving support and to help support employees return to work successfully.

6. RELEVANT LEGISLATION

- 6.1. **The Health and Safety at Work Act 1974** states that employers have to ensure the health, safety and welfare of their employees as far as reasonably practical. Employees also have a duty to protect their own and others health and safety. The Management of Health and Safety at Work Regulations say employers must conduct a risk assessment. This means that employers have a legal duty to ensure that their employees are not put at risk as a result of the actions of other employees, and if they are aware of any problems have a responsibility to address them
- 6.2. **Under the Data Protection Act 1998** the Trust is responsible for the accuracy and security of the records it keeps on employees. Information on absence and absence statistics are routinely collected and processed as part of this policy and managers must ensure that at all stages, employees handling this information are aware of the need to maintain confidentiality and security at all times.

7. MAINTAINING AND MAXIMISING ATTENDANCE

The Maximising Attendance Policy, procedures and additional information provides managers and employees with clear guidance on procedures for managing absence; information around employee supports; options for employees to proactively self help as well as ensuring managers are offering essential support either when needed or as a proactive measure.

Appendix 1
Maximising Attendance Procedures

MAXIMISING ATTENDANCE PROCEDURES

1. Introduction

2. Definitions

3. Notification of absence

4. Maintaining contact

5. Reviewing absences

6. Unpaid leave

7. Return to work

8. Managing short term persistent absence procedures

9. Incapability procedures:

- Incapability issue identified**
- Redeployment**
- Ill health retirement**
- Termination on the grounds of incapability**

1. INTRODUCTION

South Lanarkshire Leisure and Culture is a caring employer and provides considerable support to all employees in times of sickness and personal difficulties. It is important that a consistent approach is adopted and a balance struck between providing support to the employee, recognising individual circumstances whilst ultimately securing their return to work and improving attendance.

The policy and procedures aims to equip managers with the flexibility to deal with absence issues in an appropriate manner by ensuring that a clear distinction is made between absence, that is due to conduct and absence that is due to incapability.

2. DEFINITIONS

2.1 PERSISTENT (SHORT TERM) ABSENCE - this involves patterns of absence due to minor illnesses that are usually not connected. This type of absence may indicate problems, which need to be explored and resolved.

2.2 LONG TERM ABSENCE - Any period of absence from work because of ill health lasting more than 28 calendar days (4 weeks) will be deemed as long-term sickness absence.

2.3 SELF CERTIFICATION

Employees who are absent 7 calendar days or less are required to complete a self certificate form. This is available from the Corporate I: Drive and/or the HR Department.

2.4 MEDICAL STATEMENT

Employees who are absent for more than 7 calendar days must submit a fit note/medical statement from their GP.

The medical statement from the GP will advise if the employee is 'not fit for work' or 'may be fit for work taking account of the following advice':

- ◆ Not fit for work – the employee is prevented from working for a stated period of time.
- ◆ May be fit for work - the employee's condition does not prevent them from returning to work. The GP may also recommend that the employee has a phased return, altered duties, altered hours or workplace adaptations.

The medical statement does not include an option for employees to be declared fully fit for work. Employees do not require to be signed fully fit or 'signed off'. The employee may be able to return to work sooner than the date on the medical statement, this would be in agreement with their manager.

Please note: Managers should discuss the advice on the medical statement with the employee and consider how this advice affects the employee and the job they do. Occasionally, it may be necessary to refer the employee to the Occupational Health Adviser to gain further information on the implications of the GP's advice. The HR team can assist with this process. Where it is practicable managers should carry out a risk assessment on the adaptations / adjustments prior to the employee's return to work. The employee should be involved in this process and should understand what measures can be put in place to ensure a safe return to work. The Trust's Diversity Liaison Officer may also be involved to support the manager and the employee in looking at how adjustments can be made. If the adjustments suggested by the GP cannot be put in

place, managers will explain this to the employee and must document the reasons. Any adjustments put in place should be reviewed with the employee to ensure they are still helpful or if alterations are required.

2.5 RETURN TO WORK DISCUSSION

Where an individual returns to work after an absence, a return to work discussion should be undertaken by the line manager in order to discuss the absence with the employee. It should be carried out the day the employee returns to work.

Managers should prepare for this meeting by ensuring that they have any information from the employee's attendance record and are aware of information such as previous spells or patterns of absence. This meeting gives both the manager and the employee the opportunity to raise any issues in relation to the absence and it is also an opportunity to ensure the employee has been supported appropriately. The meeting will provide a safe environment for the employee to disclose/discuss supports which they feel may help them. As part of the return to work discussion the manager should let the employee know if an attendance review meeting will be arranged.

2.6 ATTENDANCE REVIEW MEETINGS

These are normally held where a more formal discussion about an absence or attendance level needs to take place. These meetings take place on the third and subsequent absences within a 12 month rolling period. An attendance review meeting can also be arranged to discuss a pattern of absence identified which may not necessarily fall within the rolling year period and/or during a period of long term continuous absence. The employee has the right to be accompanied by a companion to this meeting. A companion is an accredited trade union representative or a work colleague (in addition you may also be accompanied by a friend/relative, however they cannot participate at the meeting).

These meetings should be used to consider:

- reasons for absence(s) and how improvement can be facilitated
- discuss any patterns of absence and the reasons for this
- ensure all relevant supports/adjustments have been discussed and offered to the employee
- how a successful return to work could be facilitated such as return to a different job or working pattern/phased return etc.
- improvements required and a review period
- the next steps e.g. medical referral, incapability or conduct considerations

The meeting is recorded and actions confirmed in writing to the employee (see Appendix 4).

2.7 MEDICAL REFERRAL

The Trust has an Occupational Health Adviser who is available to provide occupational health advice and, where appropriate, will medically examine employees. Managers should only refer employees for medical examination where appropriate e.g.:

- the manager wants to ask the Occupational Health Adviser if the employee is fit to undertake a specific range of duties; this may be if the employee has been absent or while the employee remains at work

- the employee has requested ill health retirement.
- the manager is considering disciplinary action and the employee reports continuing underlying health problems.

Please note: It would not be appropriate in all circumstances to refer an employee for a medical examination, for example if an employee has a broken leg there would be little more information that the Occupational Health Adviser could provide. Managers should carefully consider whether there is anything to be gained by carrying out a medical examination and could refer details of any case to the Occupational Health Adviser and ask that the case be reviewed to determine whether a medical examination will add any information.

If a medical examination is required the manager should inform the employee and of the reasons for the decision. The employee is contractually required to attend the medical examination and refusal to attend may be considered a conduct issue.

To process a request for a medical examination the Medical Referral Form along with all relevant Medical Consent Form(s) should be completed. When the manager is completing the Request for Medical Examination form the following information should be included in the referral form;

- the exact medical condition and all/any background information
- date of future specialist/doctor/hospital appointments
- details of current/proposed treatment programme
- details of advice the manager is seeking from the Occupational Health Adviser
- all relevant consent forms

In terms of the Access to Medical Reports Act 1988, employees have a right to access the information provided by their G.P. Details are provided in the guidance note which accompanies the Medical Consent form.

If the employee is unwilling to sign the medical consent form, they should be advised that they will still be required to attend the Occupational Medical Adviser for a Medical Examination and a decision will be taken regarding employment, based on the information available to the Manager.

After the medical examination, a report from the Occupational Health Adviser will be issued to the manager. The manager should consider the contents of the report including any follow-up action and thereafter arrange a meeting with the employee to discuss this (see Appendix 4).

2.8 REDEPLOYMENT

If there are no reasonable adjustments identified to enable the employee to carry out their role, then redeployment should be considered. An employee may be redeployed on a temporary or permanent basis. Redeployment may be used, for example, to accommodate a change in the employee's medical condition or to give the employee time while adaptations are put in place in their work location. (Also refer to 9.1.1)

3. NOTIFICATION AND RECORDING OF ABSENCE

When an employee reports an absence, managers are responsible for ensuring that it is accurately and timeously recorded. When an employee reports absent from work they are required to report the reason for absence to their line manager on the 1st, 4th, and 7th day of the absence. Thereafter maintaining regular contact will be agreed between the manager and the employee. (Also refer to 2.3 and 2.4).

The manager must immediately record the absence on People Connect (or the appropriate absence reporting form if no access to People Connect). Equally managers must record when the absence ends on the day the employee returns to work. Accurately recording is important as if not carried out properly it could affect the employee's pay.

4. MAINTAINING CONTACT

Agreement should be reached on the best way for the employee to maintain regular contact. The employee may phone their manager or agree to accept a call from their manager on a weekly basis. The employee has a responsibility as part of this policy to maintain contact with their line manager. Where possible this should be done by the employee themselves rather than a representative, however, on occasion, it may be appropriate to liaise with the employee's trade union representative on the best method of maintaining contact.

Managers should ensure that they keep the employee up to date with any new policies, procedures, Works Magazine, team briefs etc. They should also ensure the individual remains feeling part of the team, and is aware of any changes. This is not only important for employees on long term absence but may also be necessary to support employees on short term absence.

When managers become aware that the absence may be long term they should, where possible, arrange to meet the employee either through a home visit, work location or agreed venue. This would be an Attendance Review Meeting with the purpose of this meeting is to discuss the absence, any Occupational Health Reports, agree supports to enable the employee to have a successful return to work and rehabilitation plan if appropriate. This meeting should be recorded and actions confirmed to the employee, see letter 4.

NB: Long term continuous absence – in some circumstances (hospitalisation) it may not be appropriate to arrange formal meetings. In such instances, this should be recorded and alternative arrangements set in place to keep in contact with the employee.

5. REVIEWING ABSENCES

As part of the Maximising Attendance policy, both in terms of short term persistent absence or long term continuous absence, a range of review points have been determined in table 8.1. At each review point the manager is required to consider the circumstances surrounding the absence and/or absence record and the range of options which are available in the circumstances.

A proactive approach should be taken by managers where appropriate and if helpful support can be provided before the review points then this should be actioned immediately. Managers should refer to Appendix 2 'Proactive Employee Supports' and ensure they understand the different range of support mechanisms available that they can offer or inform the employee of.

6. UNPAID LEAVE OF ABSENCE

In some instances employees during the course of their absence may exhaust their sickness allowance. Prior to the expiry of sickness allowance, the manager must discuss with the employee whether a period of unpaid leave of absence is appropriate.

Managers will have regular discussions with the employee throughout their absence and these discussions will include options for the employee when they have exhausted their occupational sick pay entitlement, including the option of unpaid leave. As part of this process if an employee has a period of unpaid leave the manager must confirm this to the employee in writing and continue to manage the absence appropriately and in line with this Policy.

7. RETURN TO WORK

7.1 Short Term

Employees returning from work after short term absences will follow the process as in table 8.1. A return to work discussion will take place in view of discussing any further supports to help the employee maintain their attendance and a review of absences will also be discussed with the employee if appropriate.

7.2 Return from Long Term Absence

Long term absence is defined 28 or more calendar days (4 weeks). When an employee returns to work following a long term absence the managers should discuss steps to support the employee and this may involve a rehabilitation plan.

7.2.1 Rehabilitation plan

Its purpose is to set out the action(s) and target(s) to be achieved by both the manager and the employee to enable a smooth transition for the employee when returning to work after a long term absence.

The Rehabilitation Plan would be produced as part of the ongoing contact between the employee and their manager whilst they were absent. It should concentrate on the steps to be taken working towards a return to work and might include:

- arrangements leading up to the employees return e.g. a visit to the office, meeting colleagues informally for an update on what is happening at work;
- arrangements on returning to work e.g. a work update/briefing session by the Manager;
- post return monitoring to ensure employee is settling into work e.g. a meeting at the end of the first day and the end of the first week and so on, as appropriate to ensure any concerns are resolved.
- a phased return to allow a build up to full capacity for the employee, this can be in terms of altered duties or working hours. (see 7.2.2. below)

7.2.2 Accrued Leave

Employees on a period of long term sickness absence will accrue their leave in line with the statutory minimum. If the employee accrues leave during long term sickness from the previous leave year and they have not had the opportunity to take this, the employee should use this leave on their return to work where appropriate, and/or as part of a phased return. This would be agreed through discussion with their line manager. Further information can be provided from the HR team.

8. SHORT TERM PERSISTENT ABSENCE PROCEDURES

Where there is an unacceptable level of short term persistent absences and/or patterns of absence which indicate a conduct issue, then this should be treated as a case of misconduct and progressed through the disciplinary procedures. Any manager who considers the absence may be related to conduct then they must raise the issue with the employee.

In many cases of short term absence a formal medical investigation is unnecessary due to the nature of the employee's symptoms which may differ with each spell of absence. In instances where the employee's attendance reaches an unacceptable level, and where no underlying medical condition is identified, managers must raise the issue with the employee. If there is no medical relationship between the absences and no reason to anticipate any improvement in their attendance, cases should be dealt with as a conduct issue via the disciplinary procedures.

In managing persistent short-term absence, managers must follow the undernoted principles:

- **Review the attendance record and the reasons for absence in a fair and consistent manner**
Managers should use the return to work discussion and attendance review meetings to discuss the nature of the employee's absence and try and ascertain whether there are any patterns. This may highlight an underlying medical condition(s)/or personal problem, in which case it may be necessary to gain Occupational Health Advice before a decision is made.
- **Explain to the employee why the attendance level is unacceptable and why this is being treated as a conduct issue**
Managers should explain to the employee why their attendance level is unacceptable including the impact on service delivery and on their team. Managers should also consider the employee's absence rate in comparison to service and Trust wide absence rates.
- **Allow the employee to discuss any issues**
The employee should be made to feel comfortable in being able to talk about any issues related to their absences so that managers can make decisions based on the full facts of the case. Managers should ensure the employee is aware that discussions will be confidential and therefore information would only be shared with necessary parties in agreement with the employee.
- **Make the employee aware that disciplinary action will be considered if attendance level does not improve**
If there is no improvement in the attendance record, no underlying medical condition and no reason to assume that an employee's attendance will improve, this should be progressed via the disciplinary procedures. However, where it is clear that there is an underlying medical condition for which there is unlikely to be any improvement, the incapability procedures should be accessed.

8.1 PROCEDURE FOR MANAGING SHORT TERM PERSISTENT ABSENCES

Return to work	Meetings	Notes
First and Second Absence	Return to Work Discussion after each absence	Manager acknowledges the absence and notes any concerns regarding attendance record. Support should be offered where appropriate. (see appendix 2)
Third Absence & return from subsequent absences	Return to Work Discussion Attendance Review Meeting is applicable at the third and subsequent absences within a 12 month rolling period.	Managers should schedule an attendance review meeting letter 1 (appendix 4) and consider if there is an underlying medical condition, is the right support being offered, and are there any absence patterns and/or if there is a conduct issue? Managers should consider the absence and agree targets and actions confirmed to the employee in letter 2 (appendix 4). Managers should also consider whether the absence is a capability issue (see 9.1) or a conduct issue (See 8.2 below)

8.2 PROCEDURE FOR CONDUCT ISSUES

- If the review of the absence is considered to be a conduct issue a disciplinary hearing should be convened in line with the disciplinary policy/procedures which can be accessed from the Corporate I: Drive or the HR team.
- Any further absences should be reviewed and if still related to conduct issues the disciplinary procedures will continue to be invoked.
- With continuing conduct issues there is likely to be an escalation through the disciplinary procedure. Therefore there may be further disciplinary action and continuing conduct issues could lead to dismissal.
- In line with the disciplinary policy the employee will have the right of appeal at all stages.
- If an employee is dismissed this decision will be subject to appeal in line with the disciplinary procedures.

Note: employees have a right to be accompanied by a companion at all stages of the formal process. A companion is either a fellow worker, accredited trade union representative or an official employed by a trade union. (In addition, you may also be accompanied by a friend/relative).

9. INCAPABILITY PROCEDURES

9.1 INCAPABILITY ISSUE IDENTIFIED

Under the Maximising Attendance policy, both long-term and short term absence due to an underlying medical condition will be dealt with via the incapability procedures.

Where an employee has been persistently absent with a high number of short-term absences caused by an underlying health reason and where the attendance level becomes unacceptable, this should be dealt with as an incapability issue and progressed as necessary through the following incapability procedures.

When dealing with attendance issues managers must be aware of the provisions of the Equality Act 2010. The Act states that people who currently have a disability are protected because of this characteristic against harassment and discrimination – including discrimination arising from disability and a failure to comply with the duty to make reasonable adjustment. The Act says that a person has a disability if they have a physical or mental impairment which has a long-term and substantial adverse effect on their ability to carry out normal day-to-day activities. The definition of impairment covers conditions such as a visual/hearing impairment, progressive or fluctuating conditions like muscular dystrophy, arthritis, cancer, HIV, Aids, epilepsy, diabetes and M.E.

Part of the process of managing the absence should include holding attendance review meetings to discuss and explore reasonable adjustments and helpful supports with the employee, such as:-

- Employee Assistance Programme (see appendix A) e.g. counselling, cognitive behavioural therapy
- Altering the work tasks where e.g. an employee cannot easily use a telephone
- Altering working hours
- Supporting an employee by providing specialist training
- Providing adapted IT equipment such as large screen monitor or adapted key board
- Adjusting premises e.g. by installing a stair lift, ramp or automatically opening doors
- Moving an employee to a more accessible location or enabling an employee to work from home
- Redeployment - seek advice from the Occupational Health Adviser if appropriate.

What is reasonable will vary with each case and depends upon how effective the adaptation would be in overcoming any disadvantage the employee faces, how practical it is to make and how reasonable the cost is.

The Trust has a Diversity Liaison Officer (DLO) who will provide managers and employees with support and advice. They can provide information including whether funding might be available through “Access to Work” to assist with costs of equipment or adaptations. Managers should contact the DLO when dealing with any issues of incapability. Details of the DLO contact can be obtained by contacting the HR team.

9.1.1 REDEPLOYMENT

Once all of the adjustments and medical advice has been considered the employee will be identified as eligible for redeployment under ill health / disability. Assistance will be given to the employee in terms of training and support to ensure that they have the necessary skills and competence to carry out their new role.

Employees who are eligible to apply for redeployment should do so via the HR team and/or their manager. If after exhausting all opportunities within the Trust and it has not been possible to find suitable alternative employment then Trust employees may be directed to the South Lanarkshire Council (SLC) recruitment website by HR who will support the employee to complete the on-line application.

The purpose of the application process is to maximise the opportunities available for the employee as it allows them to highlight their transferable skills and competencies. Once the application process is complete employees will be placed on the redeployment list and matched to appropriate vacancies. Once an employee is matched to a post it is mandatory that they attend the selection event, where applicable, and if successful they must accept the post and the necessary support, re-training and adaptations will be put into place to aid the employee during the transition into the new role.

Redeployment options across the Trust will be identified in line with the Trust's Redeployment procedure. Details of the redeployment procedure can be obtained from the HR team.

9.2 ILL HEALTH RETIREMENT

Where all reasonable adjustments and supports have been implemented, and the redeployment process has been completed but there has been no return to work or the return has been unsuccessful, then ill health retirement may be an option for the employee.

This is appropriate where:

- the employee is considered permanently unfit due to their medical condition.
- every other option for return to work has been considered and
- the employee is a member of the Local Government Pension Scheme

If ill health retirement is to be pursued the employee should submit a letter requesting to be considered for retirement on the grounds of ill health.

Note: At this time the manager, via the HR team, should contact the Company Secretary, to discuss the detail of the case if it has resulted from an accident at work or is due to workplace ill health.

Once the request has been received arrangements will be made to progress the application, which will include a medical referral to the Occupational Health Adviser. The specific ill health retirement consent form should be attached with the completed medical referral form. The Occupational Health (OH) Adviser will collate all necessary information, for example, reports from GP's and/or specialists. Where the information received supports the employee's application for ill health retirement, this will be passed on for assessment to an Independent Occupational Health Adviser (Integral). If ill health retirement is agreed by the Independent Occupational Health Adviser the retirement date will be set from the date the Pension Form S18 is completed (unless

otherwise stated by the Independent Occupational Health Adviser). This Adviser will confirm whether the employee will be granted tier one or tier two which is explained as follows:

Tier One: The employee has no reasonable prospect, after leaving their current employment, of being able to obtain **gainful employment** before age 65. This means the employee would receive 100% of actual and prospective service.

Tier Two: The employee has a reasonable prospect, after leaving their current employment, of being able to obtain **gainful employment** before age 65. This means the employee would receive 100% of service to date plus 25% of prospective service.

The Manager will be kept advised at each stage of the process by the HR Team.

If an employee's application for ill health retirement is unsuccessful they may choose to appeal this decision. Appeals/complaints in regard to the ill health retirement process or decisions made can only be invoked upon the employees employment being terminated either by the Trust or themselves, and/or where they cease to be a member of the Pension Fund.

If the employee is in a position to make an appeal/complaint they must complete an IDR form (available from the HR department or the Corporate I: Drive) and submit this to the HR Manager. However, if the employee has submitted an appeal to the Board Appeals Panel and/or the Employment Tribunal, they must see this process through to completion before appealing to the HR Manager in regard to their ill health retirement.

9.3 TERMINATION ON THE GROUNDS OF INCAPABILITY

9.3.1 CONSIDERATION OF TERMINATION (INCAPABILITY)

As explained above, during the course of an employee's absence, and as part of the regular personal contact between the manager and employee, discussion will have taken place regarding the employee's return to work to their original job or to another post. It is important that employees are given appropriate time to recover from undergoing treatment and/or their illness. Where however, through the process of consultation, it is identified that there is no foreseeable return to work date or that no return to work date can be established the manager and employee must look at the options of ill health retirement as outlined above and termination due to incapability. There will be some cases where ill health retirement cannot be pursued e.g. the employee is not permanently unfit or the employee is not a member of an occupational pension scheme.

Termination on the grounds of incapability should only be considered where:

- an employee is no longer capable of undertaking their duties and this has been confirmed by the Occupational Health Adviser
- their job/work location cannot be 'reasonably adjusted' to accommodate their situation
- the offers of redeployment to alternative duties have been made and rejected by the employee - or have been accepted and implemented but unsuccessful
- the redeployment process has been exhausted
- ill health retirement is not appropriate
- all other reasonable adjustments have been exhausted by the DLO who must be

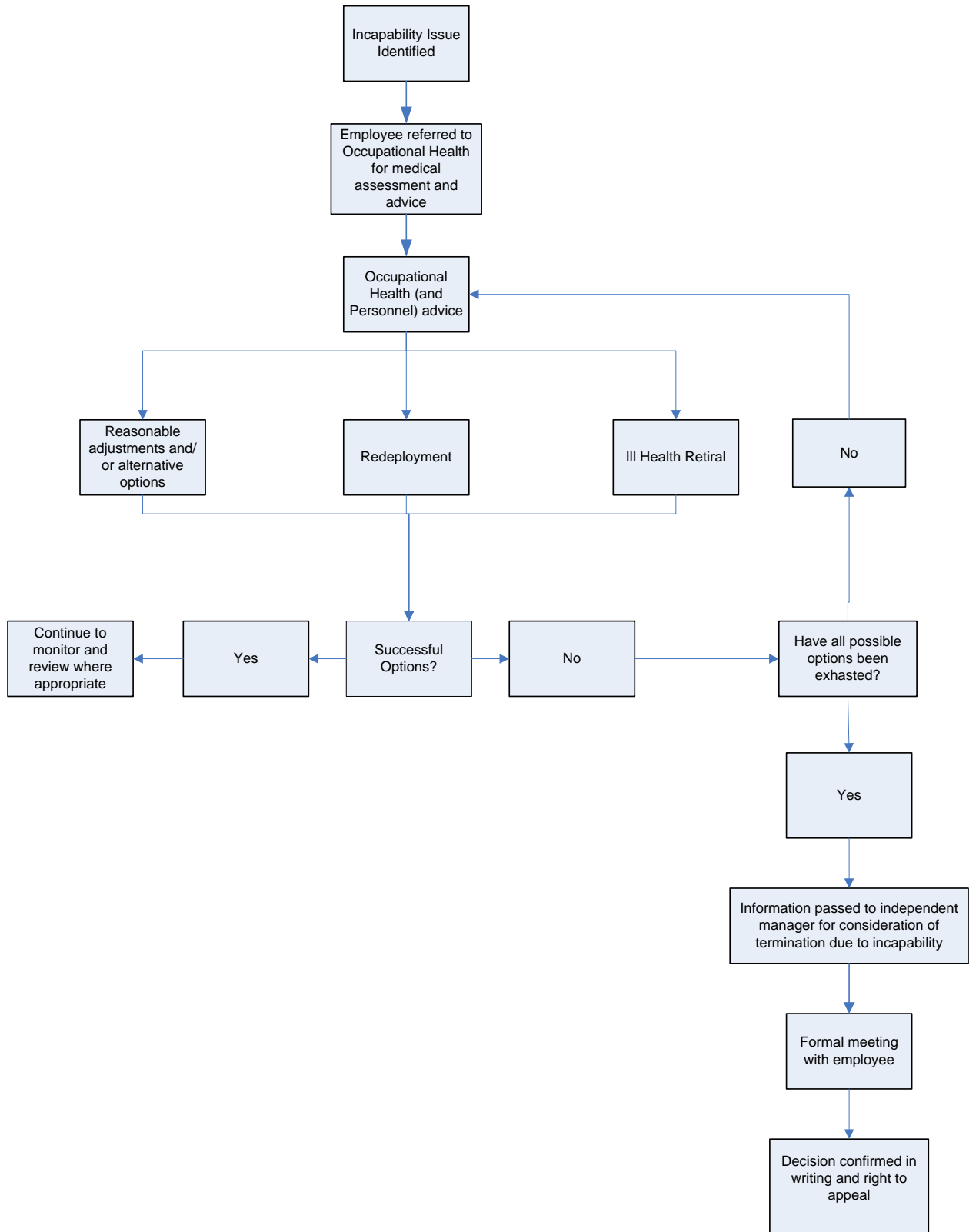
consulted on all cases of incapability

Also see flow chart 9.3.4

9.3.2 INCAPABILITY TERMINATION PROCEDURE

- (i) At an early stage in the absence, the manager and employee should formally meet to discuss the absence. As part of the ongoing discussions at Attendance Review Meetings (ARM) managers should, in appropriate cases, explain to the employee that termination of employment on the grounds of incapability may be considered. The specific area/business needs and how the employee's absence impacts on these should be highlighted. These discussions should be handled sensitively.
- (ii) If termination is discussed this information should be confirmed in writing to the employee. See Appendix 4.
- (iii) A medical examination should be arranged and the subsequent report from the Occupational Health Adviser considered.
- (iv) If as a result of the Attendance Review Meeting(s), the medical examination report, and in accordance with business/area demands, termination of contract is considered to be the only remaining option, the employee should be asked to attend an incapability hearing/meeting.
- (v) In advance of the meeting all information in relation to the absence, that is ARM outcome letters, medical report and ill health retiral consideration should be passed to an independent manager who has not been involved in the ARM process with the employee. The independent manager will review the absence and arrange a meeting with the employee and managers.
- (vi) Before the meeting takes place the employee will be advised of the purpose of the meeting in writing and will have the right to be accompanied by a companion (an accredited trade union representative or a colleague). At the meeting the employee will have an opportunity to explain their views on the case being presented by management. The decision to terminate on the grounds of incapability is the responsibility of the independent manager and not the line manager. As a result of the process a decision will be reached and the employee will be advised of the decision in writing.
- (vii) Managers should be aware that incapability is not a conduct issue and that at all stages of this process it is recognised that incapability is not a disciplinary matter.
- (viii) Employees will have the opportunity to appeal against a dismissal decision to the Board Appeals Panel.

9.3.4. INCAPABILITY PROCESS



Appendix 2
Employee Support

All employees should be aware of supports available to them to help them maintain their attendance at work or help them return to work successfully. Managers play a key role in ensuring employees are aware of the range of options available to them when they need assistance.

Managers and trade union representatives should, in accordance with the terms of this policy, work in partnership to support health improvement initiatives within the Trust and to encourage employees to adopt a healthier lifestyle.

Key areas where managers should be knowledgeable or know where to gain information from are:

- **Healthy Working Lives initiative**
- **Employee Assistance Programme**
- **Double Tick Scheme**
- **Employee Forums**
- **Flexible Working/Special Leave**

1. HEALTHY WORKING LIVES INITIATIVE

The aim of Healthy Working Lives, which also takes into account health in the wider community and health and safety, is to raise awareness and provide ongoing health information to encourage employees to take a pro-active approach to improving health and fitness. In partnership with South Lanarkshire Council the Trust participates in a group consisting of a representative from each Council Resource, Occupational Health, and a trade union representative.

Managers should promote positive health and lifestyle events within their team, as appropriate, for example ensure employees are aware of:

- Health promotion initiatives include smoking cessation through NHS Lanarkshire.
- Monthly health topics via the Works magazine
- Health checks in various locations across the South Lanarkshire Council which Trust staff have access to.

As part of Healthy Working Lives initiative health checks can be carried out by the Occupational Nurse to alert employees and managers to potential health problems. (i.e. blood pressure, hearing, lifestyle, lung capacity etc.) and a range of health promotion events are held by the Trust in partnership with SLCI throughout the year. Managers should encourage employees to participate in these events and ensure they are aware of all available health and fitness assessments which would benefit employees. Details of events are provided in 'The Works' magazine.

2. EMPLOYEE ASSISTANCE PROGRAMME

The Employee Assistance Programme delivered in partnership with South Lanarkshire Council incorporates a range of supports available to all employees to assist with issues ranging from stress and anxiety to musculoskeletal problems to financial concerns. Full detail of supports available via the Employee Assistance Program can be found on SLC's intranet, the HR team and the Employee Support Team. Supports include:-

- **Employee counselling service**

The Trust in partnership with SLC provides an employee counselling service which is a free and confidential service for all employees. There are three main routes to this service – referral through line manager; referral through SLC’s Employee Support Team or confidential self referral by the employee contacting the counselling service provider directly (0800 435 768). The counselling service can help employees with problems such as:

- personal or emotional difficulties
- relationship or family concerns
- stress
- harassment or bullying
- bereavement
- addiction

NB: as part of any meeting or discussion which the employee indicates they have problems the manager should advise the employee of the counselling service and any other relevant employee assistance available.

- **24/7 Confidential Helpline - 0800 389 7851**

If an employee has a problem or concern, the Employee Counselling Service is available to help them 24 hours a day, 7 days per week. The service is free for employees and is confidential. Employees can choose to contact the helpline for advice and support, or to arrange an appointment for a structured counselling session. The helpline can provide guidance or advice around issues such as:

- personal or emotional difficulties
- relationship or family concerns
- stress
- harassment or bullying
- bereavement
- addiction

- **Early Intervention**

This aims to proactively help employees access support as quickly as possible. This is achieved through managers using a Brief Intervention approach allows the manager to confidently discuss potential issues with employees and deal with these issues at an early stage. This discussion may lead to the manager sign posting employee to the EAP. In addition, for employees reporting absent due to stress, automatic referral should be made to SLC’s Employee Support Officer. The process for referral can be made from the HR team/or directly by the manager. The

Employee Support Officer can provide practical help and advice relevant to the cause of stress and in many instances will act as a facilitator for a return to work. Referral to the employee Support Officer is automatic and a manager who does not refer an employee must outline their reasons why to the HR department.

Referral should be made via the Employee Support Referral Form which can be accessed on the Corporate I: Drive or from the HR team.

- **Occupational Health Support**

The Occupational Health Team consists of an Occupational Health Adviser and Occupational Nurse. The nurse provides health checks, confidential advice, including addiction concerns and health surveillance. The Occupational Health Adviser can assess employees and give advice on reasonable adjustments and/or interventions such as counselling, Cognitive Behavioural Therapy (CBT) and physiotherapy.

Health surveillance checks are carried out by the Occupational Health Nurse. Managers should be aware of requirements for health surveillance in their area of responsibility and where necessary liaise with Occupational Health Nurse to arrange for the appropriate checks to be carried out, for example, annual assessment for night workers, hearing, driver health checks and fitness assessments. It is also a manager's responsibility to be aware of all other health assessments provided by the Occupational Health Team in order that these services can be utilised appropriately, e.g. cholesterol, high blood pressure and vibration white finger checks. More information is available from the Occupational Health Team.

- **Physiotherapy**

Physiotherapy is available for all Trust employees whether or not they are at work. It is the line manager's responsibility to ensure that physiotherapy is accessed for any employee reporting a musculoskeletal condition. Early referral to this service can prevent further deterioration of the employee's condition, facilitate an early return to work or prevent an absence from occurring in the first place.

It is a line manager's responsibility to ensure that this is accessed for any employee reporting with a musculoskeletal condition if appropriate i.e. they may already be receiving treatment via their GP. There may be specific circumstances where specialist treatment is already being undertaken, however for most cases this service can provide prompt and efficient treatment for employees.

Referrals should be made via the physiotherapy referral form which can be accessed on the Corporate I: Drive or from the HR department. As part of the referral process the employee should sign an Employee Declaration Form which explains the terms of accessing physiotherapy through the Trust. This form should be sent to the HR Department.

Managers should also discuss the terms of accessing physiotherapy with the employee and guidance is provided on the referral form to assist this discussion. Part of this discussion will involve explaining to employees that if they have to cancel/rearrange their appointment, this should be done immediately. To do so, the employee should contact the physiotherapy service. Cancelling in good time also means the appointment can be used to help a fellow employee.

If employees do not cancel their appointment out with 24 hours and/or fail to attend

an appointment, with out good reason, they may be charged for the full cost of the appointment. They could also be at risk of having the service withdrawn from them. The individual circumstances for failing to attend or late cancellation of an appointment will be considered to determine whether the non attendance was reasonable.

- **Cognitive Behavioural Therapy (CBT)**

CBT is a therapy which addresses how people can help change the way a person thinks and therefore help change their behaviours. The therapy can be effective for issues such as stress, anxiety, depression, obsessive compulsive disorders and various other issues. This can be accessed through a medical referral to the Occupational Health Adviser (OHA). The OHA will assess whether CBT will benefit the employee. If this is the case, they will be referred to the Centre of Therapy to commence CBT.

- **Financial Advice**

Money Matters can offer benefits and debt advice to employees, either by telephone or by appointment with an adviser.

- **Discounted Complementary Therapies**

In partnership with South Lanarkshire Council a range of complementary therapies are available at discounted rates. Therapies include various types of massage, reflexology and thermal ear candling. The therapies promote feelings of relaxation and wellbeing, and employees should be encouraged to access the services on offer. For more information on how to book an appointment contact SLC's personnel helpline on 01698 454667.

- **Brief Intervention Training**

This type of training is available to help managers approach employees where they believe there is a concern, e.g. stress, addiction etc. in a sensitive way and enable a discussion to take place. This approach has been adopted within other management training programmes e.g. Management Development Programme and Maximising Attendance. However this is also a stand alone training programme which managers may benefit from. More information can be accessed through the Training and Development section.

Information on access to health benefits schemes and discounted complementary therapies are promoted as part of the EAP. Details of how to access these services are advertised through team briefs, Works magazine and SLC's intranet homepage. HR and the SLC's Employee Support Team can provide information on these supports.

3. DOUBLE TICK SYMBOL



The Trust is committed to the 'Double Tick' disability symbol and the promotion of training and employment opportunities for people who consider themselves to be disabled.

The Trust's commitment to the 'Double Tick' initiative ensures that when managers are considering promotion or recruitment opportunities, disabled applicants who have the minimum level of core competence for the role will be guaranteed an interview for the post. The Diversity Liaison Officer monitors job applications and advise on recruitment procedures to ensure that the process does not discriminate against job applicants for any of the reasons identified in the Trust's Equality and Diversity Policy e.g. disability, race, ethnic origin, age, gender or caring responsibilities. Furthermore, Managers should ensure that appropriate training opportunities are made available to employees with a disability. In terms of the philosophy which underpins the Maximising Attendance Policy, Managers should see the *ability* of the person and not the *disability*.

4 EMPLOYEE FORUMS

South Lanarkshire Council has well established employee forums (which Trust staff are welcome to participate in) which are an opportunity for employee to influence policy, share good practice and create networks that will assist in both their working and home lives.

There following four forums are available for employees:

- The Disability Forum
- The Black and Minority Ethnic (BME) Forum
- The Working Parents and Carers Forum
- The Lesbian, Gay, Bisexual and Transgender (LGBT) Forum

Each forum meets on a quarterly basis and is advertised by means of team brief, The Works magazine and all users email. Employees are entitled to paid time off to attend meetings, though they must request attendance through their manager and this will be granted on a service needs basis. The forums offer a safe environment for employees to share their experiences and to seek advice and guidance. They are also an effective means of sharing good practice and passing on information to shared interest groups. The forums should be highlighted to employees who may feel isolated or who wish to speak with individuals in a similar circumstance.

5 FLEXIBLE WORKING/ SPECIAL LEAVE

5.1 Managers should, in appropriate circumstances, apply a flexible approach to:

- enable an employee to remain at work rather than take time off
- return to work at the earliest opportunity

This flexibility would include reduction/alteration of working hours/pattern, homeworking, realignment of tasks, redeployment to alternative duties/post, phased return to work etc.

5.2 Apply the Scheme of Special Leave where appropriate.

Managers are encouraged to consider flexible methods of supporting employees when time off is necessary. The Scheme of Special Leave should be used as a means of encouraging attendance.

In cases where an employee is requesting time off, managers have the discretion in certain circumstances to agree a change to the employee's working pattern. Managers should approve time off in accordance with the guidelines contained within the scheme.

Further details are contained within the Trust's Scheme of Special Leave.

The options above can also help employees in achieve a work/life balance.

REFERENCE DOCUMENTS

Scheme of Special Leave

Double Tick Symbol



Guide on Flexible Working

Employee Assistance Programme (SLC's Intranet)

Managing Stress at Work

Personal Safety Policy

No Smoking in the Workplace Policy

Addiction Policy

Appendix 3
Health and Safety

Maximising Attendance – Health and Safety

South Lanarkshire Leisure and Culture is committed to providing a safe and healthy workplace environment for employees. Therefore there are key areas of responsibility which all employees, managers and trade union representatives must be involved in:

1. HEALTH AND SAFETY TRAINING AND INFORMATION

Managers must ensure all employees receive the appropriate Health and Safety information and training and are aware of their responsibilities:

They must ensure also that all their employees receive appropriate information, instruction and training in connection with their work activity and workplace(s). All employees should be provided with instruction and/or training to enable them to carry out their work activities safely.

All employees should be informed of:

- the location of the first aid box
- details of the designated first aider
- fire evacuation procedures
- how to access to all relevant health and safety policies and supporting documents.
- their responsibilities within the Health and Safety Policy.

Managers have a responsibility to provide information regarding occupational health & safety matters to the workforce and employee representatives e.g. accident statistics, completed assessments, audit findings etc. This communication should be via H&S working Group, team briefing, Joint Consultative Committee, team meetings, etc.

To ensure that new appointees receive appropriate occupational health & safety information, managers should arrange for appointees to attend the Corporate Welcome Course and local induction to ensure that they receive specific safety information about their workplace.

2. HEALTH AND SAFETY AUDIT AND INSPECTIONS

Managers must regularly conduct health and safety audits and inspections to ensure a minimum standard is met.

We recommend a joint approach with local trade union representative(s) to workplace audits. This will include agreeing a programme of joint workplace audits and following up on any actions required to meet safety standards. Workplace inspection/audit forms can be found in the OHSMS.

3. HEALTH AND SAFETY ASSESSMENTS

Managers must ensure all appropriate health and safety assessments are complete and regularly review these assessments:

There are a range of routine assessments which must be completed in order to comply with the health and safety policy. These include COSHH assessments where employees are working with chemicals, Display Screen Equipment assessments where

employees use computers and Risk assessments to identify workplace hazards along with other area specific assessments. Managers must ensure that all appropriate assessments are completed. In the event of an accident /near accident or incident, managers must review all appropriate assessments and working practices.

4. ALL ACCIDENTS INCIDENTS AND VIOLENT INCIDENTS MUST BE REPORTED, RECORDED AND INVESTIGATED

One of the most important aspects of workplace monitoring is via the accident and incident statistics. This informs trends, training needs, control measures and risk assessments/risk assessment reviews. After an accident or incident, the relevant paperwork should be completed and sent to the Health and Safety Officer. Any immediate changes to working practices must be implemented and long term solutions sought. Supporting mechanisms must be offered to employees to help manage any injury e.g. physiotherapy or counselling.

Please note: Employees absent due to an industrial injury or a violent incident should be provided with the support and assistance available via the Maximising Attendance Policy. Where an employee is absent due to sickness or disablement as a result of an industrial accident/injury or violent incident, the employee is entitled to a separate allowance calculated on the same basis as sickness allowance. The employee should be asked to attend a return to work discussion.

The Maximising Attendance policy aims to be proactive by tackling issues before they become problems and demonstrating an ongoing concern for employees health and wellbeing. In order to limit or prevent accidents/injury it is essential that the workplace/activities is subject to Risk Assessment. Where an employee has suffered an industrial injury or there is the possibility of workplace ill health, Managers should seek advice from the Company Secretary and advise the Health and Safety Officer.

Further information on Risk Assessment and Accident Reporting can be found in the Occupational Health and Safety Management System.

5. STRESS AT WORK

Managers should recognise the causes and symptoms of stress in the workplace and take appropriate, preventative action i.e. referral to SLC's Employee Support Officer.

Stress can make employees ill and the costs of stress are evident in increased absenteeism, reduced productivity, poor performance and increased employee turnover. Managers should assess the risk of stress by looking at work pressures which could cause stress (excessive workload, long hours etc.) and take reasonable steps to deal with these pressures. Managers should also be aware of signs of stress in employees; e.g. absence, poor productivity, reduced performance, mood changes, poor concentration and working long hours etc.

Managers should monitor working hours and counsel employees who regularly work in excess of their contractual hours either through the Flexible Working Hours Scheme or overtime working.

Training is available to help managers identify and manage stress in the workplace, and for employees to cope with stress. Further information on training can be obtained by contacting the Training and Development team.

There are also supports through the Employee Assistance Programme where

employees can self help or be referred to elements of support. Information is available in section C, SLC's intranet and/or the Employee Support Team.

6. REVIEW OF MANAGEMENT INFORMATION AND STATISTICS RELATED TO WORKPLACE ILL HEALTH

Managers should regularly review relevant information, including absence levels, accident statistics and COSHH and Risk assessments. In addition, instances of work related stress, dignity at work complaints and the number of violent incidents will also be monitored.

Where trends, exceptions or patterns are identified, appropriate action to remedy the source of the trends etc should be taken. There is also a need to review the type and nature of the management information gathered and where appropriate amend to reflect changing needs.

7. COMMUNICATION AND FEEDBACK REGARDING WORKPLACE HEALTH ISSUES

Managers should, as part of regular and ad hoc communication which takes place between them and their employees, discuss workplace ill health. Employees should be encouraged to contribute to discussions on if and how improvements can be made to reduce or prevent the causes of workplace ill health. It is recommended that this should be a standing item on the agenda of team meetings.

EMPLOYEE ACTIONS

- (i) Be aware of their individual health and safety responsibilities and undertake the necessary training to ensure safe working.
- (ii) Do not disregard any unsafe systems or situations. Bring them to the attention of their manager or supervisor.

REFERENCE DOCUMENTS

Occupational Health and Safety Management System

Personal Safety Policy

Control of Asbestos Policy

Occupational Road Risk Policy

Dignity at Work Policy

Stress Policy

Safety Manual

The Competence Initiative – A Handbook for Manager and Employees

Training and Development

Managers Guidance on Employee Development

Appendix 4
Communication, Data Protection and Standard Letters

Communication and Data Protection

1) Under the Data Protection Act 1998, the Trust is responsible for the accuracy and security of the records it keeps on employees. Information on absence and absence statistics are routinely collected and processed as part of this policy and managers must ensure that at all stages, employees handling this information are aware of the need to maintain confidentiality and security at all times. This includes the following:

- Ensuring that information about the reason for an employee's absence is not necessarily disclosed to their colleagues. Although enquiries will be well intentioned, clearly there will be occasions either when an employee has specifically advised that they do not wish the nature of an illness disclosed or it is otherwise inappropriate to do so.
- Ensuring that employees are aware when information is being collected, for example where a pro forma is being completed over the telephone e.g. when completing the absence reporting form or as part of a return to work interview or where an employee is attending for physiotherapy treatment.
- Ensuring the confidential and secure storage of all employee records including absence record cards.
- Given the sensitivity of medical information, any report from the Trust's Occupational Health Adviser must be stored securely in an employee's personal file, in a separate envelope.

2) Managers should make use of available communication methods to ensure that all employees are aware of the importance placed on good attendance. Employee meetings, team briefs, newsletters, Joint Consultative Committee, The Works magazine etc. can all be used to ensure a transparent approach in this area. New recruits should be briefed on Maximising Attendance procedures and understand that attendance records are monitored.

When communicating attendance information managers should consider how employees are informed of attendance levels for example:

- which format they are using to communicate current attendance figures and trends. Information presented should be in a format which allows for easy interpretation and any narrative presented in plain English.
- ensure under no circumstances should the information provide details on individual employees, although it may be useful to display trends relating to particular workgroups or teams.
- ensure that any information provided cannot identify individuals, particularly in small teams and that confidentiality is protected at all times.

Where managers have access they must use an electronic system of recording attendance, to provide consistent, accurate and early information on attendance. Therefore, it is imperative that where managers have access to People Connect that they ensure that attendance information is input to the system timeously.

INDEX – Standard Letters

LETTERS

1. Attendance Review Invite Letter
2. Attendance Review Meeting Outcome(s)
3. Attendance Review Meeting Outcome(s)
4. Attendance Review Meeting Following Medical Examination

Letters should follow Corporate standards. Managers should tailor these letters to reflect the individual circumstances of the employee. If any manager is unsure about what information a letter should contain, they should contact the HR team for advice.

Letter 1

Our Ref: XXXXXXXXXX
Your Ref: XXXXXXXXXX
If calling ask for: XXXXXXXXXX
Date: XXXXXXXXXX

NAME
ADDRESS 1
ADDRESS 2
ADDRESS 3
POSTCODE

Dear NAME

Attendance Review Meeting

As a result of your absence I would ask you to attend a meeting with myself at (time) on (date).

The reason for this is to discuss your attendance record to ensure you receive any support and assistance available should you require it.

Should the date, time or venue be unsuitable please do not hesitate to contact (contact name) to allow alternative arrangements to be made.

You may, if you wish, to be accompanied by a companion, that is, a colleague or trade union representative. You may also be accompanied by a relative or friend, however they cannot participate in the meeting.

Yours sincerely

XXXXXXXXXX (Name)
XXXXXXXXXX (Designation)

Letter 2

Our Ref: XXXXXXXXXX
Your Ref: XXXXXXXXXX
If calling ask for: XXXXXXXXXX
Date: XXXXXXXXXX

NAME
ADDRESS 1
ADDRESS 2
ADDRESS 3
POSTCODE

Dear NAME

Attendance Review Meeting - Outcome(s)

I refer to the above meeting regarding your attendance level at work.

At this meeting, we discussed XXXXXX (details)

We agreed that (brief summary of what measures are agreed) and you are aware that during this time your attendance will continue to be monitored.

*I also informed you that should your attendance level fail to improve then disciplinary action may be considered.

Should you require any further information regarding the above information please do not hesitate to contact (name) on (telephone number).

Yours sincerely

XXXXXXXXXX (name)
XXXXXXXXXX (Manager)

cc: Trade Union Representative (if appropriate)

* CALL IN PARA Use if appropriate

Letter 3

Our Ref: xxxxxxxxxx
Your Ref: xxxxxxxxxx
If calling ask for: xxxxxxxxxx
Date: xxxxxxxxxx

NAME
ADDRESS 1
ADDRESS 2
ADDRESS 3
POSTCODE

Dear NAME

Attendance Review Meeting - Outcome(s)

I refer to the above meeting regarding your attendance level at work.

At this meeting we discussed (give details of appropriate options e.g. flexible return to work, redeployment, application for ill-health retiral, termination on the grounds of incapability etc).

It was agreed that (details of agreed action). In the meantime I will keep in touch in order to ensure you receive any further assistance/information that you may require.

In the meantime, should you require further information please do not hesitate to contact (name) on (telephone number).

Yours sincerely

XXXXXXXXXX (Name)
XXXXXXXXXX (Designation)

cc: Trade Union Representative (if appropriate)

Letter 4

Our Ref: xxxxxxxxxx
Your Ref: xxxxxxxxxx
If calling ask for: xxxxxxxxxx
Date: xxxxxxxxxx

NAME
ADDRESS 1
ADDRESS 2
ADDRESS 3
POSTCODE

Dear NAME

Attendance Review Meeting Following Medical Examination - Confirmation of Outcome(s)

I refer to our meeting of (date) and following your medical examination, the Occupational Health Adviser recommended (details of the recommendations/conclusions from the Medical Advisers report).

*In order to facilitate an early return to work, we discussed the possibility of a phased return/redeployment options and agreed (detail of what was agreed).

**The following improvement measures/actions were agreed (brief summary of what measures/actions were agreed) and regular review meetings to monitor progress will be arranged.

***Should you fail to return to work before (date) then the Trust may have to consider terminating your employment on the grounds of incapability due to ill health.

In the meantime, should you wish to discuss this further please do not hesitate to contact (name) on (telephone number).

Yours sincerely

XXXXXXXXXX (Name)
XXXXXXXXXX (Designation)

* CALL IN PARAGRAPH Use if appropriate
** CALL IN PARAGRAPH Use if appropriate
*** CALL IN PARAGRAPH Use if appropriate

APPENDIX 5 - CLASSIFICATION OF ABSENCE

CLASSIFICATION OF ABSENCE

C1 Stomach/Bowel/Blood

Sickness and diarrhoea, irritable bowel syndrome and Metabolic Disordersgastric or bowel disease, ulcers, dyspepsia, hiatus hernia, Crohn's disease, hepatitis, cirrhosis, liver failure, anaemia, neutropenia, obesity, alcoholism and drug abuse.

C2 Cardiovascular

Heart disease of any kind, angina, circulation, vascular disease, arteriosclerosis, hypertension, varicose veins, cerebrovascular accident and stroke.

C3 Psychological

Anxiety, depression, nervous debility, post natal depression, chronic fatigue syndrome, traumatic stress disorder, stress reactions, schizophrenia and insomnia.

C4 Musculoskeletal & Joint Disorders

Broken bones, arthritis, neck and back pain or strain, sciatica, prolapsed intervertebral disk, degeneration of spine, osteoporosis, trauma, spondylolithesis, spondylitis and spondylosis.

C5 Respiratory

Viruses, colds, flu, bronchitis, asthma, glandular fever and chronic obstructive airways disease.

C6 Cancer of any kind.

C7 Neurological and Parkinsons Disease

Migraines, headaches, epilepsy, multiple sclerosis, cerebral palsy, neuralgia, diabetes, thyroid disease and pancreatitis.

C8 Gynaecological/Urological

Hysterectomy, pelvic floor repair, miscarriage, renal disease, incontinence, cystitis, prostate disease.

C9 Skin

Dermatitis, eczema and psoriasis

C10 Ear/Nose/Throat/Mouth

Deafness, ear infections Meniere's disease, rhinitis, and Eye, nasal polyps, visual impairment, eye infections, cataract, glaucoma

C11 Infectious Diseases

Measles, meningitis, mumps, chicken pox and rubella

APPENDIX 6
REFERENCE DOCUMENTS AND KEY CONTACTS

REFERENCE DOCUMENTS

Health and Well-being

- Dealing with Domestic Abuse Policy – employee guide also available (under review)
- No Smoking Policy
- Dealing with Stress Policy – employee and managers guides available (under review)
- Dignity at Work Policy – employee and managers guides available
- Addiction Policy
- Employee Assistance Programme – SLC’s intranet homepage (or contact the Employee Support Team, HR, Trade Union Representative and/or line manager)
- www.stress.org.uk – Personal and Occupational Stress Management information is provided by this UK based stress resource.
- www.estss.org – Home page of the European Society for Traumatic Stress Studies, ESTSS.
- <http://www.takelifeon.co.uk/> - practical tips on how to achieve a healthy lifestyle i.e. giving up smoking.

Work Life Balance

- Career Break Scheme
- Guides on Flexible Working – employee and manager guides available
- www.workingfamilies.org.uk – advice for working parents, carers and employers on achieving a balance between work and family life.
- <http://www.bis.gov.uk/> – various legislative information e.g. flexible working

Discipline and Grievance

- Disciplinary Procedures – A handbook for managers
- Grievance Procedures
- www.acas.org.uk – for more information on the legislation surrounding discipline and grievances cases within the U.K.

Equal Opportunities



- The Disability Symbol www.directgov.uk
- Equality and Diversity Policy
- Single Equality Scheme
- www.equalityhumanrights.com – The Equality and Human Rights Commission works to promote equality and human rights across all protected characteristics. Find key literature about equality legislation and the associated codes of practice, with research, press releases, frequently asked questions, and events.
- www.scottishhumanrights.com – The Scottish Human Rights Commission promotes and protects the human rights of everyone in Scotland. Find information about legislation, research, news and frequently asked questions.
- [Equality Act 2010, Code of Practice on Employment.](#)

Employee Development

- Competence Initiative Handbook
- A guide to training and development – handbook for managers
- Learning Resource Centre Catalogue
- Training and Development Events Calendar
- E-mail: scott.grierson@southlanarkshire.gov.uk – For further information on how to access the Learning Resource Centre materials.

Health and Safety

- Occupational Health and Safety Manual
- Personal Safety Policy
- www.crimereduction.co.uk/personalsafety – contains information, guidance, advice and statistics from crime reduction partners on a host of crime reduction topics and initiatives.
- www.hse.gov.uk – The Health and Safety Executive warns of health and safety issues in the workplace and provides a list of resources including videos and publications.
- www.suzylamplugh.org – provides information to help create a safer society and enable people to live safer lives, providing practical safety advice for everyone, everyday, everywhere.
- www.tuc.org.uk – The trade union congress. Information available on welfare at work, working life and many other issues.

The above reference documents should be readily available to all managers to support the implementation of the Maximising Attendance Policy. If you require copies of any of the above documents, please contact HR team.

Key Contact Information

24/7 Confidential Helpline (Employee Counselling Service)

For advice and information call: - 0800 389 7851 (lines open 24 hours, 7 days a week).

Cognitive Behaviour Therapy

To access CBT a medical referral should be made to the Occupational Health Adviser (OHA) by the line manager. The OHA will advise whether they would benefit from CBT and where appropriate will refer the employee to the Centre of Therapy, Sauchiehall Street, Glasgow.

Discounted Complementary Therapies

For information or to book appointments call Jacqui Frame directly on 07824425261 or email: jacquiframe@googlemail.com

Early Intervention Support

Contact Line Manager, HR, Trade Union Representative or SLC's Employee Support Team 01698 455017

Employee Counselling Service (ECS)

There are 3 main routes for employees to access this service:-

1. Line Manager and/or HRI
2. Contacting the Employee Support Team – 01698 455017
3. Contacting the Employee Counselling Service – 0800 435768

If appointment takes place during working hours, employee will need to have approval from their manager to attend.

Health Benefits Scheme

Benenden Healthcare 0845 052 5733 or visit their website at www.benenden.org.uk
Alternative options are available on SLC's intranet under employee benefits.

Occupational Health Support

The occupational nurse provides health checks, confidential advice for addiction concerns and health surveillance.

The occupational health adviser is available for medical referrals for employees. The line manager or HR must complete the relevant form in order to arrange an appointment. The medical referral form can be found on the Corporate I: Drive or from HR.

Physiotherapy Service

Physicare provide physiotherapy at a variety of locations for employees, these are located at: Lanark, Hamilton (Barncluith Business Centre), Hamilton (Brandon House), Cambuslang and East Kilbride. Referrals should be made via the physiotherapy referral form which can be accessed on the Corporate I: Drive or from HR. As part of the referral process the employee should sign an Employee Declaration Form which explains the terms of accessing physiotherapy through the Trust. This form should be sent to the HR department.

Healthy Working Lives Contact

Lynne Basch

01698 476208