



Policy and Procedure for the Management of Sickness Absence

1. Introduction

- 1.1 In the development of this policy consideration has been given to the impact on protected characteristics under the Equality and Act and the work life balance of employees.
- 1.2 The Governing Body recognises its responsibility for the health, safety and welfare of its staff. This sickness Absence Policy sets out our procedures for reporting sickness absence and for the management of sickness absence in a fair and consistent way. This policy places emphasis on proactive support for staff in the event of ill health difficulties. This policy does not form part of any employee's contract of employment and it may be amended at any time.
- 1.3 It is the responsibility of management to monitor and control absence and to respond effectively to actual and potential problems. The school has standards for attendance of staff as it does for pupils. It is the responsibility of the Head teacher and all levels of management to ensure these standards are achieved and to raise awareness of the effect of sickness absence levels on the quality and continuity of teaching and learning and other aspects of the effectiveness of the work of the school. In addition managers have a clear obligation placed on them to identify and address problems in the work environment and/or job factors that may be contributing to staff absence.
- 1.3 Sickness absence can vary from short intermittent periods of ill-health to a continuous period of long-term absence and have a number of different causes (for example, injuries, recurring conditions, or a serious illness requiring lengthy treatment).
- 1.4 The Head teacher is responsible for monitoring the implementation of the procedure across the school to ensure that the procedure is communicated to employees and that it is applied consistently. Levels of sickness absence will be monitored and will record the average number of working days lost due to sickness per full time equivalent employee and identify areas where the work of the school, in particular the continuity of teaching and learning, is being affected by absence levels. This will include a break down of total absence into long term and short-term absence (normally more than 28 days) and reasons for absence. The information will be reported to governors on an anonymised basis. The procedure sets out the steps which the Headteacher and line managers will normally follow when staff sickness absence occurs.
- 1.5 In normal circumstances Managers with authority to have Return to Work discussions are:
The Head Teacher
The Deputy Head and
The Assistant Head

Managers with authority to hold Informal Sickness Absence Meetings are:
The Head Teacher
The Deputy Head

Senior Managers with authority to hold Stage 1 Meetings (and review Stage 1 decisions at appeal) are:
(insert job titles)
The headteacher has authority to hold a Stage 2 meeting. In the event that the headteacher has held the Stage 1 meeting then Stage 2 will be considered by a committee of Governors.

2. Employees' Responsibilities

- 2.1. Attend work when fit to do so
- 2.2. Follow the Notification of Sickness Absence procedures:
 - 2.1.1 An employee in a school who is prevented by illness from reporting for duty shall personally notify the Head teacher as soon as possible by email or telephone on the FIRST DAY OF ABSENCE.
 - 2.1.2 If an employee does not report for work and has not explained the reason for absence then the School Secretary will try to contact the employee, by telephone text or email. This must not be treated as a substitute for reporting sickness absence.
 - 2.1.3 A medical certificate (Fit Note) must be provided from the EIGHTH day of absence (including Saturdays and Sundays).
 - 2.1.4 In cases where the first medical certificate (Fit Note) covers a period exceeding fourteen days or where more than one medical certificate (Fit Note) is necessary the employee must obtain a final medical certificate (Fit Note) certifying fitness for work.
 - 2.1.5 Employees must continue to submit medical certificates (Fit Notes) during school closure periods. In the event that an employee becomes fit during a school closure period then paragraph 2.1.4 applies.
- 2.3. Self Certification
All employees must complete a self-certification form detailing the reason for absence for any period of sickness absence up to seven days. The self-certification form must be completed immediately on return to duty.
- 2.4. Attend an Occupational Health Appointment
An employee shall, if required at any time, attend a medical examination by a registered medical practitioner nominated by the school, subject to the provisions of the Access to Medical Reports Act 1988 where applicable.
- 2.5. Ensure medical advice and treatment is obtained and adhered to in order to facilitate a return to work as soon as possible.

3. Reimbursement of Cost of Doctors' Statements.

- 3.1 Where the Headteacher requires a medical certificate (Fit Note) from an employee, the employer shall on provision of a receipt, reimburse the employee if a charge is made for the statement.

4. Illness or Injury Arising from Work

- 4.1 Any accident arising out of or in the course of employment with the school must be reported and recorded in accordance with the procedures laid down by the school. The accident will be subject to investigation and report by an employee authorised for the purpose by the school;
- 4.2 Where an employee seeks medical advice about an illness which is suspected or alleged to result from the nature of his or her employment the employee must report relevant information to the Headteacher or Senior Manager at the first opportunity;
- 4.3 In the case of the first, and any subsequent absence, due to industrial disease or accident an employee shall submit, at any time during such absence, if so required by the employer, to a medical examination by a registered medical practitioner nominated by the school.

5. Return to Work

- 5.1 **Phased returns**
Where an employee returns to work on a part time basis following long term sickness absence, with the expectation that they will be able to work their full contractual hours within a reasonable period of time, on medical advice provided by the Occupational Health doctor, the following arrangements will normally be made in relation to pay:
- Where the employee has exhausted sick pay, the salary payment made will be based on the number of hours worked.
 - Where the employee has not exhausted sick pay, the employee will be paid in accordance with the number of hours worked, or the occupational sick pay entitlement that would be payable if the employee remained sick, whichever is the greater amount.
- 5.2 If the employee returns to work with a medical certificate (fit note) which states 'may be fit for work', the advice on the note will be discussed and consideration will be given as to how it impacts upon the job, the workplace, pupils and colleagues. The G.P.'s functional comments, any of the return to work tick boxes, and any other action that could facilitate a return to work will be considered with due regard to the Equality Act. Options may include a phased return to work, altered hours, amended duties or workplace adaptations. If a return to work is possible the agreed action plan will be documented and implemented. If it is not possible to provide the support suggested by the G.P, the note will be used as if the G.P had advised 'not fit for work'. The employee will not need to return to their G.P to obtain a revised statement. A Sickness Absence Interview will be held to review the support in place at an appropriate time.

- 5.3 Consideration will be given as to whether a risk assessment is required to ensure the health and safety of the employee in light of the reason for their ill health, for example a stress, ergonomic or more general risk assessment may be required.

6. Trade Union Representatives

- 6.1 Trade union stewards are subject to the same standards of attendance as other employees. However, to ensure that they are not discriminated against as a result of carrying out their legitimate trade union duties, no action under the formal process will be taken against a recognised trade union representative without prior discussion with the full time trade union officer.

7. Probationary Periods for Support Staff

- 7.1 All new support staff employees are subject to a probationary period. Sickness absence issues that arise during a support staff employee's probationary period will be taken into account in determining whether or not the probationary period is completed satisfactorily and this procedure will not apply.

8. Equality Act

- 8.1 The governing body fully recognises its legal obligations to fulfil the requirements of the Equality Act and that a failure to comply with this duty will amount to an act of discrimination. In the event that this procedure is applied to an employee who is disabled under the Equality Act then a detailed investigation will be undertaken to ensure that the school's legal obligations have been fully met, in particular with regard to an analysis of requests for reasonable adjustments, the implementation of those adjustments and the effects of these adjustments.
- 8.2 Absences due to an employee's disability under the Equality Act will not be taken into account when monitoring levels of sickness absence unless there is objective justification; for example where the impact of the absence on teaching and learning cannot be reasonably tolerated. Guidance must be obtained from EPM before any action is initiated.

9. False Information

- 9.1 The provision of any false information could result in disciplinary action being taken, including the possibility of dismissal

10. Attendance at Meetings

- 10.1 Throughout this procedure, if an employee indicates that they are too unwell to attend a formal or informal meeting they will be given the option to:
- Meet in a neutral venue or at their home; or
 - Attend via telephone conference; or
 - Send a trade union representative or work colleague to represent them providing appropriate written consent; or
 - Provide a written submission; or

- Request that the meeting takes place in their absence.
- 10.2 If an employee fails to communicate their wishes with regard to the above, the meeting may take place in their absence with the outcome communicated to them in writing. Meetings will not be postponed beyond 5 days unless there is medical evidence that the employee is not medically fit to take part by any of the means described above.
- 10.3 Any senior manager visiting an employee's home will be accompanied by another manager; the employee will be entitled to be accompanied by a person of their choice at a home meeting.

11. Informal Procedure

11.1 Return to Work Discussion

When an employee returns to work following any period of sickness absence, the line manager will normally meet with the employee. The purpose of this meeting is to determine the reason for the absence and, where appropriate, offer assistance and support. It is also an opportunity to identify any difficulties that the employee is experiencing in carrying out the duties of the post. The return to work discussion should be held as soon as possible after any period of sickness absence. It will be in private and confidential. The manager needs to maintain a balance between concern for the employee's welfare, without being too intrusive into their personal circumstances, and for the need for him/her to be at work. A note of the meeting will only be made if there are action points arising from it. In that case the employee will be provided with a copy.

11.2 Sickness Absence Interviews

Sickness absence interviews will be arranged with employees whenever it is considered necessary and/or whose absence record falls into the following categories:

- a total of [7] working days absence within [1 term]
- [10] working days within [3 terms]
- [3] occasions of absence within [1 term]: or
- unacceptable patterns of absence

In preparation for the meeting the Manager will:

- Consider the school's statistical data on levels and types of sickness absence for all staff to ensure consistency.
- Confirm that the "trigger" point has been reached or that the record shows a pattern of absence or some other factual data which identifies the cause for concern.
- Consider the job description and the impact of the absences on the work of the school and on the work group.

The line manager will use the Sickness Absence Interview Proforma at Appendix A as the agenda for the meeting and give the employee a completed signed copy after the meeting. There is no entitlement for the employee to be accompanied at an informal Sickness Absence Interview. A

notetaker may be present but that will not normally be necessary.

11.3 Monitoring Period Following Sickness Absence Interview

After conducting a sickness absence interview the line manager will review or monitor the employee's attendance for a further period, normally this will be for a period of one month and no longer than three months. Further interviews may take place during the monitoring period if there is more sickness absence.

The line manager will assess the employee's absence record and its effects on the work of the school, and attempt to establish reasons for the absences; identify underlying trends and seek to offer any assistance to the employee (e.g. Occupational Health Services), with a view to supporting the employee and improving the employee's attendance record.

During the monitoring period the Headteacher/line manager may require that any period of absence is covered by a medical certificate (Fit Note). If the employee has a fit note which states 'may be fit for work', the process in 5.2 will also be followed. If the suggested support cannot be reasonably accommodated in order to facilitate the employee's return to work, a decision may be made to move to the formal part of the procedure.

11.4 Where the line manager is of the view that the employee's attendance has not improved to acceptable standards after the review period, the line manager should either inform the employee that the issue will:

- be referred to Stage 1 of the formal procedure. A letter requiring attendance at a Stage 1 meeting will be sent to the employee
- or
- if there are exceptional circumstances, extend the review period.

12. Formal Procedure

12.1 Stages in the Process

There are two stages in the formal process. The type of case (i.e. short or long term absence) will determine the need to move either through the stages (short term absence), or, in some circumstances, directly to Stage 2 (long term absence). The possible pathways through this process are shown in the flowchart at Appendix B. The procedure can end at any point in the process if there is sustained improvement. If further concerns arise within 12 months of a Stage 1 meeting being held the procedure may resume at Stage 2.

12.2 Before starting the formal procedure, managers will satisfy themselves that sufficient reasonable action has been taken under the informal procedure to:

- seek medical advice from occupational health;
- consider whether the employee has a disability under the Equality Act;
- consider any support, training and adjustments that have been requested or implemented and the outcome of these actions;
- whether there are any other work related issues.

- ensure that the employee has been consulted throughout the informal process;
- consider all of the circumstances and available information.

13. Preparation for Stage 1 Formal Meeting

- 13.1 A Senior Manager will arrange a formal meeting with the employee, giving him/her at least 10 working days' notice, in writing, of:
- the reason for the meeting, outlining the concerns about the employee's attendance ;
 - the time, date and location of the meeting;
 - who will be conducting the meeting and who else will be present;
 - copies of any documents to be referred to including any previous action plan;
 - the employee's right to be accompanied and/or represented and to refer to any documents if he/she wishes; and
 - the requirement, for the employee to provide 2 days prior to the meeting:
 - the name of his/her representative (if applicable); and
 - copies of any papers to be referred to and witnesses to be called (if applicable).

14. Stage 1 Meeting

- 14.1 At the stage 1 meeting the Senior Manager will (normally with advice from an EPM advisor):
- explain the purpose of the Stage 1 meeting;
 - set out the standard(s) of attendance expected of the employee;
 - explain how the employee's attendance has been assessed as falling below these standards and the effect of this on service delivery/colleagues;
 - review the results of the informal procedure, including any measures taken to support the employee so far, any work related issues and any medical reports and advice received;
 - give the employee and/or his/her representative the opportunity to explain any mitigating circumstances;
 - try to establish the reasons, including any underlying causes, for poor attendance , and seek agreement from the employee for a further referral to Occupational Health if this is required;
 - confirm, where appropriate, that the poor attendance is due to an ill-health issue;
 - if appropriate inform the employee that they may wish to consult their pension scheme provider with regard to ill health benefits.
 - discuss the way forward and determine an action plan that clearly identifies:
 - the improvements necessary to achieve the expected standards;
 - the timescale for improvement;
 - how attendance will be measured/monitored;
 - additional support/training to be provided; and
 - the review period, (normally one month and no more than three months);

- 14.2 Within 5 working days of the formal stage 1 meeting the Senior Manager will write to the employee to:
- confirm the action plan in writing; and
 - advise the employee that if he/she fails to achieve the improvements in the review period a Stage 2 meeting will be arranged where dismissal for lack of capability due to ill-health will be considered;
 - confirm the employee's right to ask that another Senior Manager or Governor(s) review(s) the decision at an appeal meeting

14.3 Stage 1 Review Period

The Senior Manager will ensure that during the review period the employee's attendance is closely and objectively monitored. Normally, weekly supervision meetings will be held between the employee and the Senior Manager to ensure:

- effective monitoring;
- appropriate support is given to the employee;
- positive feedback is given where possible; and
- if further problems in attendance are identified, the reasons are discussed.

- 14.4 Notes of the monitoring process will be kept by the Senior Manager and a copy provided to the employee. The notes may be referred to at Stage 2 of the procedure.

15. Review Period Evaluation

- 15.1 If, at the end of the review period, the employee's performance has improved to acceptable standards, no further action will be taken under this procedure, unless standards are not sustained during the next 12 months.
- 15.2 The decision to take no further action will be confirmed by the Senior Manager in writing, within 5 working days. This letter will also confirm that the improved attendance must be sustained consistently during the next 12 months and explain that if there are further issues the Sickness Absence procedure may be invoked at Stage 2. A copy of this letter will be kept on the employee's personnel file.
- 15.3 An employee, who sustains the improved performance consistently over the 12 month period, will receive a further letter to acknowledge his/her continued efforts and confirm that any future attendance issues will be dealt with informally in the first instance.
- 15.4 If at the end of the review period, the employee's attendance has not improved to acceptable standards then
- the issue will be referred to the Headteacher under Stage 2 of the procedure.
- Or
- in exceptional circumstances the review period will be extended.
- 15.5 If the employee is in a Pension Scheme, s/he will be given the option to explore eligibility for an ill health pension award prior to convening a Stage 2 Meeting.

16. Preparation for a Stage 2 Meeting

16.1 The Senior Manager will hold a formal meeting with the employee giving him/her at least 10 working days' notice, in writing, of:

- the reason for the meeting, outlining the outstanding concerns about the employee's work attendance due to ill-health;
- the time, date and location of the meeting;
- who will be conducting the meeting and who else will be present;
- any documents to be referred to in the discussions, including, as appropriate, previous action plans, notes of the monitoring process, copies of reports received from Occupational Health;
- the employee's right to be accompanied and/or represented and to refer to any documents he/she wishes, copies of which should be sent to the Senior Manager 3 days in advance of the meeting; and
- the possible consequences of the meeting, i.e. that it may result in the employee's dismissal on the grounds of lack of capability due to ill-health.

17. Stage 2 Meeting

17.1 At the meeting the Headteacher will (with advice from an EPM advisor):

- explain the purpose of the Stage 2 meeting;
- ask the Senior Manager to outline:
 - the ways in which the employee has been assessed as not meeting the expected work attendance standards due to ill-health; and
 - the process so far under the Absence & Attendance procedure;
- review in detail, as appropriate,
 - standards of attendance/performance expected;
 - details of Sickness Absence Interview meetings, records of home visits or other meetings plus any other information relating to the informal action taken;
 - monitoring of attendance against action plans;
 - medical advice received from Occupational Health; and
 - measures taken by management to support the employee, e.g. reasonable adjustments;
- discuss with the employee and his/her representative whether, the employee has been assessed as achieving the required improvements in attendance;
- review the effect of the poor attendance on teaching and learning, service delivery and work colleagues;
- explore, as appropriate, the potential for to employee to achieve a sustained improvement in attendance;
- give the employee and/or his/her representative every opportunity to answer the points made and to give an explanation or put forward any mitigating circumstances; and
- discuss any options regarding the employee's pension that may be available.

17.2 In circumstances where the Headteacher has assumed the role of Senior Manager or does not have delegated power of dismissal, a committee of Governors will assume the role of the Headteacher as set out above.

18. Stage 2 Decision

18.1 Following the discussions the Headteacher will adjourn the meeting to consider the options available:

- to take no further action under the procedure;

or

- to set a further/final review period to allow for additional monitoring and/or additional management support. A further formal Stage 2 meeting will be held at the end of this review period. If attendance is not satisfactory by that time then the employee will be dismissed for lack of capability due to ill-health.

or

- to dismiss the employee for lack of capability due to ill-health ensuring that alternative work options have already been explored or will be explored during the employee's notice period, that there is no prospect of their return within a reasonable timeframe, or that they will be able to achieve or sustain their attendance.

19. Dismissal

19.1 If the decision at the Stage 2 meeting is to dismiss, the Headteacher will inform the employee and his/her representative, orally, that the employee is dismissed, with the required contractual or statutory notice, on the grounds of lack of capability due to ill-health.

19.2 The Headteacher will confirm in writing, to the employee within 5 working days:

- that he/she has been dismissed;
- the grounds for dismissal and the reasons;
- the required contractual or statutory notice due and the date the dismissal will be effective;
- the employee's right of appeal to an Appeals Committee of the Governing Body against the dismissal.

19.3 In some cases it may be appropriate for the employee not to work his/her notice, but to remain at home on 'garden leave'. A medical certificate (Fit Note) must be provided that covers the employee's notice period.

20. Appeals against Dismissal

20.1 An employee has the right to appeal against a dismissal decision. Any appeal must be submitted within 10 days of receipt of the letter confirming the dismissal, and must clearly state the grounds for appeal. All appeals against dismissal will be heard by Appeals Committee of the Governing Body. The purpose of an appeal hearing is to review the decision made to dismiss the employee and to decide if this decision was reasonable in all the circumstances. The appeal hearing will be held as soon as practicable, and the employee will have the right to representation at the hearing by a trade union representative or work colleague.

20.2 The Appeals Committee of the Governing Body has the authority to:

- uphold the appeal (i.e. to reinstate the employee);
- and/or

- issue a lesser level of management action, e.g. to:
 - drop the formal process;
 - refer to a lower stage in the formal process; and/or
 - reduce standards of attendance or targets set in the action plan;
- or
- dismiss the appeal, i.e. the decision to dismiss remains in force.

20.3 The decision of the Appeals Committee of the Governing Body is final. The employee has no further right of appeal.

Appendix A

Strictly Confidential Sickness Absence Interview Record

This is the management record of a meeting held under paragraph 11.2 of the Sickness Absence Policy and Procedure. It is strictly confidential. It will be held on the employee's personnel file until such time as the employee's attendance is wholly satisfactory and for 12 months thereafter. At that time it will be securely destroyed. The record may be accessed and referred to by those with authority to manage the informal and formal stages of the Sickness Absence Policy and Procedure. A Sickness Absence Interview is not part of the formal procedure and there is no entitlement for the employee to be accompanied or represented. The meeting will be held in private.

Employee:	Date of Meeting:
Length of service:	
Interviewing Manager :	

Details of Sickness Absence

Period of Absence:	Number of Days Absent:
Reason(s) for Absence:	
Is absence related to a disability under the Equality Act? No Yes <i>if yes – details of medical evidence must be attached.</i>	

Details of Meeting

Key points discussed Welcome and update, if necessary, on work events and changes.
Reasons for absence – underlying medical condition?
The value of your contribution. The impact of absence on teaching and learning, service delivery and colleagues. The impact of your absence and how your work has been covered in your absence.

Are you fully recovered and able to resume full duties? Yes No
If your view is "no" then action plan must consider
Referral to OH
Temporary adjustments

Action Plan

The objective is that attendance will be 100%. Is there anything we can do to improve your attendance, e.g. OH referral, counselling, a review of risk assessment, temporary adjustments, training?

Is your absence in any way related to work?

Are you doing all you can to improve your attendance?
e.g. Act on medical advice, lifestyle choices, attention to work life balance, non-medical support e.g. counselling.

Fit note required for any period of absence during the monitoring period?
(see paras 3.1 and 11.3)
Yes No

Review
Attendance will be reviewed in
1 month 2 months 3 months Date of review: _____

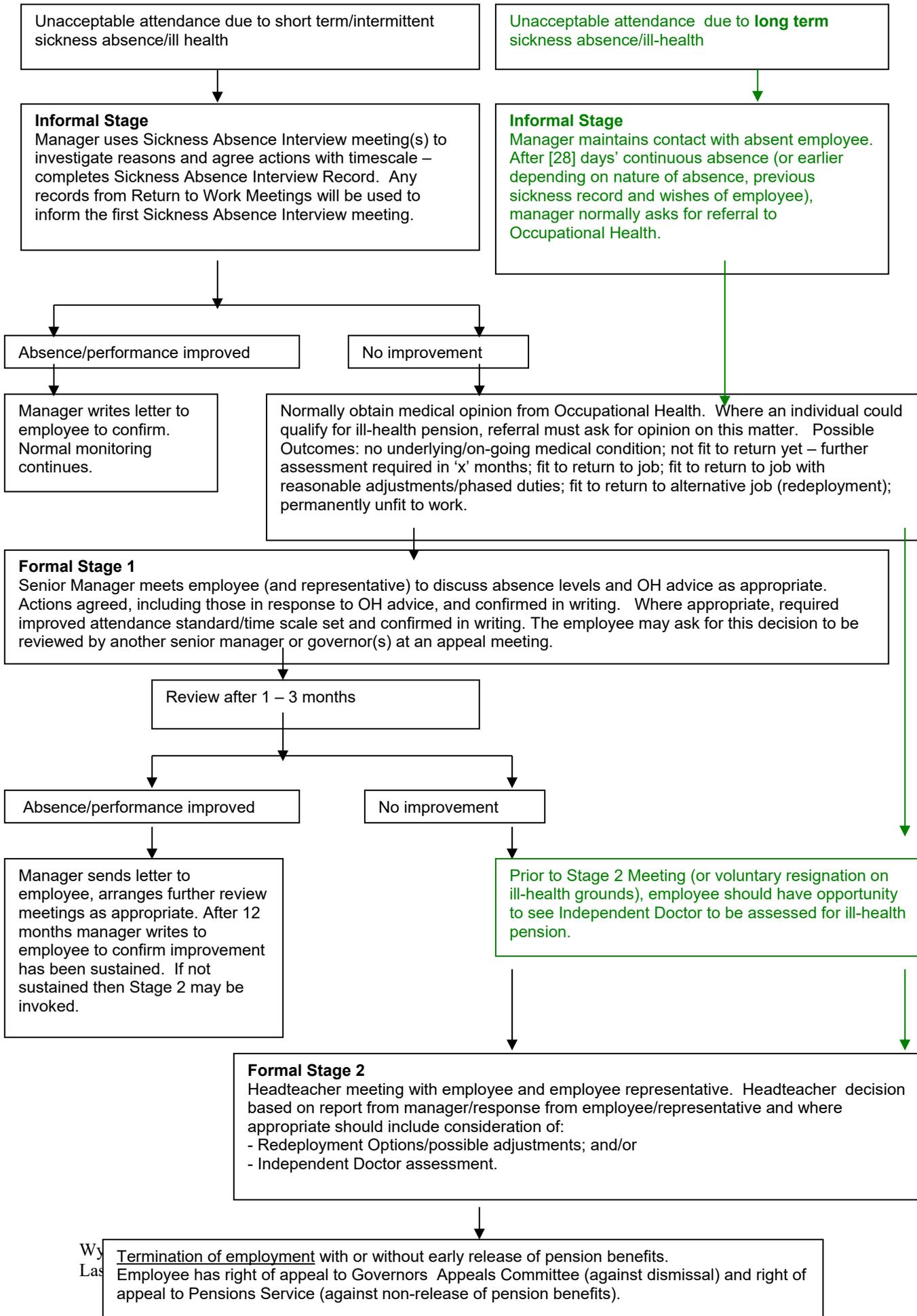
Please note that further absence during this period may mean that the review is held under Stage 1 of the formal procedure.

Copy of Sickness Absence Policy and Procedure has been provided and process explained.
Yes Date _____ No
(must be provided and explained prior to a formal meeting)

Signature of Manager.....	Date
Signature of Employee.....	Date

Appendix B

Sickness Absence Procedures Flowchart



Appendix C Model Letter: Notification of Stage 1 Sickness Absence Meeting

Dear

Notification of Stage 1 Sickness Absence Meeting

I refer to your recent period of sickness absence and the Sickness Absence Interview meeting(s) on (date[s]) conducted by (name).

Your further sickness absence during the informal monitoring period means that the matter will now be considered at a formal meeting under Stage 1 of Sickness Absence Policy and Procedure. I would like to stress that this is neither a disciplinary matter nor an attempt to determine whether your absence is legitimate. The main purpose of this meeting is to discuss options to improve your future attendance positively and constructively and will cover the following:

- the standard of attendance expected of you;
- explain how your attendance has been assessed as falling below these standards and the effect of this on (teaching and learning)(service delivery) (colleagues);
- review the results of the informal procedure, including any measures taken to support you so far and any work related issues;
- give you and/or your representative the opportunity to explain any mitigating circumstances;
- try to establish the reasons, including any underlying causes, for poor attendance , and seek agreement from you for a (further) referral to Occupational Health if this is required;
- confirm, where appropriate, that the poor attendance is due to an ill-health issue;
- discuss the way forward and agree an action plan that clearly identifies:
 - the improvements necessary to achieve the expected standards;
 - the timescale for improvement;
 - how attendance will be measured/monitored;
 - additional support/training to be provided;
 - temporary or permanent work adjustments
 - the review period, (normally one month and no more than three months);

(I give below) (I enclose) details of your sickness absence from to .

First working day of sickness absence	Last working day of sickness absence	Number of working days lost	Reason(s) for sickness absence
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The Stage 1 Absence Review Meeting will take place on (date) at (time) in (Location) and will be chaired by me. You are entitled to be accompanied at the meeting by a work colleague or trade union representative. It is your responsibility to arrange for a representative to accompany you to the meeting. If, for any reason, you or your representative are unable to attend the meeting, please let me know as soon as possible so that an alternative date may be considered within 5 working days of the proposed date. In the event that you are unable to attend then I will review the position in your absence but your representative may attend on your behalf if you wish. I enclose a copy of the Sickness Absence Policy and Procedure and copies of the Sickness Absence Interview Records and other documents that may be referred to at the meeting.

Please confirm your attendance (by telephoning) (in writing) (insert arrangements).

If you are of the view that you are too ill to attend the meeting at school then you have the option to:

- Meet in a neutral venue or at your home; or
- Attend via telephone conference; or
- Send a trade union representative or work colleague to represent you with your

- written consent; or
- Provide a written submission; or
- Request that the meeting takes place in your absence.

If you do not confirm your attendance or tell me what you wishes are with regard to the above, then the meeting may take place in your absence with the outcome communicated to you in writing. Meetings will not be postponed beyond 5 days unless there is medical evidence that you are not medically fit to take part by any of the means described above.

Yours sincerely

Senior Manager

Appendix D Model Letter: Outcome of First Sickness Absence Review Meeting

Dear

Outcome of Stage 1 Sickness Absence Review Meeting

I refer to the Stage 1 Sickness Absence Review Meeting on (date) and write to confirm the outcome. *Insert the points discussed under each heading below*

- the standard of attendance expected of you;
- how your attendance has been assessed as falling below these standards and the effect of this on (teaching and learning)(service delivery) (colleagues);
- the results of the informal procedure, including any measures taken to support you so far and any work related issues;
- what you and/or your representative said were mitigating circumstances and my view on this;
- the reasons, including any underlying causes, for poor attendance , decision on referral to Occupational Health if this is required;
- confirmation, where appropriate, that the poor attendance is due to an ill-health issue;
- the way forward and the action plan:
 - the improvements necessary to achieve the expected standards;
 - the timescale for improvement;
 - how attendance will be measured/monitored;
 - additional support/training to be provided;
 - temporary or permanent work adjustments
 - the review period, (normally one month and no more than three months);

I informed you that if your attendance is not satisfactory by the end of the review period then I may decide to recommend to the Headteacher that a Stage 2 meeting is held to consider termination of your employment because of your lack of capability through ill health.

I do hope that you will be able to achieve a satisfactory level of attendance and, should you do so then the process will not be escalated. However this letter will be kept on your personnel file for 12 months. If your attendance is sustained during that period then it will be removed and securely destroyed and any further concerns will be dealt with informally. If it is not sustained then Stage 2 of the procedure will be invoked unless there are exceptional circumstances.

You may have this decision reviewed at an appeal meeting by (another Senior Manager) (Governors). If you wish to do so then you should write to me within 5 days of receipt of this letter explaining the reasons why.

Yours sincerely

Senior Manager