



**fitmums**<sup>TM</sup>  
and friends

## Absence Management Policy

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# Absence Management Policy

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## About this Policy

1. Fitmums and Friends recognises the contribution of its employees and is committed to providing good working conditions and health and safety standards.
2. It is the responsibility of Fitmums and Friends to make the most effective use of its employees and the Absence Management Policy contributes to that objective.

## Key Principles

3. This procedure enables managers to address absence issues, both short- and long-term, in a fair, consistent and equitable manner. It is recognised however that all cases must be dealt with on an individual basis because of differing circumstances therefore this procedure gives an outline of the principles to be observed. It also ensures Fitmums and Friends are providing effective support as required by individuals.
4. This procedure will be invoked where management has cause for concern regarding an employee's short-term persistent or long-term absence, which will help us to support and meet the needs of the employee.
5. Fitmums and Friends recognises that everybody is sick or subject to emergencies from time to time, however, regular attendance at work is a contractual requirement.
6. Short-term absenteeism refers to a series of illnesses that are often unconnected which result in frequent, short periods of absence.
7. It is acknowledged that occasions do arise when people are away from work on a long-term basis as a result of chronic or acute ill health. Although each case will be dealt with on an individual basis this policy outlines certain principles that will always be observed. Long-term absence would normally be classed as at least six weeks continuous absence.
8. This procedure applies to ALL staff within Fitmums and Friends except for employees currently in their probationary period.
9. Advice should be taken from the Central Team at all formal stages of this procedure to ensure the consistent application of this procedure throughout the Charity.
10. To ensure equality for all, this policy will not discriminate, either directly or indirectly, on the grounds of; age, disability, gender reassignment, marriage / civil partnership, pregnancy / maternity, race, religion or belief, sex, or sexual orientation, trade union membership, or any other personal characteristics.
11. The policy and procedure will be reviewed periodically giving due consideration to any legislative changes.

## **General Points**

12. Fitmums and Friends procedure for managing absence MUST be followed. It is the responsibility of every employee to report any absence and only in exceptional cases should this procedure be carried out by someone else on their behalf.
13. If an employee knowingly gives any false information or makes false statements about their sickness it may be treated as misconduct and may result in disciplinary action being taken. In proven cases of gross misconduct, it could lead to dismissal (e.g. absent on sick leave and working elsewhere).
14. Employees will not be entitled to an additional day off if they are sick on a statutory holiday.
15. Fitmums and Friends reserves the right to request a doctor's certificate for periods of absence of less than seven days in cases of short-term persistent absence. Where a cost is incurred, this will be reimbursed by the Charity.
16. Any employee who unreasonably fails to comply with the Charity's Absence Management Policy and procedure may have their Occupational Sick Pay withheld.
17. Fitmums and Friends has the right to dismiss employees whilst they are receiving sick pay entitlement. Any decision to dismiss will be supported by medical advice. Employees who are dismissed are entitled to receive the full amount that would be equivalent to their occupational sick pay entitlement, plus the relevant notice and leave entitlement.

## ***Employee Responsibilities***

### **Reporting Absence**

18. All employees must contact their line manager as early as possible on the first day of absence. The employee must make this call. The only exception is where it is clearly not possible for employees to ring personally – such as admission to hospital.
19. Employees must talk directly to their line manager / supervisor and not leave messages with anybody else. If the line manager / supervisor is unavailable a message must be left with their immediate manager giving the reason for the absence. This ensures we can understand the needs of the employee and provide support where needed.

20. If an employee does not have a telephone at home alternative arrangements for reporting sickness must be made.
21. When reporting absence employees must give the following information:
  - the reason for the absence (if known);
  - the expected length of absence (if known);
22. In cases of continued absence, employees must contact their line manager again on the fourth day of absence to provide them with up to date information.

### **Sickness Certification**

23. If an absence lasts for seven calendar days or less, on the first day back at work, employees will be required to complete a return to work interview giving the reasons for absence. The return to work interview will be countersigned by a manager / supervisor and subsequently will be kept in the individual's personnel file. The return to work interview is the charity's mechanism to enable support to be put in place by understanding the sickness. The return to work interview is a two way conversation to help put support in place to reduce or eliminate periods of sickness.
24. If an absence exceeds seven calendar days a doctor's statement of fitness to work certificate must be submitted to the line manager, no later than the tenth day of absence, covering the absence from the eighth day.
25. If an absence continues beyond the period covered by the initial medical certificate, further fitness to work certificates must be submitted to give continuous cover for the period of absence. On eventual return to work employees must complete the Charity's Sickness Self-Certificate in respect of the first seven days or less not covered by a doctor's medical certificate.
26. If the doctor's medical certificate does not specify the period of absence covered, it will be classed as covering a period of seven calendar days only.

### ***Return to Work Interview***

27. On returning to work, employees will be required to attend a return to work interview with their line manager to discuss their absence.
28. The discussion should allow for an exchange of information and be as frank and as open as possible as this will prevent any misunderstandings concerning the nature of the absence.

29. This will also enable the line manager to discuss any assistance or reasonable adjustments that may be possible to enable an employee to return to work or prevent further absence occurring.
30. A record of the interview should be kept by the line manager and signed by both parties.

### ***Short-Term Persistent Absence***

#### **Monitoring and Consultation**

31. Fitmums and Friends operates an accurate method of recording and monitoring levels of absence. If the amount of time being taken off for illness is giving cause for concern, the supervisor / manager will discuss this with the employee at the return to work interview.

#### **Continued Absence**

32. If absence levels continue to cause concern, then employees should be referred to a Charity specified doctor / Occupational Health Service for an independent medical examination. Alternatively, a medical report may be requested from the individual's GP with the permission of the member of staff concerned.
33. If the absence is the consequence of an underlying medical condition then medical advice would be sought to identify any reasonable adjustments or assistance that the Charity can provide.

#### **Disciplinary Action**

34. Continued non-attendance may result in disciplinary action being taken if no underlying medical condition can be identified. This may be in the form of either a verbal, first written or final written warning, and could ultimately lead to dismissal. As part of this process employees will be given the opportunity to improve their attendance.

### ***Long-Term Absence***

#### **Consultation and Discussion**

In cases of long-term absence the line manager must arrange to conduct regular 'care and concern' interviews to discuss possible courses of action should the absence continue (these interviews should be recorded and notes sent to the employee concerned). Employees may choose to be accompanied by a work colleague or trade union representative. The line manager may also choose to be accompanied, normally by a Human Resources Adviser or another manager

35. If employees are too ill to travel the line manager may choose to conduct a home visit at a mutually convenient time.

### **Medical Advice**

36. In cases of long-term absence, regular medical assessments must be sought.
37. Where there is doubt regarding an employee's ability to return to work on a permanent basis advice must be sought from the Charity's specified doctor / Occupational Health Service Provider. Alternatively, a medical report may be requested from the individual's GP with the permission of the member of staff concerned.
38. Employees must make themselves available to attend medical referrals.

### **Returning to Work**

39. Wherever possible Fitmums and Friends will make its best endeavours to aid a return to work on a permanent basis. To establish the most effective way of doing this the Charity may seek further medical advice.
40. This may include making reasonable adjustments to the employee's job, allowing a phased return to work, or by allowing the employee to return to work on a reduced or alternative hours basis.
41. Where a phased return to work is recommended through the medical assessment, the employee will be able to return to work on a part-time basis and receive their full pay. This will be for a maximum period of four weeks, after that the employee must substitute their annual leave for days not worked or receive payment only for the hours worked.
42. Where an employee requests a phased return to work themselves, annual leave should be taken for days not worked or they may opt to receive payment only for the hours worked.

### **Redeployment**

43. If medical opinion is that an employee is unfit to return to their former employment, the possibility of alternative employment will be considered. However, depending on the availability of alternative posts, this may not be possible.

### **Ill-Health Retirement**

44. Should the medical opinion indicate that an employee is permanently unfit, employees may have the option for applying for early retirement on the grounds of ill health, in line with the provisions of their pension scheme. This option should be discussed with individuals in full at the appropriate time.

### **Resignation**

45. At any time during this process an employee may choose to resign from their employment. They are required to give their contractual notice and any outstanding accrued holiday entitlement will be paid in lieu.
46. Payment in lieu of notice may be agreed by the line manager.

### ***Dismissal on the Grounds of Capability***

47. Should the dismissal of an employee be identified during the final care and concern meeting as the only appropriate option (i.e. all other options as outlined above have been investigated and found to be inappropriate) a formal capability review meeting must be held with the employee in question and their line manager to fully consider the situation again.
48. At this meeting, the employee has the right to be accompanied by a work colleague or Trade Union Representative.
49. Following the meeting if the employee is dismissed, they will be given a letter confirming the reason for dismissal, the date of dismissal, their right to appeal, any payment in lieu of contractual notice and any other outstanding payments to which they are entitled e.g. annual leave.
50. Following the meeting the employee has the right to appeal against the decision. The time period for appeals to be placed is 5 working days from the original decision.

### **Sick Pay Regulations**

51. The sick pay regulations are financial provisions and indicate an entitlement to sick pay and in no way indicate the amount of sickness absence to which an employee is entitled.



### **Data Protection**

52. All information relating to an individual's absence will be handled in line with General Data Protection Regulations and will be used purely to carry out the management of their employment.

### **Trigger Points - Irregular Attendance**

53. Trigger points are agreed levels of sickness absence which, when reached, will trigger management action.
54. Where someone is approaching a trigger point, it may be an early indication of a problem and line managers should informally discuss an employee's attendance record with the employee, including reminding the employee of the standards expected and of the support available to help the employee's attendance improve, including early interventions.
55. Trigger points are used to remind managers that the amount of sick leave being taken may be a problem and that it should be addressed.
56. Before considering action, line managers should consider each case on its merits and take account of:
- Isolated illnesses/accidents which should not lead to formal action in an otherwise good attendance record.
  - Staff who are disabled, where special consideration may have to be given to a higher level of absence.
  - Whether the absence has resulted from an industrial injury or illness, in these circumstances further action may not be appropriate.
  - Whether the absence is related to pregnancy or an assault in connection with their duties, in which case no further action should be taken.
57. Line managers should consider taking formal action when:
- Self-certificated absences in any 12 month period exceed 14 days.
  - Absences exceed 7 days in a 6 month period or less, although one isolated absence of 7 days would not necessarily require action.
  - Absences fall regularly on specific days, e.g. a Friday and/or Monday.
  - Eight or more spells of sickness absence are taken in a 12 month period, or four or more spells are taken in a six month period or less, irrespective of the length of the absences.
  - Absences for frequent and unrelated non-specific illnesses, e.g. headache, stomach ache, back trouble, especially where these are self-certificated.

**Return to work interview**

The aim of the return to work interview is:

- to assist your manager and the company identify where they can help your return to work and/or to help prevent a similar illness reoccurring; and
- to update you on any developments in your absence and discuss how your work was reallocated.

Employee	
Line Manager conducting interview	
Date of Interview	
Date(s) of Sick Leave	
Total number of sick days in last 12 months	
Did the Employee follow Charity guidelines regarding notification? (If no, give details)	
Was a medical certificate provided, if required?	

How are you feeling? Discuss reasons for absence.	
Was the illness work related?	
Do you feel that there is anything the Charity can do to assist your return/help you in future?	
If appropriate, discuss the individual's pattern of sick leave. Ask if there are any reasons for the pattern? Discuss the Charity's approach if necessary.	
Update on work developments and work during absence.	
Any other points discussed.	
Employee signature	
Line Manager signature	

\* A copy of the interview notes should be sent to the employee for their own records, a second copy should be placed on the employee's file.

### Detail of Policy Reviews

Date	Reviewed by	Reason for review	Equality Impact Assessment	Club review
19.06.2020	Jamie Lewis – Trustee	Creation of policy	N/A	N/A
17.02.2022	Jamie Lewis – Trustee	Annual review	N/A	N/A
02.04.2024	Hannah Horth	Annual review	N/A	N/A