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Introduction	Emphasis on well-being of employees and taking a positive approach to attendance through work life balance, health promotion and assistance to employees.	Emphasis of the policy on "Due regard must be given to the needs of the business and its customers as sickness absence disrupts service delivery and places an additional burden on other employees"
Purpose of Policy	To "help and encourage all employees to <b>achieve and maintain acceptable standards</b> of attendance".	To "encourage employees to maximise their attendance at work".
Flexible working and Special Leave Provisions	Provision for flexible working and a variety of special leave provision (detailed within Leave Policy)	No flexible working arrangements due to the nature of service – shift work. Allows for swapping of schedules and a limited degree of special arrangements agreed with Managers.  Some provision for special leave that requires specified notice periods.
Employee Responsibilities	Attending work on a regular basis in accordance with contract of employment.	Attending work when they are fit to do so and not allowing minor ailments to affect their attendance negatively.
Management Responsibilities	Recording and accessing information regarding policy compliance by their direct reports via DigiGov and ensuring that non- compliance is addressed.	Recording and monitoring of all periods of sickness absence. Reporting of infectious diseases related to sickness absence. Completing a form monthly and submitting to HR Employee Services team by the specified deadline.
HR responsibilities	Review and monitor sickness cases and support managers to undertake any remedial action.  Support line managers to manage sickness cases of 4 weeks plus and cases of absence due to stress	Key role for HR team to analyse the sickness absence information on a regular basis in order to identify employees with high levels of absence or patterns of absence, which may be a cause for concern. HR discuss cases with managers where employees have exceeded these thresholds.
Short-term Sickness	Frequent/persistent absences are normally sporadic and are	Short-term absences are defined as single, frequent or sporadic absence for short periods

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Absence	often attributable to	(normally one or more periods of
Definition	unconnected, minor ailments.	absence totaling 8 days or less)
Long-term	Long-term sickness absence is	Long-term sickness absences are
Sickness	defined as continuous sickness	defined as absences lasting more
Absence	of four weeks or more.	than 20 days (where days equal
Definition		missed day or night shifts)
Sickness	Employee must contact the	Employee is required to contact
Notification	relevant manager or nominated	their manager or another senior
	representative by telephone as	manager before their shift starts
	soon as possible on the <b>first day</b>	and before 10am regardless of
	of absence before the scheduled	their scheduled start time.
	start time. Must maintain this	Required to telephone before
	contact each day or until a	10am on each day of absence if
	Statement of Fitness for Work	sickness continues and provide
	from the General Practitioner is	Employee Statement of Sickness
	submitted.	after 3 calendar days.
Certification	Self-certification 1-7 days	Up to <b>3 calendar days, no written</b>
Less than 7 days	maintain contact <b>no written</b>	certification required. On 4-7
absence	form until 8 <sup>th</sup> day.	calendar days written self-
		certificate – Employee Statement
	No requirement to submit self-	of Sickness required on return to
	certification. However, the RTW	work.
	Interview Form requires	
	employees to sign the	
	declaration that the absence	
	information is correct.	
	Statement of Fitness for Work	
	will be required on the 8th day of	
	absence.	
More than 7	Statement of Fitness for Work	Statement of Fitness for work
days of absence	(medical certificate) required on	(medical certificate) is <b>required on</b>
days of absence	8 <sup>th</sup> day of absence.	8 <sup>th</sup> day of absence.
Sickness while	Sickness absences of less than a	When employee has been at work
at work as part	full day will count as a full day's	for more than 4 hours their
of the day	absence	absence will not be classified as
of the day	absence	sickness absence.
Short term	Informal Support Stage	Thresholds used for monitoring
absence triggers	iniorniai support stage	sickness absence levels:
ansence triggers	2 absences within a 6 month	
	rolling period	One or more period of absence lasting 4 weeks or
	Tolling period	more in a rolling 12 month
	Stage1 Formal Action- First	period
l l		
	Written Caution	period

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	4 absences within an 8 month rolling period and 1 additional absence of 6 calendar days or more within 8 months or when the employee's pattern of absence is likely to lead to or	<ul> <li>3 or more periods of absence of any length in a rolling 12 month period</li> <li>15 days' absence in a rolling 12 month period</li> </ul>
	is already causing difficulties.	Informal Absence Review
	The first formal written caution remains valid for 12 months. Employee under "Case Management".  Manager to inform employee that failure to improve absence record could lead to a further caution and that their future employment is at risk.  Stage 2, Final Formal	When an employee has breached the threshold, they will be invited to attend an Informal Absence Review Meeting. This may involve setting targets to improve attendance, and referral to occupational health. A follow-up meeting to review attendance standards and reasonable work place adjustment might be made to facilitate return to work.
	Written Caution	Stage 1. Formal Absence Review
	6 absences within a 10 month period and/or 1 additional absence of 6 calendar days or more within the period of the stage 1 warning, i.e. 12 months or when employee 2 further absences in a six month period of the caution. The Final Written Caution is valid for 18 months.  "Case Management" will end when attendance levels have improved.	Where no reasonable adjustment can be made to enable the employee to return to work, or if the agreed attendance targets have not been met, the employee will be invited to a Formal Absence Review meeting. Further consideration for a referral to Occupational Health Clinician or review of a medical report from GP or consultant and set further targets and a timescale for improvement  The panel will also decide
	Stage 3. Potential termination of employment	whether formal action is justified which could include the following:
	8 absences in any rolling 14 month period) and 1 additional absence of 6 days calendar or more within the period of the	<ul><li>First written warning;</li><li>Final written warning;</li><li>Dismissal</li></ul>

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	Stage 2 warning, i.e. 18 months;, i.e. they have 2 further absences in a six month period an absence pattern emerges which causes concern.	
	Employee will be invited to a formal Stage 3 interview in the form of a hearing. Decision of possible termination of employment will be discussed and employee notified of their right of appeal.	
Management of Short-term sickness absence	Managers to take action in line with short-term absence triggers or when there is a pattern of absence causing concern.  Managers can escalate the employee to the next trigger stage when deemed appropriate.	HR will discuss with the manager, and take action where the employee has exceeded the thresholds, and a decision will be taken whether to monitor the attendance of that specific employee for a further specified period.
		Where there are grounds to believe that the employee's absence was not genuinely caused by sickness or injury, and is potential misconduct an investigation will be conducted in accordance with the company's disciplinary policy.
Long term sickness management	A central sickness team in HR People Services will support the management of any sickness cases that go beyond 4 weeks. HR People Services will lead on the management of the case.	Where an employee has been absent from work due to sickness for a period of 20 days or more, or where an underlying health condition that is causing high levels of absence has been identified, manager will review the advice
	Contact meeting made by manager when the employee reaches 2 weeks of sickness absence. Thereafter meetings will be coordinated by HR People Services on a regular	provided in the Statement(s) of Fitness for Work and any further information provided by the employee. If the employee is likely to be fit to return to work within the next 8 weeks, the manager will
	basis (at least every 6 weeks), attended also by the manager.	discuss with employee how they can be best in their safe return to

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	At the first contact meeting employees are advised that a medical referral to Occupational Health may be required. For work related stress, manager and HR People Services will meet with employee and stress risk assessment will be explored.  Where an individual refuses to attend an appointment, the Disciplinary Policy will be invoked.  Where an employee is considered "unfit to return to work for the foreseeable future" as recommended by Occupational Health (Option 4), HR People Services, in conjunction with the manager, will initiate proceedings to consider dismissal on the grounds of long-term ill health.  Dismissal considered by Senior Manager.	work. Maybe referred to an Occupational Health Clinician if their advice would be helpful.  Where an employee is unlikely to be fit to return to work within the next 8 weeks, they will be invited to attend an Informal Absence Review Meeting.  Where no reasonable adjustment can be made to enable the employee to return to work, or if the agreed attendance targets have not been met, the employee will be invited to a Formal Absence Review meeting to decide on further action that needs to be taken, and will consider dismissal of the employee.  Where dismissal may be a possible outcome of the review hearing, the panel will normally be chaired by two senior independent managers and supported by a HR representative.
Occupational Health Report	Occupational Health endeavours to review an employee within 10 working days of referral and where possible submit a medical report within 5 working days of examination.	Occupational health report provided within 24-48 hours of appointment.  Employee will be charged cost of occupational health assessment if employee fails to attend scheduled appointment.
Payment during Sickness absence	Length Full pay Half Pay of service  1st year 1 month pay (26	Length Basic Pay Half Basic of (months) Pay (months)  4 1 2 months+

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		days)		1 year+	2	2
	1st year+ 4	1 month	2 months	2 years+	4	4
	months (26 days	(26 days)	(52 days)	3 years+	5	5
	2 <sup>nd</sup> year	2 months (52 days)	2 months (52 days)	5 years+	6	f annula sa faile
	3 <sup>rd</sup> year	4 months (104 days)	4 months (104 days)	Payment stopped if employee fa to comply with reporting and certification procedures  Employees will not be entitled to sick pay if the period of sickness	orting and lures be entitled to	
	4 <sup>th</sup> and 5 <sup>th</sup> year of service	5 months (130 days)	5 months (130 days)	absence be employee procedure	egins wh is subjec	ile the t to disciplinary
	After 5 years	6 months (156 days)	6 months (156 days)	GLL can vary the amount of sick pay and extend the periods of full and half pay at its discretion.  If the manager believes that an	periods of full liscretion.	
	Sick pay can be suspended if an employee fails to comply fully with the procedure and any local reporting arrangements including attendance at any occupational health appointments or contact meetings. (4.34)			employee's absence was not genuinely caused by sickness or injury, the matter may need to be referred to the company's disciplinary policy and the employee could be asked to repay any sickness payments made to them and may receive a formal warning.		
				of sickness	t will inc	ick pay lude all periods re been incurred roughout the
				be calcula the emplo periods of	ted by byee's e paid si 12 mon	ny sick pay will deducting from entitlement the ckness absence ths immediately

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Return to work interviews	RTW should be on the day of return or no later than 3 days following the return to work.  Manager to advise on the possibility of the employee hitting an absence trigger.  Advise the employee of the help available through Employee  Counselling Service or the Council's Stress Management  Policy and any other appropriate policies.	RTW meeting should take place on the employee's first day back at work or within 3 calendar days of the employee's return.  Manager will remind employees of the support service available from the Employee Assistance Programme, which offers information, advice and the services of qualified counsellors  RTW as a way of determining or validating reasons for sickness
Attendance at Occupational Health appointments	Employee to notify the Occupational Health Service at the earliest opportunity and no less than 3 working days prior if they are unable to attend an appointment. Failure to attend 2 appointments or refusal to attend will result in a stoppage of pay and disciplinary action may be taken.	absence  GLL will meet any costs associated with the medical examination.  However, if the employee fails to keep an appointment which they have agreed, and are unable to provide a satisfactory explanation, the employee will be required to pay the full cost of the referral.
Referral to Occupational Health	All employees on long term sickness absence should be advised at the first contact meeting that a medical referral to the Council's Occupational Health Service may take place. A referral must take place when employees hit Stage 2 of the short term triggers.	Following an informal review meeting, employee may be referred to Occupational Health.  During long term absence - and where it is advised that the employee is likely to be fit to return to work within the next 8 weeks, the employee may be referred to an Occupational Health clinician if their advice would be helpful, or, if absence is expected to be more than 8 weeks, employee may also be referred to Occupational Health
Phased Return	A phased return to work for up to a month. Review undertaken after one month phased return; the period may be extended by a further month. Maximum	Where Occupational Health or the employee requests a phased return to work (normally no more than 4 weeks) programme will be agreed between the employee, their Manager and HR.

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	period for any phased return	
	will be 2 months.	