



Your Attendance Matters Policy & Procedure

July 2019

Author: HR Team

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Agreed:

	EIS
	Management
	Unison

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History of Changes

Version	Description of Change	Authorised by	Date
1.0	Your Attendance Matters - Renamed from Previous Absence Management Policy, policy requirements added about Responsibilities of Employees, Managers & HR, Role of Occupational Health, information added about Disability and Reasonable Adjustments, Absence Trigger Points revised, Long Term Sickness Absence Review process added, policy requirements added about Termination of Contract on Ill Health Grounds & Right of Appeal, Information on Sickness During Annual Leave and Ill Health Retiral added and management advice about non-genuine Sickness Absence added.	HR Team	July 2019

West Lothian College is an inclusive organisation and all policies, procedures, strategies, plans, provisions, criteria, functions, practices and activities, including decisions and the delivery of services are assessed to consider the impact on staff and students covered by the Equalities Act 2010 by the completion of an Equalities Impact Assessment (EIA). Protected characteristics are defined as age, disability, gender reassignment, marriage or civil partnership (in employment only), pregnancy and maternity, race, religion or belief, sex, sexual orientation. All college policies and procedures can be provided in an accessible format.

1 Introduction

West Lothian College seeks to provide a safe and healthy working environment for all employees.

The performance of the College and delivery of services is dependent on the positive wellbeing and attendance of all employees.

Each employee's attendance at work matters and this Policy provides the framework for monitoring, supporting and managing attendance in relation to sickness absence.

2 Responsibilities of Employees

- Be aware of and understand their contractual obligation to attend work.
- Adhere to the College's sickness absence notification procedure.
- Provide appropriate sickness absence certification on a timely basis.
- Take all reasonable steps to assist with their recovery to health to enable a return to work, including following all medical advice.
- Maintain regular communication during sickness absence with the College.
- Be available for, and attend, sickness review meetings and Occupational Health consultations (subject to their consent being provided) during their sickness absence (unless medical grounds mean this is not possible).

3 Responsibilities of Managers

- Manage and monitor the attendance of their employees supportively and in line with the College's Policy.
- Conduct return to work discussions with the employee as soon as possible on an employee's return to work and within a maximum of one week of their return.
- Ensure meetings stipulated by the Policy are carried out on a timely basis.
- Liaise with HR representatives to obtain guidance and information.
- Maintain appropriate communication with the employee during a sickness absence episode.
- Consider and implement reasonable recommended adjustments to work practices to facilitate and support attendance at work.

4 Responsibilities of HR

- Ensure accurate recording of sickness absence.
- Provide sickness absence management advice.
- Monitor and provide timely, accurate management reporting information in regards to sickness absence.

- Liaise with Occupational Health, referring employees as appropriate to ensure relevant management advice is obtained.
- Provide guidance and training to managers on the implementation of the 'Your Attendance Matters' Policy.

5 Role of Occupational Health

- Help identify the nature of an employee's illness or condition and its likely effects on the employee's ability to carry out his/her duties.
- Advise on the likely length of an employee's absence.
- Advise on any reasonable adjustments.
- Advise on return to work plans.
- Provide management reports.

6 Sickness Absence Notification

An employee who is unable to attend work due to sickness should telephone the HR department as soon as practicable. Ideally this should be done before the employee's start time and in all cases at the latest within half an hour of the employee's start time to inform HR that they are unwell.

Notification of sickness absence must be done via telephone call personally by the employee. Notification via email or by leaving messages with colleagues is not acceptable. Notification by a third party is permitted only in exceptional circumstances.

The employee should give an indication of the expected length of sickness absence and the reason.

The employee should inform HR of any required information needed in respect of the employee's ongoing work.

The employee's manager may call the employee if required.

Subsequently, the employee must keep in regular telephone contact with HR throughout the duration of their absence in order to provide updates on their health and likely return to work. If an absence is known to be of greater than one week's duration such telephone contact should be weekly. The frequency of telephone contact may be adjusted with HR approval.

Failure to follow these sickness absence notification requirements may result in the absence being dealt with as an unauthorised absence and/or may result in the absence being treated as unpaid.

In the event that an employee becomes unwell during their scheduled working time and needs to leave work, actual time absent will be recorded. The employee should still follow the above sickness absence notification steps.

7 Returning To Work Notification

For operational service reasons it is essential that the employee notifies HR as soon as they know that they will be fit to return to work. The employee should inform HR of this as soon as practicable and where possible at the latest by 4:30PM on the day prior to their return from sickness absence.

Failure to do so may result in sickness payments being made incorrectly.

In circumstances where an employee plans to return prior to the expiry of a Fit Note then the manager must carry out a Risk Assessment prior to the employee's return.

8 Sickness Absence Certification

If an employee is absent due to ill health for seven or fewer consecutive calendar days, they must complete a sickness absence self-certification form immediately after the first seven days of absence have elapsed or on their return to work if earlier.(see Appendix 1).

If the sickness absence episode extends beyond seven calendar days the employee will require a Fit Note from a doctor or other appropriate health professional to cover all absence beyond the first seven days.

Fit Notes should be sent to HR as soon as practicable.

An employee who falls sick whilst abroad should take all reasonable steps to obtain sickness certification in English.

Failure to follow sickness absence certification requirements will result in the non-certified absence days being treated as unpaid.

9 Return to Work Discussion

A manager will conduct a return to work discussion with the employee as soon as possible on an employee's return to work.

At the latest this should be conducted within a maximum of one week of their return.

This can be done face to face or over the phone.

The return to work discussion provides a structured method for the manager to confirm the employee's fitness to return to work, fully understand the reasons for sickness absence, and identify any reasonable support for the employee's return to work and to sustain their attendance. It also provides an opportunity to update the employee on work matters since they have been away.

As part of this discussion the manager will also review the employee's sickness absence record for the previous rolling 12 months.

The discussion is informal but should be held in private and should be documented using the return to work discussion form (available on iShare). The manager will return the completed and signed form to HR.

10 Disability

Under the Equality Act 2010 disability is defined as a physical or mental impairment which has a substantially adverse and long term effect on someone's ability to carry out normal day-to-day activities.

As appropriate, the manager should seek advice from Occupational Health whether an employee's health condition(s) would be likely to be considered as a disability.

11 Reasonable Adjustments

If required, the manager should consider any reasonable adjustments which would facilitate a return to work for an employee and enable them to sustain their attendance.

A possible reasonable adjustment may be to give consideration to amending the absence trigger points of this Policy. A decision to amend should be taken in conjunction with Occupational Health and HR advice. A decision to amend absence trigger points should be regularly reviewed.

The manager should also consider possible reasonable adjustments related to working practices and the working environment with a view to implementing such adjustments that may be required to assist the employee to sustain an acceptable level of attendance.

12 Pregnancy & Gender Reassignment Related Sickness Absence

All pregnancy or pregnancy-related or gender reassignment-related episodes of sickness absence are discounted when assessing absence trigger review points.

13 Definition of Short Term Absence

Short term sickness absence is any episode of sickness absence of 27 calendar days or less.

14 Definition of Long Term Absence

Long term sickness absence is any episode of sickness absence of 28 calendar days or more.

15 Sickness Absence Trigger Points

If the employee has reached one of the Policy's trigger points detailed below, a Sickness Absence Stage 1 Review meeting will be arranged:

- 3 or more episodes of sickness absence during the previous 6 month rolling period and/or
- 6 working days of sickness absence during the previous 6 month rolling period and/or
- Any indication of a particular pattern of sickness absence occurring which causes concern

When managing sickness absence both short term and long term absence episodes will be taken into account for trigger points, subject to advice from Occupational Health and /or a duty to make reasonable adjustments.

16 Right To Be Accompanied

The employee may be represented by a Trade Union Representative or be accompanied by a workplace colleague at any Review Meeting, Meeting to Consider Termination of Contract on Ill Health Grounds & Appeal Hearing under this Policy.

17 Sickness Absence Stage 1 Review Meeting

Should an employee reach a trigger point, they will be invited to a meeting with their line manager and an HR representative.

The purpose of this meeting is to:

- Review the employee's attendance record during the relevant period.
- Give the employee the opportunity to discuss any problems or concerns.
- Decide whether any further action is required (e.g. referral to Occupational Health).
- Arrange for support or work adjustments as recommended by Occupational Health.

Following a review of all of the above information a decision may be reached to inform the employee that improvement in their attendance is expected and that a

Stage 2 Review meeting will be held if the employee again reaches a Policy trigger point over the following six months from the date of the meeting.

The outcome of the Stage 1 Review meeting will be confirmed in writing. If the employee's attendance is deemed satisfactory at the end of the review period, normal sickness absence monitoring and trigger points will apply.

18 Sickness Absence Stage 2 Review Meeting

Should an employee's attendance not improve within the monitoring period, they will be invited to a meeting with their line manager and an HR representative.

The purpose of this meeting is to:

- Review the employee's attendance record during the relevant period.
- Give the employee the opportunity to discuss any problems or concerns.
- Decide whether any further action is required (e.g. referral to Occupational Health).
- Arrange for support or work adjustments as recommended by Occupational Health.

Following a review of all of the above information a decision may be reached to inform the employee that improvement in their attendance is expected and if the employee again reaches a Policy trigger point over the following twelve months from the date of the meeting that the Disciplinary Procedure may be invoked (Stage 3).

The outcome of the Stage 2 Review meeting will be confirmed in writing. If the employee's attendance is deemed satisfactory at the end of the review period, normal sickness absence monitoring and trigger points will apply.

19 Stage 3 Disciplinary Procedure

Should an employee's attendance not improve within the monitoring period, the Disciplinary Procedure will be invoked. An investigation under the Disciplinary Procedure should take place and, if considered appropriate, a hearing under the Disciplinary Procedure should be called.

20 Contact During Long Term Sickness Absence

If an absence episode becomes long term (or it is known from the outset that it will likely become long term), the manager and employee should jointly discuss and agree a plan to maintain regular communication during the sickness absence episode. It is acknowledged that the frequency of contact will depend

on the circumstances of the sickness absence. It is recommended that contact takes place every 2 weeks as a minimum.

The nature of communication should also be jointly agreed. This could take the form of telephone calls, meetings on College premises, meetings at non-College premises and/or home visits. Home visits require the employee's prior agreement.

For such communication the employee should provide an update on their current health status, any prognosis on their health and likely date for fitness to return to work, if appropriate.

An employee's failure to maintain reasonable contact during a sickness absence episode may be addressed using the Disciplinary Procedure.

21 Occupational Health Referral

If an absence episode becomes long term (or it is known that it will become long term from the outset), the manager should arrange a referral to Occupational Health via HR. The employee's consent to be referred is required before the referral is made. The employee is to be notified about the content of the referral. This ensures that the employee receives support and advice and that the manager receives relevant management advice to best support the employee during their sickness absence and upon their return.

Should an employee not provide consent for an Occupational Health referral all management decisions will be based on information available.

22 Phased Returns

Up to Six Months' Absence

Where an employee's sickness absence has been of between two and six months' duration, and where Occupational Health have confirmed that a phased return would be advisable, the College will support the phased return, on full pay, for up to two working weeks. Thereafter the employee will have the same options as detailed at 1 and 2 below.

It is considered unlikely that absences of less than two months will require a phased return. However, cases will be examined on an individual basis and advice should be sought from HR prior to any phased return arrangement being agreed.

After Six Months' Absence

Where an employee's sickness absence has been of more than six months' duration, it may be advisable to phase the return to work over a period of days or

weeks. This could result in the employee working fewer hours and/or days, building up to their full contractual commitment.

Occupational Health will be consulted as to the necessity for a phased return and will be asked for supporting information.

In such cases, the College will support the phased return, on full pay, for up to four working weeks. Full pay will apply regardless of the number of hours/days actually worked during the phased return period.

Thereafter, should the employee continue to require a reduced commitment, two possibilities will apply:

- i. They may reduce their hours for the remainder of their phased return period and be paid accordingly.
- ii. They may use annual leave (where this is possible) to maintain their hours at their normal rate, and suffer no reduction in pay during their remaining phased return.

23 Long term sickness absence episode review meetings

First review

Should an employee's sickness absence episode reach three months' duration they will be invited to a meeting with their line manager and an HR representative.

The purpose of this meeting is to:

- Review the employee's current health and prognosis for fitness for work.
- Give the employee the opportunity to discuss any problems or concerns.
- Consider Occupational Health advice and decide whether any further action is required.
- Arrange for support or work adjustments as recommended by Occupational Health.
- Consider whether restricted duties and/or temporary redeployment may be appropriate to facilitate a return from sickness absence.

The salient points of the First Review meeting will be confirmed in writing to the employee.

Second Review

Should an employee's sickness absence episode reach six months of duration they will be invited to a meeting with their line manager and an HR representative.

The purpose of this meeting is to:

- Review the employee's current health and prognosis for fitness for work.
- Give the employee the opportunity to discuss any problems or concerns.
- Consider Occupational Health advice and decide whether any further action is required.
- Arrange for support or work adjustments as recommended by Occupational Health.
- Consider whether restricted duties and/or temporary redeployment may be appropriate to facilitate a return from sickness absence.

The salient points of the Second Review meeting will be confirmed in writing to the employee.

Third Review

Should an employee's sickness absence episode reach nine months of duration they will be invited to a meeting with their line manager and an HR representative.

The purpose of this meeting is to:

- Review the employee's current health and prognosis for fitness for work.
- Give the employee the opportunity to discuss any problems or concerns.
- Consider Occupational Health advice and decide whether any further action is required.
- Arrange for support or work adjustments as recommended by Occupational Health.
- Consider whether restricted duties and/or temporary redeployment may be appropriate to facilitate a return from sickness absence.

The salient points of the Third Review meeting will be confirmed in writing to the employee.

Final Review

Should an employee's sickness absence episode reach twelve months of duration they will be invited to a meeting with their line manager and an HR representative.

The purpose of this meeting is to:

- Review the employee's current health and prognosis for fitness for work.
- Give the employee the opportunity to discuss any problems or concerns.

- Consider Occupational Health advice and decide whether any further action is required.
- Arrange for support or work adjustments as recommended by Occupational Health.
- Following this stage, where there is no reasonable prospect of the employee returning to work within a reasonable timescale, and redeployment is not possible, a meeting to discuss the proposal of termination of contract on ill health grounds will be arranged (such a meeting may be appropriate at earlier stages of the absence episode subject to individual circumstances).

The salient points of the Final Review meeting will be confirmed in writing to the employee.

24 Termination of Contract on Ill Health Grounds

A supportive approach will be taken with regard to long term sickness absence.

However, there may be circumstances where there is no reasonable prospect of the employee returning to work within a reasonable timescale. This can be the case despite positive interventions and reasonable management support, including the exploration of all reasonable alternatives such as redeployment.

In some cases, it may not be possible to keep a job open any longer for an employee who has been absent from work through sickness on a long term basis or it may not be possible to find a reasonable alternative job for an employee who is certified as able to return to work but can no longer perform his or her own job.

In these circumstances a Meeting to discuss termination of contract on ill health grounds will be arranged. The employee will be invited to such a meeting with a minimum of 5 working days' notice and this will be chaired by an appropriate senior manager supported by an HR representative. The employee's line manager will also be required to attend in order to present all relevant information concerning the employee's sickness absence and fitness for work. An employee's inability to attend this hearing will be taken into account and alternative options such as altering the venue for the meeting, accepting written submissions from the employee and/or a trade union representative attending on the employee's behalf (with the employee's permission) may all be considered. An employee's failure to attend this hearing may result in this proceeding in the employee's absence. The Chair will consider all information as follows:

- The 'Your Attendance Matters' Policy and how this has been applied.
- The impact that the absence has on the department.
- The records of the meetings of all the earlier stages of this procedure.
- Occupational Health advice including any medical evidence available.

- Any explanation by the employee for the absence.

And make a decision which may involve:

- No further action at that stage, ongoing sickness absence monitoring and support of the employee.
- Termination of the employee's contract based on ill health grounds.
- Consideration of redeployment (see below)

The employee will be notified of the decision within 5 working days of the meeting being held.

25 Right of Appeal

The employee has 10 calendar days, from receipt of the decision, to appeal the Meeting's outcome. Such an Appeal should be made in writing to the Principal. An Appeal will then be arranged, chaired by the Principal, supported by an HR representative. The original Panel Chair will also be required to attend to present all relevant information concerning the original decision taken. The employee (and representative/companion if applicable) will be invited to present their Appeal.

The outcome of this Appeal may be to confirm the original decision, revoke this or replace with a different decision. The outcome will be notified within 5 working days of the Appeal hearing being held. There is no further right of appeal.

26 Ill Health Retiral

Termination of contract on ill health grounds may make the employee eligible for early release of pension (ill health retiral). In such circumstances the College will complete the necessary paperwork for such a decision to be considered by the relevant Pension provider.

For clarity the decision on whether to grant early release of pension on ill health grounds rests solely with the relevant Pension provider.

A Pension provider may not grant early release of pension on ill health grounds however the decision to terminate the contract of employment is a separate decision.

Therefore a possible outcome is that an employee's contract of employment is terminated on ill health grounds but their Pension provider does not approve early release of pension (ill health retiral).

27 Redeployment

Redeployment, as an alternative to termination of contract on ill health grounds, may be considered if the employee is no longer able to perform the job they were employed to do but may be fit for other work. Such consideration will normally be informed by Occupational Health advice.

Temporary redeployment may be considered where this is appropriate and would facilitate an earlier return to work for an employee.

28 Sickness During Annual Leave

If sickness arises during a period of leave, the employee should follow the sickness absence notification process of the Policy. This should be done on the first day of sickness. As soon as the sickness ends, the employee must notify HR so that there is clarity on the exact days on which the employee was ill. Depending on the length of the sickness absence, an employee should complete either a sickness absence self-certification form and/or submit a Fit Note.

For clarity, any period of leave during which an employee was ill, and had followed the sickness absence notification procedure, will be converted to and be recorded as sickness absence.

For Non-Sessional Support Staff & Managers if sickness occurs during flexible leave then the leave will be credited back to the employee's flexible leave entitlement. Should sickness arise for someone on or before scheduled Fixed Leave day(s) then there is no entitlement to having those leave day(s) reinstated.

For Sessional Support Staff any sickness absence episodes which fall during the non-working time of the leave year would be credited as time off to be taken during working time, up to a maximum of 210 hours (pro rata for part time staff) within any one leave year. The timing of this would be based on management approval.

For Lecturers the following provisions apply:

Where, owing to certificated illness, you are incapacitated for a continuous period, at least four weeks of which fall within the college summer vacation or for a period which, being of at least two weeks duration, incorporates in full another College vacation of at least one week's duration, you shall accrue credit for two days special leave entitlement in respect of each complete week of the vacation which had been lost as a result of the prolonged sickness, subject to a maximum of ten such days credit in respect of sickness periods in any one leave year. This allowance shall be taken up by you, in agreement with College management, during the term following the vacation concerned, subject to the over-riding needs of the service. (For the purposes of this paragraph a week is defined as seven consecutive days).

29 Sick Pay and Annual Leave

Should a sickness absence episode extend beyond the end of one leave year into the next, the employee is entitled to carry forward any outstanding untaken statutory leave from the previous leave year. This is added to their leave entitlement or is paid should the contract of employment be terminated on ill health grounds. Further guidance on this is available from the HR Team.

30 Elective Cosmetic Surgery & Laser Eye Surgery

An employee will be required to take annual leave to cover any absence for elective cosmetic and laser eye surgery, unless there is a letter of support from a GP or specialist, to indicate the surgery needs to be undertaken for health reasons. The employee should discuss this in advance with their manager, ensuring they give at least 6 weeks' notice. Where the entitlement to annual leave has been exhausted the manager may agree a period of unpaid leave, subject to service needs.

31 Non-Genuine Sickness Absence

The certification of sickness absence will normally be accepted as indicating the absence episode arose due to genuine ill health. However, if there is evidence to suggest that an employee's sickness absence has not been for genuine reasons, a manager should:

- Seek HR advice in regards to any next steps.
- Consider objectively whether there are grounds to conclude that the sickness absence was not genuine based on available evidence.
- If such grounds exist put this evidence to the employee directly in a factual and non-accusatory manner.
- Ask the employee to explain and/or comment.

If there are reasonable grounds for considering that the sickness absence is not genuine then this may be addressed using the Disciplinary Procedure.

31 Wellbeing Support

The College offers a range of wellbeing supports, available to all employees.

32 Occupational Health Support

The College offers Occupational Health support to all employees as required. An employee can arrange a referral by discussing with their manager who will then

contact HR. Alternatively an employee can refer themselves and a referral can be arranged by contacting HR directly.

33 Employee Assistance Programme (EAP)

An Employee Assistance Programme is also available which can offer confidential advice and counselling services for a range of personal issues and work related concerns such as: Bereavement; Financial Concerns; Relationship problems; Depression; Bullying and Stress. The direct family members of employees can contact the EAP line for support (except for financial and legal advice). Support is delivered by a team of trained wellbeing and counselling practitioners.

There is no charge for this service and the Employee Assistance Programme operates 24 hours, 7 days a week and can be contacted as follows:

Via phone: UK Freephone number: 0800 028 5148

Employees also have access to the EAP website which includes useful information.

Online: <https://wlcouncil.optimise.health/>

34 Wellbeing Zone

There is also a free and totally confidential online health and wellbeing resource that offers a combination of personally tailored programmes and general health information and support. This can be accessed via the following link:

<https://wlcouncil.optimise.health/>

35 Physiotherapy

Employees can access a physiotherapy service free of charge. Employees interested in using the service should contact their line manager or HR Team.

Appendix 1



Self Certificated Absence Form

Please complete and return to HR for administration

Full Name: _____ Post: _____

Address: _____

Post Code: _____

Pay Number: _____ NI Number: _____

Date Of Birth: _____

REASON FOR ABSENCE: _____

DATE & TIME LAST WORKED:

Day: _____ Date: _____

FIRST DAY OF ILLNESS: ("First Day Of Illness" includes weekends and Public/Annual Leave days)

Day: _____ Date: _____

LAST DAY OF ILLNESS:

Day: _____ Date: _____

DATE RESTART/INTEND TO START
BACK

Day: _____ Date: _____

IF INJURED WHILE WORKING OR ABSENT DUE TO PRESCRIBED DISEASE – GIVE
DETAILS

HAVE YOU REPORTED THE INCIDENT? Yes/No (*delete as appropriate)

Signed: _____ Date: _____

Equality Impact Assessment

Before carrying out an EIA, you should familiarise yourself with the College's EIA Policy Statement and Guidance, along with further information and resources which are available on Serengeti

EIA covers **strategies, policies, procedures, plans, provisions, criteria, functions, practices and activities, including decisions and the delivery of services**, but will be referred to hereinafter as 'policy/practice'.

Policy/Practice (name or brief description):	Your Attendance Matters Policy
Reason for Equality Impact Assessment (choose from the following options):	
<ul style="list-style-type: none"> • Proposed new policy/practice • Proposed change to an existing policy/practice • Undertaking a review of an existing policy/practice • Other (please give detail): 	Proposed change to an existing Policy 'Absence Management' which is now entitled 'Your Attendance Matters'.
Person responsible for the policy area or practice:	
Name:	Derek O'Sullivan
Job title:	Senior HR Business Partner
An Equality Impact Assessment must be carried out if the policy/practice:	
<ul style="list-style-type: none"> • affects operational or strategic functions of the College • is relevant to the promotion of equality (in terms of the Public Sector Equality Duty 'needs' as set out in the Policy and Guidance) 	

Why the EIA is being carried out	The policy directly affects the operational & strategic functions of the College
Equality Groups Relevant to the Policy/Practice, identify which of the undernoted equality groups are impacted upon:	
<ul style="list-style-type: none"> • Age • Disability • race (including ethnicity and nationality) • religion or belief • sex • sexual orientation • gender reassignment • pregnancy and maternity • marriage or civil partnership 	The Policy applies across all staff. In particular the management of sickness absence takes cognisance of the additional support and reasonable adjustments required by those who are disabled, pregnant or undergoing gender reassignment.

Record your assessment against the following statements:

Statement	Equality assessment
Detail the evidence of the needs of the identified equality groups and any gaps in information	The purpose of the Policy is to provide a clear approach to how the College manages sickness absence.
Will application of this policy/practice lead to discrimination (direct or indirect), harassment, victimisation, less favourable treatment for particular equality groups?	No – the Policy applies across all staff and no impact on any equality group with protected characteristics has been identified. Indeed the importance of accounting for protected characteristics of disability, pregnancy and gender reassignment are included within the Policy.
If yes, how will the policy/practice be changed to contribute to advancing equality of opportunity	N/A.

State how this policy/practice will foster good relations:	The Plan will ensure that the College will ensure that sickness absence is managed in a clear and supportive manner so that employees are well supported and the College maintains service delivery.
Will the policy/practice create any barriers for any other groups?	No
If yes, how will the policy/practice be changed to contribute to advancing equality of opportunity	N/A
Which equality groups or communities have been consulted in the development and review of this policy/practice?	The Senior Team and Trade Unions were consulted during the creation of this Policy. A joint management – trade unions working group developed this Policy.

Equality Impact Assessment Outcome

Select one of the four options below to indicate how the development/review of the policy/practice will be progressed and state the rationale for the decision. (Delete the options that do not apply):

- Option 1:** No change required – the assessment is that the policy/practice is/will be robust.
- Option 2:** Adjust the policy or practice – this involves taking steps to remove any barriers, to better advance equality and/or to foster good relations.
- Option 3:** Continue the policy or practice despite the potential for adverse impact, and which can be mitigated
- Option 4:** Stop the policy or practice as there are adverse effects cannot be prevented/mitigated against.

Option 1

Monitoring

When will the policy/practice next be reviewed?

The Policy is reviewed every three years.

Publication of EIA	
<p>Can this EIA be published in full, now? Please state Yes or No</p> <p>If No – please specify when it may be published or indicate restrictions that apply:</p>	<p>Yes</p>
Sign-off	
<p>EIA undertaken by</p> <p>Name:</p> <p>Date:</p> <p>Accepted by person responsible for the policy/practice named above:</p> <p>Name:</p> <p>Date:</p>	<p>Derek O’Sullivan</p> <p>26 June 2019</p>