



## **Attendance Policy**

The Office of the Police and Crime Commissioner (OPCC) is committed to the principles of equality and diversity. No member of the public, member of staff, volunteer or job applicant shall be discriminated against on the grounds of age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; or sexual orientation.

### **1. Introduction**

This policy provides the framework to ensure that attendance in the workplace is both effectively and consistently managed. It also details the responsibilities of individuals and line managers in relation to attendance.

All staff must be aware of and are required to comply with all relevant policy and associated procedures. This policy should be read in conjunction with the attendance management toolkit.

### **2. Aims**

The aims of this policy are to:

- Provide a framework for how attendance will be managed
- Identify the responsibilities of individuals and managers
- Ensure that individuals who are absent due to sickness receive fair treatment
- Ensure that obligations in respect of the Equality Act 2010 are met

### **3. Confidentiality**

Information about an individual's absence from work due to sickness, injury and personal/domestic related issues is confidential and must be treated with sensitivity.

Records in relation to managing an absence will be restricted to roles that have a responsibility for the management or recording of sickness absence.

### **4. Reporting and Recording of Sickness Absence**

A member of staff who is unable to attend work because of illness must notify their line manager (or another available manager) of the reason for their absence as soon as possible on the first day of absence. This notification should be made in person, by

telephone, unless the nature of the illness prevents this. Contact via text or e-mail is not acceptable. This contact must be recorded by the line manager on GRS.

If the absence continues beyond 7 calendar days, the individual must obtain a 'Statement of Fitness for Work' (Fit Note) from their doctor and send it to their line manager as soon as possible who must record this information on GRS.

Staff who fail to comply with the absence reporting procedure will be regarded as being on unauthorised absence from work which may result in loss of pay and/or disciplinary action.

Where an individual goes home from work due to sickness, the line manager will need to contact Shared Services to ask for the individual's record to be updated on GRS using the 'Gone Home Sick' category.

If an individual becomes ill during annual leave they must follow the normal sickness reporting procedures. An individual cannot self-certify during annual leave so they will need to get a note from their Doctor. The absence will be treated as sickness absence and the annual leave will be re-instated if the individual provides a Doctor's note. Any costs incurred by the individual will be reimbursed.

## **5. Responsibilities**

### **The individual**

Individuals are responsible for maintaining the standard of attendance expected of them and must take reasonable steps to uphold consistent attendance at work. When an individual is not able to attend work due to sickness or injury he or she must:

- Personally notify their line manager at the earliest opportunity that they are unable to attend work. Contact via text or e-mail is not acceptable. If the line manager cannot be reached due to annual leave etc. then the individual must notify another manager that they are unable to attend work. Contact must be made by the individual unless they are unable to do so
- Give a clear indication of the nature of the illness (if known), an expected return to work date (if known) and where possible any outstanding tasks that need to be completed
- Remain in contact with their line manager whilst absent (or an alternative line manager if appropriate)
- Keep the appointed line manager informed of any further developments on a regular basis
- If absent for more than 7 calendar days, obtain a Statement of Fitness for Work (Fit Note) from their GP and forward the Fit Note to their line manager immediately
- Notify their line manager if they intend to go on holiday whilst they are off sick

### **The line manager must:**

- Record on GRS the date and time the illness was reported to them and the nature of the illness

- Where an individual goes home from work due to sickness, line manager to contact Shared Services to ask for the individual's record to be updated on GRS using the 'Gone Home Sick' category
- Discuss with the individual how long they are likely to be absent (if known)
- Obtain contact details and discuss with the individual how ongoing contact/support will take place
- Identify if the absence is a result of an injury, accident or maternity related, and if so, record as necessary
- Discuss whether the absence is linked to a disability and if so, consider any reasonable adjustments that need to be made for the individual
- Review the Fit Note and consider any recommendations from the GP
- Advise the individual whilst off sick that a review may take place of any registered business interest
- Conduct a return to work interview as soon as the individual is back at work

**Senior Leadership Teams will:**

Take ownership of attendance management in order to ensure that;

- Employees are appropriately supported and that decision making is consistent
- There are measures in place, where appropriate, to support improved attendance and/or a return to work plan
- Line managers are adhering to the attendance management policy in respect of trigger points when managing attendance

**Occupational Health will:**

- Provide advice and guidance to managers and individuals as and when required
- Determine as to whether a medical condition is regarded as a disability under the Equality Act and what reasonable adjustments are appropriate
- Determine as to whether a medical condition that is not specifically defined as a disability will be managed in accordance with the principles of the Equality Act
- Develop a health and wellbeing strategy which supports a culture where managers and staff take health and wellbeing seriously
- Provide advice on return to work plans
- Provide advice on capability related to longer term health issues

**6. Return to Work**

When an individual returns to work following a period of sick leave, the line manager must meet with them preferably on their first day back and conduct a return to work interview. Where the period of absence is related to a disability and/or is pregnancy related, the line manager should also discuss whether any reasonable adjustments can be made to enable the individual to maximise their attendance. This return to work must be recorded on GRS and the associated paperwork completed.

**7. Sickness Absence – Trigger Points and Categories**

Individuals may at times be unable to attend work due to illness or injury. As a result, some individuals may meet the attendance trigger points and require management interventions and support to assist them to improve and maintain their attendance.

Trigger points help to highlight those individuals where there is concern about their attendance. They facilitate supportive action to help resolve issues and encourage good attendance.

The trigger point for management review in relation to unacceptable levels of sickness absence will be determined by use of the Bradford factor. The Bradford factor is a method of calculating absence in order to put a weighting on the absence. Trigger points are then used to prompt line managers to investigate a case further. It is important to bear in mind that this is only one method of looking at absence. Consideration will be given to individual circumstances and a balanced approach must be taken.

The calculation is simple:

The Bradford factor is calculated using the Bradford formula: **S x S x D = B**

- S is the total number of separate absences by an individual
- D is the total number of days of absence of that individual
- B is the Bradford factor score

The set period when using the calculation is typically set as a rolling 52 week period. For example, this is how 10 days absence could be shown:

- 1 instance of absence of 10 days is 10 points (1x1x10)
- 5 absences of 2 days each is 250 points (5x5x10)
- 10 days of one day each is 1000 points (10x10x10)

### **Trigger points**

To ensure that attendance is managed consistently and fairly, we will use the Bradford factor to identify trigger points so that managers know when to review attendance and take appropriate action. Line managers can access the Bradford factor score for each of their members of staff via GRS in the following way:

Once in GRS:

- Click on 'Sickness' on the toolbar at the top of the screen
- Click on 'Sickness Reports'
- Click on 'Individual sickness history'

In the 'Find a Person' box at the bottom left hand side of the screen, put in the individual's name that you wish to check the Bradford factor score for and then on the right hand side of the screen at the top, you will see a column titled 'WD Bradford Score'. This is the individual's current Bradford factor score.

Individuals can check their own Bradford factor score in the web version of GRS.

These trigger points enable the categorisation of an individual's sickness. Every individual will be categorised based on their current attendance levels over a rolling 12 month period, as detailed below;-

### **Tier 0**

#### **Individuals who have not had any absence in the last 12 month period**

Managers should be aware of these individuals and acknowledge their good attendance.

### **Tier 1**

#### **Individuals who have a Bradford factor score of less than 100**

Line Managers should monitor attendance levels for these individuals and if they have further sickness absence that keeps their score under 100, this should be managed through normal return to work discussions with the individual.

### **Tier 2**

#### **Individuals who have a Bradford factor score of 100 or more**

Those individuals who have a Bradford score of 100 or more must have a meeting with their line manager to discuss their attendance and agree an appropriate wellbeing/attendance plan which will support and assist them to improve their attendance. The purpose of this plan is for line managers and individuals to understand what support and interventions need to be put in place to help them to improve their attendance and should not be used or viewed as a punitive approach to managing attendance. Each case should be judged depending on the individual's reasons for absence. Factors to be considered at this stage are what is the nature of the absence i.e. injury on duty, serious illness, pregnancy related, disability related etc. Where reasonable adjustments are in place and there are still attendance issues, then a wellbeing plan should still be put in place.

In certain circumstances it may be appropriate to place an individual directly onto the informal stage of Capability. This will be dependent on previous attendance history, number and nature of absences, potential trends of absence. Where line managers are considering this option they should discuss use of the Capability Policy with a senior manager.

### **Tier 3**

#### **Individuals who have a Bradford factor score of 100 or more and have a wellbeing plan in place**

Where individuals with a Bradford factor score of 100 or more have a wellbeing/attendance plan in place and are not meeting the objectives contained within the plan, consideration must be given to placing them on the informal stage of the Capability Procedure unless they meet one of the following criteria:-

- The absence is as a result of an injury or illness caused whilst carrying out their designated role.
- The member of staff is suffering from a terminal or life threatening illness

- The absence is related to a disability where it would be appropriate to extend pay to allow reasonable adjustments to be made or put into place to assist a return to work
- Where a member of staff is going through the ill health retirement process and is in receipt of a certificate that confirms permanent disablement
- There are other exceptional or unusual circumstances that may warrant additional consideration

#### **Tier 4**

##### **Individuals on informal Capability who have further absence**

Those individuals who are subject to the informal stage of Capability who then have a further period of absence will move to the formal stage of the Capability procedure unless there are exceptional circumstances. Line managers should discuss these cases with a senior manager before they proceed.

#### **Salary During Sickness.**

The entitlement to paid sick leave depends on the completed period of service as follows:

<b>Period of Service.</b>	<b>Full Pay</b>	<b>Half Pay</b>
During 1st 4 months	30 days	Nil
4 months to end of 1st year	30 days	60 days
After completion of 1 year	60 days	60 days
After completion of 2 years	120 days	120 days
After completion of 3 years	150 days	150 days
After completion of 5 years	183 days	183 days

This entitlement to basic salary during a period of sickness will depend on the payments made during previous periods of sickness in the 12 month period immediately before the start of the period in question. The allowance for each period of sickness is calculated by:

- Basic entitlement as set out in the table above.
- Reducing the allowance for full pay by any period of sick leave occurring during the twelve months immediately preceding the first day of absence for which OSP at full-pay has been paid. This gives the number of days for which payments at full pay is due.
- Reduce the allowance for half-pay by any period of sick leave occurring during the twelve months immediately preceding the first day of absence for which OSP at half-pay has been paid. This gives the number of days for which payment at half-pay is due.

The Chief Executive has discretion to extend the period of full pay and/or the period of half pay in individual cases.