



ATTENDANCE & ABSENCE MANAGEMENT

POLICY NO. 55

Date Reviewed:	June 2023
Date of Next Review:	June 2028
Regulatory Standards of Governance and Financial Management	<p>Regulatory Standard 3</p> <p>The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay.</p> <p>Regulatory Standard 5</p> <p>The RSL conducts its affairs with honesty and integrity.</p>

INTRODUCTION

Glen Housing Association recognises that staff will on occasions be absent from work through ill health. However, Glen Housing Association also has a duty to provide reliable service to tenants and others and we thus need to ensure that we help staff maintain the highest possible level of attendance.

This policy is designed to help all employees achieve good attendance, and to ensure that a consistent and fair approach in managing attendance is adopted throughout Glen Housing Association.

This policy and the guidelines contained within, work in conjunction with, but are not limited to other policies such as Discipline, Grievance, Dignity at Work, Health & Safety and Stress Management.

This policy should also be read in conjunction with the Association's Terms & Conditions of Employment Section A4 Absence Procedures.

1. AIMS OF THE POLICY

- 1.1** To manage attendance in a way that reflects genuine concern for employees and to develop a positive attitude towards attendance.
- 1.2** To set clear expectations for standards of attendance that we require from our employees.
- 1.3** To separate two processes: attendance and absence management and provide guidelines for employees and managers in how to manage these.
- 1.4** To identify the causes of absence and where possible, develop a programme of supportive and preventive measures.
- 1.5** To ensure training and support is available to both managers and employees.

2. PRINCIPLES

The Association requires good attendance from all employees to meet its objectives.

- 2.1** If your level of attendance is unsatisfactory, you will be informed what improvement is required and possible consequences of failure to do so (which may include disciplinary action, up to and including dismissal).
- 2.2** The attendance management process is not concerned with reasons for absence, but with number of periods of absence/days absent (excluding underlying health conditions protected under the Equality Act 2010).

- 2.3 If you have an underlying health condition causing absence(s) then we will consider reasonable adjustments.
- 2.4 Managers will conduct “return to work” interviews for every period of sickness absence within the spirit of this policy.
- 2.5 You need to adhere strictly to our reporting procedures. Failure to do so may result in disciplinary action and organisational sick pay being withheld.
- 2.6 The Corporate Manager will maintain accurate, up to date attendance records for all staff to manage absence effectively.

3. ABSENCE MONITORING

- 3.1 A fundamental feature of good attendance management is the accurate and timely recording of all absences. This is essential for processing the requirements of statutory and occupational sick pay arrangements and the process of managing attendance and absence. Good information allows patterns to be identified and can be an early indication of underlying health conditions. The sooner these issues are identified and acted upon – the more likely a successful conclusion for both you and the Association can be achieved.
- 3.2 Accurate recording is also an essential element in satisfying any potential concerns over the fairness of any actions taken by Line Managers. The responsibility for maintaining such records rests with the Corporate Manager.

4. ABSENCE REPORTING PROCEDURES

4.1 Reporting

If you cannot come to work, either due to illness or for any other reason not already authorised, you must notify your line manager as soon as is reasonably possible. You should do this before you are due to start your shift and if that is not possible, within one hour of your starting time. This can be done by text, but you **must** ensure you receive a confirmation text, by return, advising your message has been received. If this does not happen, the absence should be reported to the Director by text, again ensure you receive confirmation that your message has been received. Text messages should be sent prior to 9am on the first day of absence and be followed up by a telephone call as soon as possible after 9am to the office, confirming the reason for your absence initially with your Line Manager, then to speak with any other staff member who may be affected by your absence (to re-arrange appointments etc.) if you have not already done so beforehand.

You may be required to complete a Self-Certification Form, whether or not you are entitled to sickness allowances and whatever the length or reason for the absence.

4.2 Fit Notes

If you are off due to illness or injury for more than seven consecutive calendar days, you must provide a fit note as soon as possible to your line manager.

If the Doctor ticks the 'may be fit for work' box your line manager will arrange a meeting with you to discuss any adjustments suggested. Although we are not obliged to follow the doctor's advice, we will do our best to help you return to work and maintain a good attendance record. However, if we cannot agree reasonable adjustments, you will remain off sick.

If we agree a phased return to work, the days you are still off sick within the agreed period will count as one period of absence.

You are permitted to return to work before the expiry of your fit note (as long as your GP does not state they wish to see you again before returning to work). You do not need to go back to your doctor first to be signed fit for work. If you do come back to work before the expiry of your fit note, we may seek professional advice.

4.3 Keeping in Touch

You are responsible for phoning your line manager to let them know the reasons for any absence and when you expect to return to work. If, in the event of an emergency you cannot get to a phone on day one of your absence, you should make sure that someone else calls on your behalf. After this, you should contact your line manager as soon as you are able and thereafter maintain regular contact, as agreed between you and your line manager.

While keeping in touch, we would expect you to let us know: the reason for your absence, the predicted recovery and/or treatment, when you expect to return to work and, the best contact details for use during your absence.

If you fail to keep in contact as outlined above, we will contact you.

4.4 Failure to Comply

Where you do not follow reporting, certification, or keeping-in-touch arrangements we may withhold company sick pay. Failure to comply with these requirements may also lead to disciplinary action against you in accordance with our disciplinary procedure. Similarly, if we suspect that you have falsified your absence or have deliberately misled us, we will take disciplinary action against you. In serious and/or repeated cases, it may lead to a dismissal.

4.5 Return to Work

A return to work meeting will be carried out after every period of unplanned sickness absence. The purpose of a return to work interview is to establish if you are fit to return to work. This will be done by your line manager (or another manager if he/she is not available) on the first day of your return to work at the start of your shift. Completed forms will be kept in your personnel file. The return to work interview forms contain confidential information and may only be viewed by authorised personnel, normally your line manager or any other manager who deals with the case.

4.6 Statutory Sick Pay (SSP)

If eligible for SSP this is irrespective to your entitlement to company sick pay. The scale of entitlement to SSP is reviewed by the government, normally at the beginning of each tax year. It is not paid for the first three days of absence and runs for 28 weeks after that.

If you are no longer entitled to SSP, you may be entitled to an incapacity benefit. You can enquire about this at your local Department for Work and Pensions (DWP). We will tell you if you are not entitled to SSP and send you the appropriate government form, but it is then your responsibility to claim any other State Benefit which you may be entitled to.

4.7 Company Sick Pay

In any one rolling period of 52 weeks, the Association will pay a sickness allowance in line with the scales detailed within the Association's Statement of Terms and Conditions, Section A5.

5 ATTENDANCE MANAGEMENT

This refers to dealing with unacceptable levels of attendance, with no reference to reasons for absence or medical condition.

5.1 We will aim to assist you in maintaining a good attendance record. This will involve maintaining good records, ensuring return to work meetings are completed and helping investigate and address any identified underlying causes of absence.

5.2 Where this fails to secure an improvement, we will invoke the terms of the disciplinary procedure. Unsatisfactory attendance reviews can result in disciplinary action, up to and including dismissal.

- 5.3** If at any stage during this process it becomes apparent that an underlying health condition is involved, medical information will be sought and further discussion will take place prior to deciding on any appropriate action, if any.
- 5.4** Absence periods related to pregnancy or underlying medical conditions classed as a disability under the Equality Act 2010 will not be considered for the purpose of the attendance management process.
- 5.5** Glen Housing Association's attendance review triggers are set as follows:

Stage	Trigger	Outcome
1	3 absences or 10 days sick leave in a rolling 12 month period	Level 1 - Informal Action
2	If at level 1, one further period of absence (regardless of duration)	Level 2 - Formal Action - Disciplinary Stage 1
3	If at level 2, one further period of absence (regardless of duration)	Level 3 Formal Action – Disciplinary Stage 2
4	If at level 3, one further period of absence (regardless of duration)	Final Level – Formal Action - Disciplinary Stage 3 – possible dismissal

6 ABSENCE MANAGEMENT

- 6.1** Glen Housing Association will adopt a sympathetic approach to employees with a long-term and/or underlying health condition. If you find yourself in such a position, you should be confident that your manager will react in a supportive fashion when approached.

The following points will always be considered in relation to long-term absence:

- The nature of the illness and any contributing factors
- The likely duration and/or frequency of your absence
- Any actions that can be taken by you
- Any reasonable adjustments that we could make
- Any possible redeployment opportunities
- The nature of the duties in relation to your health conditions
- Our business needs and the impact that your absence may have upon these
- Your entitlement to statutory and company sick pay

- 6.2** If a medical professional makes suggestions for any reasonable adjustments, these will be discussed prior to your return to work to determine if these can be accommodated, along with any suggestions you or we may also have made. Although we are not bound by the doctor's suggestions, we will make all

possible efforts to accommodate your prompt return and good attendance. If we agree any reasonable adjustments, we will also set timescales and reviews to assess if they are still required and suitable.

- 6.3** When managing a long-term absence, it is possible that termination of employment for the reason of ill health capability may be considered where all other options have been exhausted and the Association can no longer sustain the absence.

We will ensure that we seek the appropriate professional advice if this outcome is being considered.

- 6.4** If you are off on long-term sick leave of more than 6 months, we may reduce your annual leave pay to the statutory minimum entitlement of 5.6 weeks, including statutory holidays, in line with the Association's Terms and Conditions of Employment. (the standard paid annual leave entitlement is 8 weeks of annual leave for full-time employees, inclusive of public holidays).

7 DISHONEST ABSENCE

If you are found to falsify or exaggerate your absence, this will be treated as gross misconduct. An investigation will be carried out in accordance with our disciplinary procedure and disciplinary action may be instigated, including dismissal or future withdrawal of the company sick pay benefit.

8 OTHER PROVISIONS

8.1 Absence and holidays

If, during an authorised period of annual leave you fall ill and you produce a self-certificate or fit note, we may count the period as sick leave and not as annual leave. You must speak to your line manager on the first day of your return to work, or earlier if possible and provide them with the necessary certification.

If there is a public or general holiday during your period of sickness, and you provide a self certificate or fit note, this will be counted as sick leave and you will receive the holiday at another time.

If your illness prevents you from taking your holiday entitlement, we will carry over the remainder to the next holiday year.

If you are on sick leave and go on holiday, you should contact your line manager to seek authorisation and to let them know how long you will be away for and to ensure communication resumes upon your return.

8.2 Doctor/hospital/dental appointments

Doctor, hospital and dental appointments should be arranged out with working hours. If it is not possible, you should request time off from your line manager. Arrangements could include using annual leave, TOIL/flexi or unpaid leave. In some circumstances managers could also use their discretion and consider giving paid time off.

8.3 Conduct whilst off sick

When on sick leave, you are still bound by your contract of employment with us and all our policies including Code of Conduct and your duty of fidelity. We also expect that you do not participate in activities that would be at odds with the reason for your absence. Any breach in respect of this will be dealt with under the disciplinary procedure. This includes conduct on social networking sites and any other publicly made remarks regarding our customers, work colleagues, partners, and anyone else who is connected with us.

8.4 Cosmetic Procedures

Absence due to cosmetic procedures (whether carried out in the UK or abroad) will not fall under the sick leave or pay unless it is recommended by health professionals. Employees should therefore request time off and agree with their line manager how the absence will be processed, e.g. annual leave or unpaid leave.

8.5 IVF treatment

Absences relating to IVF treatment will not be processed as sick leave or pay. The same applies to a partner of a person that is undergoing such treatment. Instead, you should discuss with your line manager how time off for the treatment could be accommodated, e.g. annual leave, flexi time or unpaid leave. Absences relating to IVF treatment will also not be treated as relating to pregnancy unless the employee actually falls pregnant.

8.6 Stress management

Stress is not an illness but a state. It can result from an illness or lead to one but it is not an illness itself. The same relates to “nervous debility” or any other diagnosis of that type. If you go off sick with stress, your manager will endeavour to find out the underlying cause so that an appropriate action can be taken (if any) and in particular to determine whether conditions at work cause or contribute to stress and whether something could be done to help the situation. We will follow procedures as outlined in the stress management policy. If your absence is certified by a doctor, your manager may ask your doctor to clarify the underlying cause for stress.

9 Our Commitment to Equality & Diversity

Glen Housing Association is committed to promoting fair and equal treatment for all and is opposed to any form of unlawful discrimination. We operate an Equality & Diversity Policy which informs all aspects of our business and ensures we adhere to the Equality Act 2010.

10. Data Protection

The Association will treat your personal data in line with our obligations under the current data protection regulations and our Privacy Policy. Information regarding how your data will be used and the basis for processing your data is provided in the Employee Fair Processing Notice.

11. Policy Review

This policy will be reviewed on a five-yearly basis to ensure its aims are being met.