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| 21 | **Overview: Absence Management Meetings - Informal & Formal Stages**Absence Management Meetings - Informal Stages (PA10 – Part 1)

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| **INFORMAL** | Form to Complete | Conducted when: | Meeting format: | Meeting Content: | Possible Outcomes: | Duration of Warning: |
| Welcome Back to Work Interview | HR09 | On day individual returns to work (or as soon as possible afterwards) | Individual will attend upon manager’s request | * Discussion re reason for absence and any support required
* Update on anything relevant that has happened at work whilst they have been absent
 | * No cause for immediate concern - continued monitoring
* Trigger met - refer to Support Meeting / escalate to relevant Formal Stage (as appropriate)
 | N/A |
| Support Meeting(s) | Action Plan PA10 (part 1) | Employee has had:* 3 separate absences have occurred in a 12 month period
* absence(s) have lasted for a total of 8 days or more in a 12 month period
* there is a pattern or trend emerging which is giving cause for concern

oran employee is expected to be absent for 28 days or more  | Individual will attend upon manager’s request May be at work or other mutually acceptable/ suitable venue placeIndividual may be accompanied | * Attention drawn to absence / absence pattern and reasons for concern
* Discussion of potential underlying reasons
* Consideration of any reasonable adjustments which could be made
* Discuss current situation and progress / prognosis
* Discuss support which may assist return to work
* Discuss appropriate targets (future triggers)
* Advise that further absence could lead to formal action
 | * referral to the Occupational Health service
* continued monitoring in all cases
* agree and implement reasonable adjustments if appropriate
* consider referral to AEP
* refer to the Occupational Health service for consideration for Ill Health Retirement if appropriate
* Set appropriate targets (future triggers), for example not more than 8 days absence in the next 12 months
 | N/A |

**Notes:****Welcome Back to Work** meetings by managers with individuals must take place to assess the full circumstances of the absences and decide whether there is a requirement to move to any stage of the formal process.**Escalation** from informal and through to the relevant formal stage will occur without delay if the level of non-attendance reaches an unacceptable level as determined by the Council. |

# Attendance Management Meetings - Formal Stages (PA10 – Part 2)

**Notes:**

If the action plan targets have not been met or the triggers have been hit at any point in the time of the action plan, *for example* the target was not more than 8 days absence in the next 12 months, then the manager should take immediate action and escalate to the next stage, rather than wait for the end of the review period.

Where an individual has been absent with a disability/due to pregnancy related illness/due to an injury at work and has reached the procedure trigger points consideration will be given to the appropriateness of the trigger points in each individual case.

The granting of an ill health retirement pension (Pension Scheme members only) will only be considered once all attempts at work reintegration and redeployment have been explored and exhausted.

**All stages are equally applicable for short and long term absences, however, consideration should be given to the appropriateness of issuing an improvement notice during a long term sickness absence.**

| **FORMAL**  | Form to Complete | Conducted when: | Meeting format: | Meeting Content: | Possible Outcomes: | Duration of Improvement Notice: |
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| Stage 1  | PA9Action Plan PA10 (part 2) | Following a support meeting within last 12 months, absence is ongoing or reaches another trigger point: * E.g. 3 separate absences have occurred in a 12 month period; and/or
* E.g. the absence(s) have lasted for a total of 8 days in a 12 month period; or
* there is a pattern or trend emerging which is giving cause for concern: or
* ongoing continuous sickness absence: or
* other appropriate target set at support meeting
 | Individual is invited, in writing, to attend a formal meeting Station Manager and offered the right to be accompanied(Letter PA5a)As appropriate, a report from the Occupational Health service may be sought prior to the meeting. | 1. Attention drawn to absence and absence pattern and that it does not meet required level of attendance
2. Consideration of any new information or underlying reasons given (work related or personal) or of any change in the nature of the sickness
3. Consideration of most recent Occupational Health Report
4. Consideration of discounting of any absences, e.g. DDA etc (only under advice from People Management and the Occupational Health service)
5. Consideration of any reasonable adjustments which could be made
6. Discuss action / improvement plan and set dates for review meetings
 | a) First Improvement Notice issued to set improvement targets and support measures as appropriate to case.*For example:** *no more than two further absence in next 6 months*
* *more than a total of 4 days absence in next 6 months*
* *no more absences that continue the particular pattern / trend identified*
* *continued monitoring and further review / return to work on <date> as appropriate to the circumstances.*
* *Attend counselling/physio/medical appointments when scheduled.*

b) Referral to the Occupational Health service (if appropriate)c) Referral to Alternative Employment Programme – AEP (if appropriate)d) Referral to the Occupational Health service for consideration for Ill Health Retirement (if appropriate)e) no further action / normal monitoring | 6 months from date of issue (subject to a substantial and lasting improvement in attendance)  |

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| **FORMAL**  | Form to Complete | Conducted when: | Meeting format: | Meeting Content: | Possible Outcomes: | Duration of Improvement Notice: |
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| Stage 2 | PA9 Action Plan PA10 (part 2) | Stage 1 Action Plan not met / Improvement Targets exceeded.OR2 “lapsed” Improvement Notices in last 3 yearsOR Concerning pattern/trend of absence | Individual is invited, in writing, to attend a formal meeting with Group Manager and offered the right to be accompanied(Letter PA5b)As appropriate, a report from the Occupational Health service may be sought prior to the meeting. | 1. Attention drawn to the required improvements not being met and that attendance does not meet required levels
2. Consideration of any new information or underlying reasons given by individual (work related or personal) of which you may be unaware
3. Consideration of any change in the nature of the sickness
4. Consideration of most recent the Occupational Health Service Report
5. consideration of discounting of any absences, e.g. DDA etc. (only under advice from People Management and the Occupational Health service)
6. Consideration of any reasonable adjustments which could be made
7. Discuss further action / improvement plan and set dates for review meetings
 | a) Final Improvement Notice issued to set improvement targets and support measures as appropriate to case.*For example:* * *no more than three further absences in next 12 months*
* *no more than a total of 8 days absence in next 12 months*
* *no more absences in next 12 months that continue the particular pattern / trend identified*
* *continued monitoring and further review / return to work on <date>*
* *Attend counselling/physio/medical appointments when scheduled.*

b) referral to the Occupational Health service (if appropriate)c) Referral to AEP (if appropriate) d) refer to the Occupational Health service for consideration for Ill Health Retirement (if appropriate)e) no further action / normal monitoring | 18 months from date of issue (subject to a substantial and lasting improvement in attendance)  |

| **FORMAL**  | Form to Complete | Conducted when: | Meeting format: | Meeting Content: | Possible Outcomes: | Duration of Improvement Notice |
| --- | --- | --- | --- | --- | --- | --- |
| Stage 3/Case Conference | Case file and summary report (PA9)RequiredAction Plan PA10 (part 2) | Stage 2 Action Plan not met / Improvement Targets exceeded | Individual is invited in writing to attend a meeting: with an Area or Brigade Manager not previously involved, and offered the right to be accompanied, and informed that dismissal could be the end result of the meeting (Letter PA5c)A report from the Occupational Health service must be sought prior to the meeting (if not already held).A representative from People Management will attend in order to advise on points of law and procedure. | 1. Presentation of report from the Line Manager – summary of absence to date, that attendance does not meet required levels and all action taken to support acceptable attendance
2. Individual given the opportunity to explain their case
3. Consideration of most recent the Occupational Health service report
4. Consideration of any new information regarding ill health or change in the nature of the sickness
5. Consideration of discounting of any absences, e.g. DDA etc. (only under advice from People Management and the Occupational Health service )
6. Consideration of any reasonable adjustments which could be made
7. Consideration of ill health retirement
8. Consideration of adjournment and date for reconvened Hearing
9. Consideration of dismissal
 | * 1. A decision to dismiss on grounds of incapability;
	2. Hearing adjourned,; hearing to be reconvened at set date for final decision
 | NA |

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| PA10 – Part 1**Absence and Wellbeing – action plan**

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| Employee name: |  | Employee post: |  | Location: |  |
| Manager’s name: |  | Manager’s post: |  | Date action plan started: |  |

**Attendance Management Meetings - Informal Stages**

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| Date agreed | Agreed by: | Action required | Outcome / Target | Review date | Reviewed - when and progress: | Duration of Improvement Notice: |
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**Welcome Back to Work** meetings by managers with individuals must take place to assess the full circumstances of the absences and decide whether there is a requirement to move to any stage of the formal process.**Escalation** from informal and through to the relevant formal stage will occur without delay if the level of non-attendance reaches an unacceptable level as determined by the Council. |

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| PA10 – Part 2**Attendance Management Meetings - Formal Stages****Notes:**If the improvement targets are exceeded at any point within the stages, the manager should take immediate action and escalate to the next stage, rather than wait for the end of the review period.Where an individual has been absent with a disability/due to pregnancy related illness/due to an injury at work and has reached the procedures trigger points consideration will be given to the appropriateness of the trigger points in each individual case.The granting of an ill health retirement pension (Pension Scheme members only) will only be considered once all attempts at work reintegration and redeployment have been explored and exhausted.All stages are equally applicable for short and long term absences.**Attendance Management Meetings - Formal Stages**

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **STAGE** | Date agreed | Agreed by: | Action required | Outcome/Target | Review date | Reviewed when and progress: | Duration of Improvement Notice: |
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| **Escalation** from informal and through to the relevant formal stage will occur without delay if the level of non-attendance reaches an unacceptable level as determined by the Council. |

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