



ATTENDANCE MANAGEMENT

Formulation date:	January 2019	Reviewing Committee	Finance & Resources
Approved on:	February 2019	Next Review date:	January 2021

This policy applies to all Associate staff, Teachers and the Headteacher/Head of School/Principal based at The Apollo Partnership Trust and should be read in conjunction with the associated guidance.

For the purposes of this policy Headteacher/Head of School/Principal will be referred to as Headteacher.

1. Purpose

- 1.1 The purpose of this policy is to provide a supportive framework to assist the Trust's employees to improve and maintain the required level of attendance expected, where a shortfall in attendance has been identified. Where satisfactory levels of attendance are not achieved this document outlines the process that should be followed to ensure that employees continue to be supported to make the necessary improvements before dismissal is considered.
- 1.2 The Trust recognises the importance of managing attendance in a fair and consistent manner.
- 1.3 All absences must be consistently reported, recorded, monitored and analysed on an ongoing basis across the school in order to identify problems, review individual cases and decide upon any appropriate action.

2. Application of the Policy

- 2.1 The attendance of teaching and Associate staff will be managed by either the Headteacher or another manager.
- 2.2 If the Headteacher's attendance is being managed in line with this policy, then the CEO of the Trust will be responsible for overseeing the application of this policy.
- 2.3 If an employee of the Central Support Team's attendance is being managed in line with the policy, then the CFOD or CEO will be responsible for overseeing the application of this policy.

3. Reporting Sickness Absence

- 3.1 It is essential that employees follow the schools own internal arrangements for reporting absences. Please refer to Appendix A for local arrangements for reporting absences.
- 3.2 Once an employee has notified the school of their absence, arrangements to ensure regular contact is maintained between the employee and Headteacher/manager should be put in place.
- 3.3 Employees who are absent for:
 - Less than 7 calendar days must complete a self-certification for their absence.
 - 7 calendar days or more must provide a valid Fit Note from their GP / Consultant.

4. Employees with a Disability

- 4.1 Consideration must be given as to whether an employee's level of attendance is due to a disability, and if so, what reasonable adjustments may be needed to assist the employee to reach the required level of attendance. If an underlying disability is suspected, an Occupational Health referral is usually required and advice sought regarding reasonable adjustments. Further advice should be sought from the Trust's Central Team e.g. HR Officer or CFOD or HR Advisor. You may also refer to the Trust's Disability Leave Policy.
- 4.2 Absences relating to pregnancy will also be kept separate from sickness absence records. For further advice regarding such absences please contact the Trust's Central Team or your HR Adviser.

5. Day to Day Management

- 5.1 An effective absence management strategy requires consistent day to day line management and support of employees who are absent from work or whose attendance levels fall below the expectations of the school.
- 5.2 Where there are continuing concerns regarding an employee's attendance, it is essential that the Headteacher attempts to resolve these via day to day management / welfare meeting(s) to:
- Raise their concerns with the employee.
 - Agree a course of action and a reasonable period of review with the employee (between 4 to 8 weeks).
 - Ensure regular contact is maintained with the employee to address any issues that arise and ensure that any agreed actions remain relevant and up to date.
 - Retain a record of all discussions held and support offered.
 - Advise the employee that failure to achieve the necessary levels in attendance by the end of the review period may lead to formal processes being adopted.
 - Encourage the employee to see advice and guidance from their Union Representative.
- 5.3 At the end of the review period the Headteacher should discuss with the employee whether the targets for improvement have been achieved. Where progress is made, no further action will be required, however, employees must be informed that failure to maintain the level of attendance may result in the employee being managed under the formal stages of this policy.
- 5.4 Where an employee does not make sufficient improvement in their attendance, progression to a Formal Attendance Meeting will be considered.

6. Support Mechanisms

- 6.1 At any appropriate time when attendance issues have been identified, it may be appropriate to explore some or all of the below (non-exhaustive) support options with the employee:
- a) Referral to Occupational Health to seek medical advice and opinion.
 - b) Fit for Work, providing resources and information for employees & employers.
 - c) Therapeutic Return to Work to assist the employee to return back to work on a planned and phased basis, usually following a medical recommendation. See Therapeutic Return to Work Policy.
 - d) Reduction in Hours to assist the employee to return back to work on a temporary or permanent basis, which must be mutually accommodated and agreed. The employee's contract of employment will then be changed accordingly.
 - e) Ill Health Retirement may be an option but in the first instance requires an Occupational Health referral.

7. Fast Track to Attendance Hearing – Long term Absence

- 7.1 There will be occasions in cases, for example, where medical reports indicate that a return to work is not possible within a reasonable time period or where an employee has a long term health condition or terminal illness. In these circumstances the school will ensure that all avenues of support, including ill health retirement and redeployment, have been exhausted. If this can be demonstrated, the formal procedures will commence at the Attendance Hearing stage.

8. Formal Attendance Management Meeting

- 8.1 Where there are continuing concerns regarding an employee's attendance, a Formal Attendance Management Meeting will be arranged. At least 5 working days' notice will be given for this meeting.
- 8.2 The employee has the right to be accompanied by a work colleague or trade union representative.
- 8.3 At this meeting, the Headteacher, member of the Trust's Central Support Team, Employee and their representative will:
- a) Discuss the employees on going absence and reasons for this.
 - b) Discuss what support has been put in place to date and whether additional support is required.
 - c) Agree a formal improvement plan outlining the level of improvement required and a reasonable timescale for achievement (this is the review period).
 - d) The Headteacher will advise that failure to improve their level of attendance within the agreed timescale could result in a final warning being issued at the end of the review period.
- 8.4 The employee will receive written confirmation of the outcome of the meeting.

9. Formal Review Meeting

9.1 At the end of the review period the employee will be invited to a Review Meeting. 5 working days' notice will be given for this meeting. The employee will have the right to be accompanied by a work colleague or trade union representative. Both the person conducting the meeting and the employee will have an opportunity to present evidence to support their position.

9.2 The potential outcomes of the meeting are:

- a) The employee has made sufficient improvement; the attendance procedure may cease and day to day management/monitoring will recommence. Employees should be informed that if the improvement is not sustained within 12 months the process may recommence at the Formal Review Meeting stage of this policy.
- b) If some progress has been made and more is required, it may be appropriate to extend the review period. In the majority of cases, it will be appropriate to extend the review period just once;
- c) If no, or insufficient, improvement has been made, the employee will:
 - Receive a **final written warning** which will remain on their file for 12 months
 - Be informed in writing of the details of the Final Written Warning
 - Be advised of their right to appeal against the warning
 - Be informed that failure to achieve the required level of attendance by the next review may lead to an attendance hearing where the employee may be dismissed
 - Receive the revised formal improvement plan with the outcome letter, detailing the level of improvement required, timescale for improvement and additional support mechanisms identified to assist the employee to return to work

10. Final Review Meeting

10.1 At the end of the review period, the employee will be invited to a Final Review Meeting. 5 working days' notice will be given for this meeting and the employee will be informed of their right to be accompanied. Both the person conducting the meeting and the employee will have an opportunity to present evidence to support their position.

10.2 The potential outcomes of the meeting are:

- a) The employee has made sufficient improvement and the attendance procedure may cease and the day to day management of their attendance will recommence. However, if the improvement is not sustained within 12 months the process may recommence at the Final Review Meeting stage of this policy.
- b) If some progress has been made and more is likely, it may be appropriate to extend the review period. In the majority of cases, it will be appropriate to extend the review period just once;

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- c) If no, or insufficient, improvement has been made, the employee will be advised that a hearing will be convened to consider the case and that a potential outcome is dismissal. This will be confirmed in writing to the employee.

11. Attendance Hearing

11.1 A minimum of 5 working days' written notice will be given to attend a formal hearing in which the employee will be informed of the reasons for the hearing and their right to be accompanied by a work colleague or trade union representative. The letter must state that a potential outcome of the hearing is dismissal and enclose copies of relevant documentation intended to be referred to at the hearing. The employee will also be given an opportunity to present their case and provide evidence.

11.2 The potential outcomes of the hearing are:

- a) No further action is required.
- b) There is insufficient information available on which to base a decision or it is considered that all the support available has not been explored fully. Therefore, an extension will be agreed to the final formal review stage, with a further improvement plan being implemented.
- c) If no, or insufficient, improvement has been made, the employee will be dismissed.

12. Delegation of Authority

12.1 The person or panel responsible for hearing the case will depend on who has been given delegated authority in line with the Trust Scheme of Delegation to make decisions about potential dismissal. This will usually be:

- The Local Governing Body (i.e. a panel of LGB Governors)
- The Headteacher, who may be supported by a member of the Trust's Central Team or member of the SLT or a Governor.

Note: It would not be appropriate for the Headteacher to make the decision if they have managed the case.

13. Dismissal

13.1 Dismissal will be with notice. The employee will be notified in writing of the outcome of the hearing, including the reason for the dismissal and date of termination of their employment. The letter will also include details of their right of appeal.

14. Appeal

14.1 All Appeals will be held in line with the Trust's Appeals Policy.

APPENDIX A

LOCAL ARRANGMENTS FOR REPORTING ABSENCE

BROOM LEYS

Issued in the Broom Leys Staff Handbook:

IN CASE OF ILLNESS/ ABSENCE

In case of **illness**, all staff should telephone Hayley and **leave a voice message** on her phone between 6:30 and 7:00 a.m. to allow time for supply cover to be arranged as necessary. **Do not text.**

Failure to follow the correct procedures may result in the loss of a day's pay. On the day that you are ill, if you know that you will NOT be in school the following day, please call the office by 3pm to inform Hayley of this.

On the morning of your return to work, you are required to fill out a self-certification form. See Amanda before 9:00 a.m. to do this.

CASTLE ROCK HIGH SCHOOL

Issued to all staff:

A member of the Senior Team will be responsible for making cover arrangements for staff not in school.

Please carry out the following when you are absent:-

If you are ill:-

On the first day of illness:-

Please ring 07808 318635 as soon as you know you are unable to attend work. A member of SLT will be available on this number from 8:00am. If you need to leave a recorded message you will be contacted during the day by a member of SLT.

Ring or email your line manager directly so that any messages regarding cover work or rearrangements can take place.

Further days of illness:-

Please ring the above number again at any point (leaving a message if needed to confirm when you expect to return or if you expect your absence to continue.

Staff must self-certificate from their first day of absence but not exceeding 7 days (including weekends) and all staff must see Karen Draper upon their return, should the absence be more than 3 days (or if you have had previous absences) you will be asked to attend a return to work meeting and complete a declaration form. After 7 days staff will need to send in a doctor's certificate covering the period of absence as soon as possible. Please give the school as much help as possible in determining well in advance.

NEWBRIDGE HIGH SCHOOL

Issued to all staff at as part of their Induction & then at the beginning of the Academic Year:

Good attendance is valued. If you need to be absent from school for any reason you must see the Head of School. Usually a written request is needed (use leave of absence request form) and on occasions the Governing Body needs to be involved, so the earlier you can come and talk the better.

If you are ill or unable to come to work, please CALL as soon as possible.

The school now has an STAFF ABSENCE HOTLINE

Please CALL 01530 831561, selecting OPTION 6

Record a voice message detailing these points:

- Your name
- The nature of your absence
- If relevant, please email your cover work to staffabsence@newbridgesch.uk
- You must also detail any duties that will need to be covered too (i.e. break-time duty / bus duty etc.)

If you are absent, it is greatly appreciated if you can contact the Main School Office (01530 831561) at 3:00pm to advise if you will not be in the following working day. This assist with Cover arrangements.

TRUST CENTRAL SUPPORT TEAM

Please CALL 01530 834368 and ask to speak to Julie Read

If unavailable, please email jread@castlerock.leics.sch.uk detailing these points:

- Your name
- The nature of your absence and if known, how long you may be absent
- You must also detail any duties that will need to be covered too (i.e. break-time duty / bus duty etc.)
- If you are absent, then it is greatly appreciated if you advise your immediate line manager and contact anyone you may be meeting to re-schedule