



**South York**  
MULTI-ACADEMY TRUST

## **Attendance Management Policy and Procedure**

<b>Title</b>	<b>Attendance Management Policy and Procedure</b>
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<b>Links to other procedures:</b>	<b>Disciplinary Policy &amp; Procedure</b>
<b>Links to other procedures:</b> This policy has been adopted by the Board of Directors of the South York Multi-Academy Trust (SYMAT) and applies to all schools that make up the Trust. This policy applies to each school operating within the South York Multi-Academy Trust unless specific conditions and applications are identified within this policy.  This policy will be monitored regularly by the Multi Academy Trust Board in line with the agreed timetable for policy review or sooner as events or legislation changes require.	



## South York Multi-Academy Trust (SYMAT) Attendance Management Policy and Procedure

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Sept 2023

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## **Attendance Management Policy**

### **1. Policy Statement**

- 1.1 SYMAT recognises that employees will have periods of genuine illness during the course of their employment, which may result in some absence from work. However, sickness absence can cause operational difficulties and impact on the education of pupils within the Trust.
- 1.2 SYMAT has adopted this policy and procedure to provide a framework within which absence from work can be effectively monitored and managed.

### **2. Scope**

- 2.1 This policy applies to all SYMAT employees.
- 2.2 It is the Trust's policy to ensure that:
- application of the Attendance Management Policy and Procedure is fair and consistent
  - employees are provided with a positive working environment which is sensitive and supportive to those suffering from the effects of ill-health
  - discussion and constructive dialogue with employees takes place to support and resolve attendance issues
  - there is a procedure which:
    - sets out how employees who are absent from work must notify and certify their absence
    - requires that return to work meetings are held following each period of employee absence
    - identifies how sickness absence from work will be managed and follows different processes for short and long-term absence
    - sets trigger points against which absence will be monitored
    - ensures employees are aware of the possible consequences of continued unsatisfactory attendance
  - employees are provided with appropriate support and reasonable adjustment during an absence and when returning to work
  - all records of absences, discussions and medical certificates and reports are kept confidential and in accordance with data protection legislation
  - managers are provided with appropriate training and support to effectively manage sickness absence and promote well-being
- 2.3 All staff have the right to be accompanied by a trade union/professional association representative or workplace colleague at any formal meeting, hearing, review or welfare meeting held under this policy and procedure.



## **Attendance Management Procedure**

The following procedure applies to all employees of SYMAT, in accordance with the Trust's Attendance Management Policy.

### **1. Arrangements for Reporting and Recording Sickness Absence**

#### ***Notification***

- 1.1 When an employee is unable to attend work because they are ill or injured, they are required to follow the reporting procedure set out in Appendix 1. Should an employee become unwell whilst at work, and need to leave early, they must notify the Headteacher or appropriate manager.

#### ***Sick pay entitlement***

- 1.2 Individual occupational sick pay entitlements are contained in the relevant terms and conditions or statement of particulars and terms of employment.
- 1.3 This should not be taken to mean that high levels of sickness absence are acceptable. The Trust reserves the right to terminate employment before the expiry of contractual sick pay in line with the provisions of this policy and procedure.
- 1.4 Every absence has to be certified to ensure prompt and correct payment of contractual and statutory sick pay.
- 1.5 For absences of less than 8 calendar days in duration an employee, on return to work, must complete a self-certification form.
- 1.6 For absences exceeding 7 calendar days (including Saturday and Sunday) the employee must obtain a 'Statement of Fitness for Work' (fit note) from a medical practitioner /hospital. These should be provided to the Trust as soon as possible on receipt. Where there is continuing sickness absence the employee must submit concurrent fit notes to cover the whole period of absence including Trust closure periods.
- 1.7 Where an employee receives compensation following an accident which has resulted in any absence from work, they are required to notify the Trust of such payment as in these circumstances sick pay is reimbursable to the Trust. Any compensation claim made by the employee should include the reimbursement of sick pay paid by the Trust.

- 1.8 The Trust reserves the right to cease or suspend occupational sick pay in the event that the employee fails to respond to reasonable requests to engage with the attendance management process e.g. maintaining reasonable contact, attending meetings, provision of medical certificates, attendance at Occupational Health, etc. Prior to cessation or suspension of occupational sick pay the employee will be notified of the proposed action in writing.

### ***Sickness during annual leave***

- 1.9 Employees who have an annual leave entitlement and become sick during that time will be regarded as being on sick leave from the date a fit note is provided. In addition to this note, employees should notify the Trust of their sickness in line with absence reporting procedure detailed in Appendix 1. In such cases, the employee will be re-credited any annual leave for the period covered by the fit note.
- 1.10 Employees who have an annual leave entitlement may request to take annual leave during periods of long term sickness. Any such requests should be made to and considered by their line manager. Where annual leave is granted the employee will receive their normal holiday pay during this period and not receive sick pay.

### ***Maintaining contact***

- 1.11 It is important that appropriate contact is maintained with the employee whilst they are absent from work due to illness. Employees are required to keep their manager regularly updated on their situation throughout the period of absence. This can be done by telephone or by an alternative method agreed with their manager.
- 1.12 If an absence becomes long term, regular contact must be maintained and the method and frequency of this will be agreed between the line manager and employee dependent upon the circumstances. In exceptional circumstances, contact may be maintained through a third party, for example a relative or representative.

## **2. Return to Work Meeting**

- 2.1 Following a period of sickness absence a return to work meeting will be held by the employee's manager/or nominated person within the Trust/ academy. This will be held within three working days of the return to work.
- 2.2 The purpose of the meeting is to:
- Discuss the reasons for the absence and ensure the member of staff is fit to return to work
  - Check that necessary certification has been completed and provided
  - Explore the need for any specific support or workplace adjustments
  - Establish if the sickness is work-related and whether there are any health and safety issues or work related factors that need to be addressed
  - Provide an update on workplace developments including how the work has been covered in their absence and how the workload can be organised to accommodate a return to normal working
  - If appropriate, notify the employee that they are nearing or have hit a trigger point under the Attendance Management Policy and Procedure and explain the consequences of this e.g. the need for an absence review meeting
- 2.3 The return to work meeting should be recorded on the self-certificate form and the employee will be provided with a copy of this.

### ***Employees who return to work prematurely***

- 2.4 On occasion, an employee returns from sick leave before they have made a full recovery and has to be sent home or take further absences. In such cases, if the employee returns to work for less than two full days (based on the length of their normal working day) then this will not be classed as a successful return to work and will be recorded as one continuous period of absence for absence trigger purposes.
- 2.5 This will only apply for absences resulting from the same medical condition. Two absence in short succession for different absence reasons will be counted as two periods of absence.
- 2.6 The employee will be recorded as being at work in the intervening period in the circumstances detailed in paragraph 2.4, therefore, these days will not be included for sick pay or absence recording purposes.

### 3. Management of Sickness Absence

- 3.1 Where absence levels become a cause for concern, usually when a trigger point has been reached, this procedure will be invoked to ensure a fair and consistent approach to the management of sickness absence.

#### **Definitions**

- 3.2 The Trust will categorise absence into the following which will determine which procedure is followed:
- **Short-term** - defined as an episode which does not exceed 4 weeks
  - **Long-term** - defined as a continuous absence of 4 weeks or more
- 3.3 In exceptional circumstances, where the employee has a chronic underlying medical condition which results in a number of short-term absences in quick succession, the Trust may decide to follow the long-term procedure rather than the short-term one.

#### **Trigger points**

- 3.4 The triggers are:
- a) Three periods of absence in a rolling three month period
  - b) Four periods of absence in a rolling six month period
  - c) 10 or more working days in a rolling twelve month period
  - d) A pattern of absence which causes concern e.g. all absences on a Monday
  - e) A period of continuous absence lasting four weeks or more
- 3.5 For part-time staff the number of days' absence will be considered on a pro rata basis when being monitored against the above trigger points. For the purposes of this policy an employee will only be classed as part-time if they normally work less than full-time during term-time.
- 3.6 All periods of absence, both short-term and long-term, will be included in the calculation of trigger points a), b) and d).
- 3.7 Absence due to pregnancy or related illness will be recorded but will be discounted when calculating the levels of attendance for the purposes of taking action under this procedure.
- 3.8 The Trust recognises that there may be occasions where an underlying condition, which is considered a disability, is the cause of cases of short-term sickness absence. In such cases, the Trust may adjust the trigger points as a reasonable adjustment or deal with the absence under the long-term procedure.



## **4. Short-term Attendance Management Procedure**

### ***Stages in the management of short-term absence***

- 4.1 The management of short-term sickness absence has three distinct stages. An employee will progress to the next stage of the procedure if they hit a trigger point during the relevant review period. A flow-chart of the short-term attendance management procedure is included at Appendix 2.
- 4.2 Once an employee has hit a trigger under Stage One or Stage Two of the procedure they may receive a formal warning (first formal warning at Stage One and final formal warning at Stage Two). Termination of employment due to short-term absence will usually only be considered when an employee has received a first and a final formal warning and subsequently hit another absence trigger.

### ***Stage One and Stage Two meetings***

- 4.3 Once a trigger has been hit, the employee will be invited to a formal sickness absence review meeting under this procedure. This communication will be sent in writing at least five working days prior to the meeting and will confirm/detail:
- The arrangements for the meeting, including the date, time, location and who will be present
  - The fact that the meeting is being held under the Trust's Attendance Management Policy and how a copy of this can be accessed by the employee
  - The employee's right to be accompanied by a trade union/professional association representative or workplace colleague
  - That the manager may be accompanied by an HR advisor
  - The sickness pattern which has led to a formal instigation of the relevant Stage of the policy
  - Copies of any medical information or reports received from the Occupational Health provider
  - The sickness record of the employee for their entire employment or last five years (whichever is shorter)
  - That the employee has hit a trigger point and consideration will be given at the meeting to the issue of a formal warning
- 4.4 The purpose of the meeting will be to:
- Discuss the absences which have resulted in the trigger being hit and whether there is an underlying condition which needs to be considered
  - The impact the employee's absence has had on the workplace/ colleagues

- Allow an opportunity to review the employee's sickness record over the last five years and to highlight any emerging patterns
- Identify any adjustments which could be made to the working environment to achieve a sustained improvement in attendance
- Provide an opportunity to outline/review the support available to the employee and discuss the support available to them (see section 7)
- Seek the employee's views on any action the Trust could take to support a significant and sustained reduction in sickness absence
- Confirm that there is a need to achieve a significant and sustained reduction in sickness absence and that this will be the principal consideration for both the manager and the employee
- Confirm that the employee is under formal review for sickness absence, whether a warning is to be issued and the arrangements for review

4.5 In the event that the manager needs to obtain additional information which is not available at the time of the meeting e.g. a medical report from Occupational Health, the manager may adjourn the meeting until this information is available. The manager may then either reconvene the meeting or notify the employee in writing of the outcome, depending on the particulars of the case.

4.6 Following the meeting the employee will be issued with a written record of the discussions, confirmation of any warnings which have been issued, the improvement sought and the timescales for improvement.

4.7 Authority to take action at each stage of the procedure is detailed in the table below:

<b>Stage</b>	<b>Action</b>	<b>Authorised Manager</b>
Stage One	First Formal Warning	Line manager, Member of Senior Leadership Team / Headteacher
Stage Two	Final Formal Warning	Line manager, Member of Senior Leadership Team / Headteacher
Stage Three	Termination of employment	Headteacher/Governing Body

4.8 It is recommended that the authorised manager at Stage Three is someone who has not been involved previously in the process.

4.9 All formal warnings will last for 12 months from the date of the employee's return to work following the last period of absence which caused the trigger point to be hit. If the employee's absence hits a further trigger point during the warning period,

the manager will progress to the next stage in the absence management procedure; they will not wait until the end of the warning period to take action.

- 4.10 If the employee does not hit a trigger point during the warning period then they will be notified in writing that the warning is no longer live and the effective date of its expiry.

### ***Stage Three Meeting***

- 4.11 An employee with a final formal warning who hits a trigger point during the warning period, will be progressed to Stage Three of the policy.

- 4.12 An up-to-date Occupational Health report must be obtained prior to any Stage Three meeting that considers termination of employment.

- 4.13 The Stage Three meeting will be convened to consider the continued employment of the member of staff and will be held with usually with the Headteacher. The hearing officer/panel will be advised by an HR advisor and it is recommended that a note taker is also present.

- 4.14 The employee will be notified of the meeting in writing and given at least 10 working days' notice.

- 4.15 The notification letter will confirm:

- The arrangements for the meeting, including the date, time, location and who will be present
- The fact that the meeting is being held under the Trust's Attendance Management Policy and how a copy of this can be accessed by the employee
- The employee's right to be accompanied by a trade union/professional association representative or workplace colleague
- That the hearing officer may be advised by an HR representative
- That the hearing will consider termination of the individual's employment

- 4.16 In addition, the following information will also be provided:

- Copies of any medical information or reports received from the Occupational Health provider
- The sickness record of the employee for their entire employment or last five years (whichever is shorter)
- The actions which have been taken place to date, including notes of meetings and any adjustments which have been made

- 4.17 If the employee fails to attend the Stage Three meeting the hearing officer will decide whether to proceed in the employee's absence or to reconvene the meeting

at another time. Before such a decision is taken, attempts should be made to contact the employee to ascertain the reason for their absence.

- 4.18 At the meeting the hearing officer will consider all the evidence relating to the case, reviewing the actions taken and support provided at previous stages, the impact of the employee's absence on other employees and service delivery and any information provided by the employee.
- 4.19 Managers involved in earlier stages of the procedure may be asked to attend the meeting if required to answer questions or present information. The employee and their representative will be asked to present their views at the meeting.
- 4.20 The possible outcomes of a Stage Three meeting are:
- **Some notable improvement has been made but the significant and sustained reduction in sickness absence has not yet been met.** In such cases, serious consideration will be given to extending the final formal warning for up to twelve months
  - **Significant and sustained reduction in sickness absence has not been made.** Once the evidence has been considered and the determination made that a significant and sustained improvement has not been made then the employee will be given notice of dismissal
- 4.21 The employee will be notified of the decision of the Stage Three Meeting in writing within five working days of the meeting. The letter will specify the reasons for dismissal and the right of appeal.
- 4.22 If the hearing panel decide to extend the final warning period by 12 months the panel will reconvene to consider their final decision, either:
- if the employee hits a further trigger point during the warning period
  - at the end of 12 months

## **5. Long-term Attendance Management Procedure**

- 5.1 Long-term absences are generally defined as being four weeks or longer or where the date of the employee's return to work is unclear. In exceptional cases, where the employee has a chronic underlying medical condition which results in a number of short-term absences in quick succession the Trust may decide to follow the long-term procedure rather than the short-term one.
- 5.2 It is important that communication is maintained between the Trust and the employee in relation to such absence. This communication will usually be between the line manager and the employee but may alternatively be with another member of the Trust team by agreement.

### ***Welfare meeting***

- 5.3 The line manager/Headteacher will meet with an employee on long-term sick as appropriate (e.g. as indicated by the nature of the medical condition). The purpose of these meetings will be to:
- Discuss the prevailing medical opinion in respect of the employee's condition
  - Identify a date of return to work within a reasonable timeframe
  - Highlight and discuss any reasonable adjustments to the working environment
  - Keep the employee informed of any work-related developments
  - Identify any additional support and assistance that can be provided to the employee
- 5.4 It is important, when arranging welfare meetings, to take into consideration the preferences of the employee. The employee may prefer that meetings are undertaken in their own home or at a neutral venue and attempts should be made to accommodate these preferences where possible.

### ***Return to work following long-term sickness absence***

- 5.5 Prior to any return to work following long-term sickness absence, the line manager and the employee should meet to establish a return to work programme. An HR advisor may be present at the meeting and the employee may be accompanied by a trade union/professional association representative or workplace colleague.
- 5.6 This programme will seek to establish:
- A return to work date
  - Any required reasonable adjustments to the working environment
  - Availability of the Trust's support mechanisms

- A formal review process of the return to work programme to evaluate its effectiveness and to amend as appropriate
- 5.7 The Trust recognises that it is important to have a clear return to work programme. Each programme will be informed by the needs of the individual and the professional guidance of the Occupational Health advisor and the individual's medical advisor.
- 5.8 Should a return to work programme involve the employee working reduced hours for a temporary period then the employee will be paid at a rate no less than the occupational sick pay they would have received had they remained absent. Such phased returns will usually last no longer than four weeks. Extension beyond this period will only be considered in exceptional circumstances.

***Termination on the grounds of medical capability***

- 5.9 Where the employee's medical condition is such that they are unlikely to resume their duties within a reasonable timeframe, and there are no reasonable adjustments that can be made to facilitate such a return, consideration will be given to termination on the grounds of medical capability. Each employee will be considered on the facts of their individual case.
- 5.10 A Medical Capability Hearing will be convened to consider the continued employment of the member of staff and will be held usually with the Headteacher. The hearing officer/panel will be supported by an HR representative.
- 5.11 The employee will be notified of the meeting in writing and given at least 10 working days' notice.
- 5.12 The notification letter will confirm:
- The arrangements for the meeting, including the date, time, location and who will be present
  - The fact that the meeting is being held under the Trust's Attendance Management Policy and how a copy of this can be accessed by the employee
  - The employee's right to be accompanied by a trade union/professional association representative or workplace colleague
  - That the hearing may be advised by an HR representative
  - That the hearing will consider termination of the individual's employment on the grounds of medical capability
- 5.13 In addition, the following information will also be provided:

- Copies of any medical information or reports received from the Occupational Health provider
  - The sickness record of the employee for their entire employment or last five years (whichever is shorter)
  - The actions which have been taken place to date, including notes of welfare meetings and any adjustments which have been made
- 5.14 If the employee fails to attend the Medical Capability Hearing the hearing officer will decide whether to proceed in the employee's absence or to reconvene the meeting at another time. Before such a decision is taken, attempts should be made to contact the employee to ascertain the reason for their absence.
- 5.15 If the employee is unable to attend the hearing due to health reasons, they should be provided with the option of either making a written submission or briefing their representative sufficiently to allow them to adequately represent their wishes and views in the meeting.
- 5.16 At the meeting the hearing officer will consider all the evidence relating to the case, reviewing the actions taken and support provided at previous stages. Managers involved in earlier stages of the procedure may be asked to attend the meeting if required to answer questions or present information. The hearing officer will seek the views of the employee and consider:
- The medical evidence available to the Trust at the time of the hearing
  - Any reasonable adjustments that can be made to facilitate a return to work
  - Whether a date for return to work can be established within a reasonable timescale
- 5.17 Should the hearing officer consider that the employee will be able to make a successful and sustained return to work within a reasonable timescale then they may decide to postpone a final decision for a period of up to three months.
- 5.18 Where the hearing officer determines a return to work within a reasonable timescale cannot be established then they may notify the employee of their decision to dismiss the employee and provide details of the employee's right of appeal.
- 5.19 The employee will be notified of the decision of the Medical Capability Hearing in writing within five working days of the meeting. The letter will specify the reasons for dismissal and the right of appeal.

## **6. Appeals against Notice of Dismissal**

- 6.1 Where the employee wishes to appeal against dismissal they should write to the Headteacher within 10 working days of written notification from the Trust. In their letter the employee should:
- state the grounds for their appeal
  - supply sufficient details to support the grounds of appeal
  - detail the outcome that they are seeking from the appeals process
  - how they would wish to have their appeal considered
- 6.2 The employee may have their appeal addressed by correspondence or attendance at an Appeal Hearing. On the conclusion of the Appeals process, the employee's rights of appeal within the Trust are concluded.
- 6.3 The appeal will be heard by a committee of the Governing Body who have not previously been involved with the case. The hearing panel will be supported by an HR advisor.
- 6.4 The employee will be notified of the meeting in writing and given at least 10 working days' notice. Should the employee wish to have any new or additional written information e.g. further medical information, considered at the hearing then this must be provided to the Trust at least 48 hours prior to the hearing to enable it to be circulated to, and read by, appeal panel members.
- 6.5 If the employee fails to attend the appeal meeting the appeal panel will decide whether to proceed in the employee's absence or to reconvene the meeting at another time. Before such a decision is taken, attempts should be made to contact the employee to ascertain the reason for their absence.
- 6.6 If the employee is unable to attend the appeal due to health reasons, they should be provided with the option of either making a written submission or briefing their representative sufficiently to allow them to adequately represent their wishes and views in the meeting.
- 6.7 Managers previously involved in the process and the Headteacher/Chair of the hearing panel, will be called to attend the appeal to inform the appeal panel of the actions taken to date including the information they considered in making the decision to dismiss the employee.
- 6.8 The employee will be notified of the decision of the appeal panel in writing within five working days of the meeting. The decision of the appeal is final within the Trust's internal procedures.



## **7. Trust Support Mechanisms**

### ***Occupational Health***

- 7.1 The Trust's Occupational Health provider is an advisory service whose role is to provide impartial advice regarding fitness for work to line managers and employees. This advice is aimed at assisting employees to regain their good health and return to a suitable job as soon as their recovery allows.
- 7.2 Employees may be referred to Occupational Health at any point within this Policy and Procedure to gain insight into the employee's state of health and to understand ways in which the organisation and employee may be able to facilitate better levels of attendance. Employees may be accompanied to Occupational Health by a representative, workplace colleague or relative/ friend.
- 7.3 The referral to Occupational Health is intended to supplement and complement, not replace, any medical support being provided by the employee's GP, hospital consultant, etc.
- 7.4 As part of an employee's conditions of employment, all employees are required to attend an Occupational Health referral when requested. All referrals and the reason for them will be made in consultation with the employee who will be made aware of the content of the referral prior to their OH appointment.
- 7.5 Should an employee refuse to attend Occupational Health, the Trust will proceed to hold appropriate review meetings and make decisions regarding the employees' absence without the benefit of specialist medical advice.

### ***Employee Assistance Programme***

- 7.6 The Trust provides confidential counselling through its Employee Assistance Programme. This can be accessed through the Trusts HR Co-ordinator.

## 8. Disability and Reasonable Adjustments

### *Disability*

- 8.1 Where the employee is identified as having a **physical or mental impairment which has a substantial and long term detrimental effect on the individual's ability to undertake normal day-to-day activities**, this is classed as a disability under the Equality Act 2010. In such cases 'reasonable adjustments' will be considered to help support and maintain the employee's employment. The Occupational Health provider will be asked to advise whether an employee meets the definition of disability under the Act.

### *Reasonable Adjustments*

- 8.2 Reasonable adjustments must always be considered when an employee meets the definition of disability. In other cases, it is recommended good practice to make reasonable adjustments to support and retain employees within the workplace.
- 8.3 When considering the working environment the line manager should consider reasonable adjustments to either:
- a) Prevent individuals from having any sickness absence
  - b) Facilitate a significant and sustained reduction in sickness absence by the employee; or
  - c) Facilitate an early and sustained return to the working environment, normally from long-term sickness absence
- 8.4 Such adjustments will be discussed with the employee and may include adjustments to the work premises or environment, changes to the working hours or arrangements, the provision of specialised equipment, retraining or transferring the employee to an alternative role or alternative duties. This list is not exhaustive and employees are encouraged to identify the reasonable adjustments which they feel would be relevant to their circumstances. Adjustments may be made on a permanent or temporary basis depending on each case.

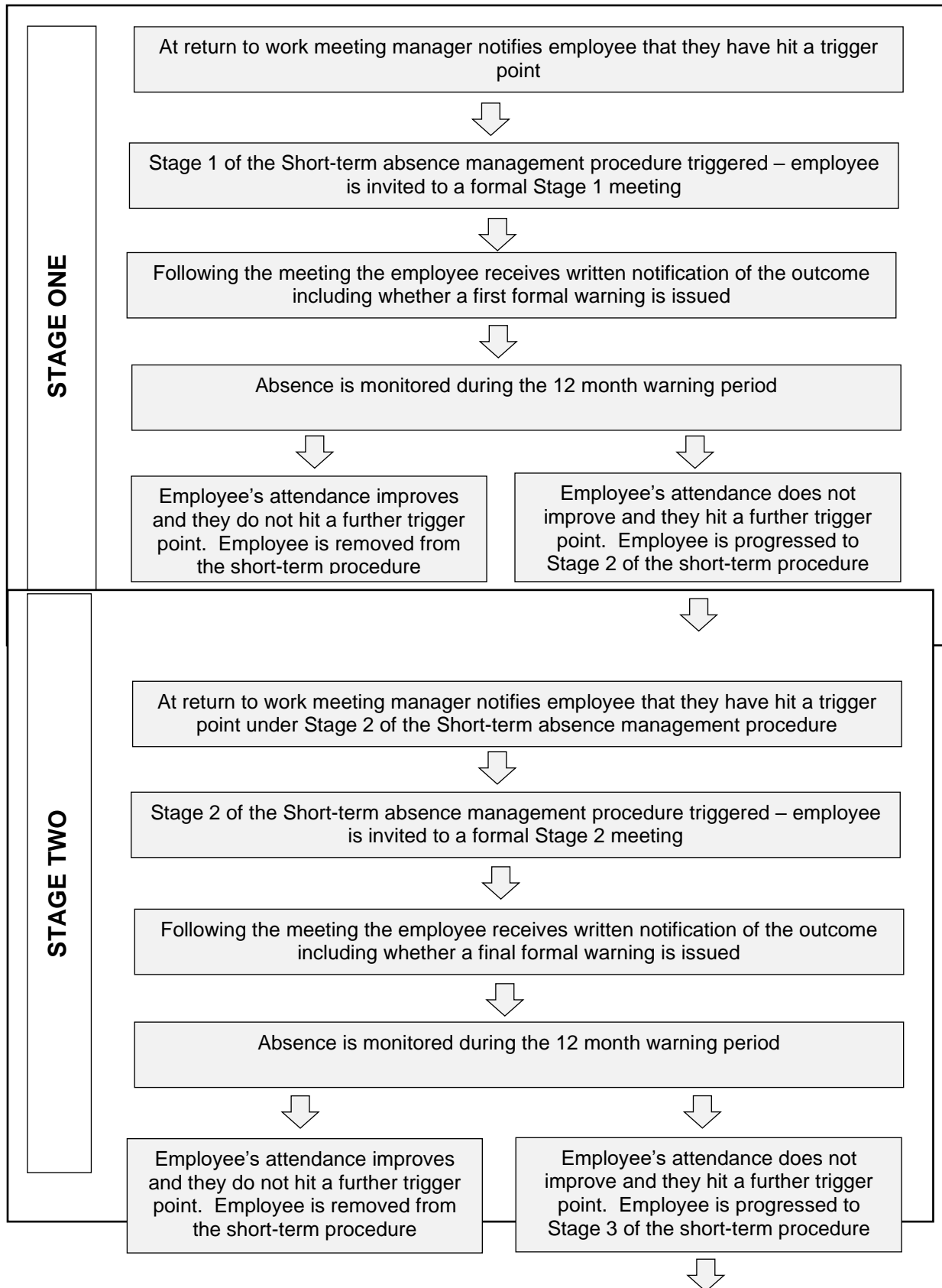
## **Appendix 1 Sickness Absence Reporting Procedure for South York Multi-Academy Trust**

**\*\*This is intended as a guide – individual SYMAT Schools will have their own procedures.\*\***

When an employee is unable to attend work because they are ill or injured, they are required to follow the reporting procedure set below:

- Notify the line manager/cover manager by telephone on the first day of absence by 7.45 am or one hour before the employee's normal start time, whichever is earlier.
- The employee must notify:
  - The reason for absence – stating unwell is not sufficient
  - The likely duration of the absence
  - Any work which needs to be covered in the employee's absence
  - How they can be contacted whilst absent
- As soon as a return to work date is known, the employee must then phone their line manager/cover manager by 3pm the day before their intended return.
- If the absence is a result of an accident or an injury sustained at work then this information must be made known, indicating if the incident has been reported.
- If the employee is unable to return on the date previously notified they should inform their line manager/the cover manager of this, ideally by 3pm on the day prior to their planned return.
- Where absence continues, or it is known from the outset that absence is likely to be longer term, the employee must still maintain reasonable contact with the Trust. An agreement will be made regarding who contact will be with and its frequency which will generally, as a minimum, be every two weeks.

## Appendix 2 - Flow Chart – Short-term Attendance Management Procedure



**STAGE THREE**

At return to work meeting manager notifies employee that they have hit a trigger point under Stage 3 of the Short-term absence management procedure



Stage 3 meeting with the Headteacher/Governing Body arranged to consider the continued employment of the member of staff



If the employee fails to attend the Stage 3 meeting the Headteacher/Governing Body will decide whether to proceed in the employee's absence or reconvene



Headteacher/Governing Body decides to proceed with the hearing in the employee's absence. The employee's representative can attend the hearing to either present the employee's case or observe the proceedings



Headteacher/Governing Body decides to postpone. Hearing reconvened at later date.



Headteacher/Governing Body determines:



There has not been a significant and sustained reduction in sickness absence – employee notified of decision to dismissal and provided with details of right of appeal



There has been some notable improvement but significant and sustained reduction in absence not achieved. Consideration will be given to extending the final warning period for 12 months



Following the hearing the employee receives written notification of the decision to extend the final warning period by 12 months



Absence is monitored during the extended 12 month warning period



Employee's attendance does not improve and hearing reconvened when a further trigger point is hit. Employee notified of decision to dismissal and provided with details of right of appeal



Employee's attendance improves and they do not hit a further trigger point. Employee is removed from the short-term procedure