



Please ask for Charlotte Kearsey
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The Chair and Members of
Employment and General Committee

28 June 2019

Dear Councillor,

Please attend a meeting of the EMPLOYMENT AND GENERAL COMMITTEE to be held on MONDAY, 8 JULY 2019 at 10.00 am in Committee Room 1, Town Hall, Rose Hill, Chesterfield, the agenda for which is set out below.

AGENDA

Part 1(Public Information)

1. Declarations of Members' and Officers' Interests relating to Items on the Agenda
2. Apologies for Absence
3. Minutes (Pages 3 - 4)
4. Collective Agreement (Pages 5 - 24)
5. Managing Attendance Policy (Pages 25 - 56)

Yours sincerely,

A handwritten signature in black ink, appearing to read "Randy".

Local Government and Regulatory Law Manager and Monitoring Officer

EMPLOYMENT AND GENERAL COMMITTEE

Monday, 1st April, 2019

Present:-

Councillor Burrows (Chair)

Councillors Simmons

Councillors

Blank

*Matters dealt with under the Delegation Scheme

91 **DECLARATIONS OF MEMBERS' AND OFFICERS' INTERESTS
RELATING TO ITEMS ON THE AGENDA**

No declarations of interest were received.

92 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Davenport, J Innes and Wall.

93 **MINUTES**

RESOLVED –

That the Minutes of the Meeting of the Committee held on 18 March, 2019 be approved as a correct record and signed by the Chair.

94 **DISCRETIONS POLICY**

The HR Business Partner submitted a report recommending for approval the updated Discretions Policy.

The need for an updated policy had been identified to comply with the legal requirement to formulate, publish and keep under review a statement of policy on discretions relating to the Local Government Pension Scheme.

The draft policy had been presented and approved by the Employer – Trade Union Committee on 25 March, 2019.

***RESOLVED –**

That the Discretions Policy be approved.

95 IMPLEMENTATION OF THE 2019 NATIONAL PAY AWARD

The HR Manager submitted a report recommending for approval the implementation of the 2019 Pay Award arrangements.

A two year pay award had been agreed at the national level in April 2018.

The first stage of the pay award did not necessitate any changes to the council's pay scale and had been implemented for April 2018.

The second stage was more complex as it required renumbering of the national pay spine and the alignment of the national spine to the locally determined pay grading structure and the associated job evaluation scores.

There were two approaches available regarding the chronology of assimilation and increments on 1 April, 2019. The first option was to assimilate first and then increment and the second option was to increment and then assimilate. The two approaches would result in different outcomes at some pay points. Nationally there had been no guidance on how to assimilate employees onto the new spine but it had been confirmed that either approach would be acceptable.

The Trade Unions had been consulted. Both UNISON and UNITE unions had requested a change which had been accepted. The proposal had been presented and approved by the Employer – Trade Union Committee on 25 March, 2019.

An Equality Impact Assessment had been undertaken and was attached to the officer's report.

***RESOLVED –**

That the 2019 Pay Award arrangements be approved.

FOR PUBLICATION

COLLECTIVE AGREEMENT FOR 2019 NATIONAL PAY AWARD

MEETING: EMPLOYMENT AND GENERAL COMMITTEE

DATE: 8 July 2019

REPORT BY: SANDY GILLHAM-HARDY, HR BUSINESS PARTNER.

1.0 PURPOSE OF REPORT

To provide information regarding a collective agreement for the 2019 pay award and to recommend signature of the agreement.

2.0 BACKGROUND

The 2019 pay award and local pay spine was approved by this Committee on 1 April 2019 and implemented immediately. The pay grades are a key part of the Single Status local agreement so trade union agreement was required prior to the adoption of the new pay spine and a collective agreement between Chesterfield Borough Council and its recognised Trade Unions, UNISON, Unite and GMB needs to be formally signed.

3.0 PROPOSED PROCEDURE

The collective agreement can be found at appendix A.

A full EIA has been undertaken and is attached.

4.0 EMPLOYER – TRADE UNION COMMITTEE

The Employer trade union Committee were advised of the requirement to sign the collective agreement on 29 April 2019.

5.0 RECOMMENDATIONS

That the collective agreement to support the implementation of the 2019 pay award and local pay spine from 1 April 2019 be signed.

For further information on this report, contact Sandy Gillham-Hardy.

COLLECTIVE AGREEMENT

BETWEEN

CHESTERFIELD BOROUGH COUNCIL

(‘The Council’)

and

UNISON

and

Unite

and

GMB

(Together ‘The Parties’)

1. **PURPOSE**

- 1.1 This document is a collective agreement between Chesterfield Borough Council and its recognised Trade Unions, UNISON, Unite and GMB.
- 1.2 It concerns the implementation of the two year pay award for 1 April 2018 to 31 March 2020 agreed by the National Joint Council for Local Government Services on 10 April 2018 (**Appendix 1**)

2. **SCOPE**

- 2.1 This agreement applies to all staff employed on NJC terms and conditions.
- 2.2 Under the Council's conditions of employment the terms and conditions of any local collective agreement negotiated between the Council and its recognised trade Unions are automatically incorporated into the contracts of employment of each employee who is subject to that agreement.
- 2.3 The terms set out in this agreement will supersede any existing pay and grading arrangements for all employees within scope.

3. **AGREED TERMS**

New Pay Spine

- 3.1 The new applicable pay spine and grading structure which will apply with effect from 1 April 2019 is attached at **Appendix 2**.
- 3.2 All staff within scope will be assimilated to the new pay spine with effect from 1 April 2019.
- 3.3 Assimilation to the new pay spine will be undertaken prior to any incremental progression being applied with effect from 1 April 2019.

Duly authorised for and on behalf of the Council

Signature Date:

Name

Title

Duly authorised for and on behalf of UNISON

Signature Date:

Name

Title

Duly authorised for and on behalf of Unite

Signature Date:

Name

Title

Duly authorised for and on behalf of GMB

Signature Date:

Name

Title

National Joint Council for Local Government Services

Employers' Secretary:

Simon Pannell

Trade Union Secretaries

Rehana Azam, GMB

Jim Kennedy, Unite

Heather Wakefield, UNISON

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localgovernment@unison.co.uk

To: Chief Executives in England, Wales and N Ireland

**(Copies for the Finance Director and HR Director) Members of the
National Joint Council**

10 April 2018

Dear Chief Executive,

2018 and 2019 PAYSCALES & ALLOWANCES

Agreement has been reached between the National Employers and the NJC Trade Union Side on rates of pay applicable from **1 April 2018** and **1 April 2019**.

UNISON and GMB both voted to accept whilst Unite voted to reject. However, in line with the Constitution of the NJC, Unite accepts the collective majority decision of the other unions that the pay award should now be implemented.

The new pay rates are attached at **Annex 1**.

The new rates for allowances up-rated by two per cent in each year are set out at **Annex 2**.

Yours sincerely

Simon Pannell

Rehana Azam

Jim Kennedy

Heather Wakefield

Joint Secretaries

SCP	1 April 2017		1 April 2018		1 April 2019			Old SCP[s]
	£ per annum	£ per hour*	£ per annum	£ per hour*	New SCP	£ per annum	£ per hour*	
6	£15,014	£7.78	£16,394	£8.50	1	£17,364	£9.00	6/7
7	£15,115	£7.83	£16,495	£8.55				
8	£15,246	£7.90	£16,626	£8.62	2	£17,711	£9.18	8/9
9	£15,375	£7.97	£16,755	£8.68				
10	£15,613	£8.09	£16,863	£8.74	3	£18,065	£9.36	10/11
11	£15,807	£8.19	£17,007	£8.82				
12	£16,123	£8.36	£17,173	£8.90	4	£18,426	£9.55	12/13
13	£16,491	£8.55	£17,391	£9.01				
14	£16,781	£8.70	£17,681	£9.16	5	£18,795	£9.74	14/15
15	£17,072	£8.85	£17,972	£9.32				
16	£17,419	£9.03	£18,319	£9.50	6	£19,171	£9.94	16/17
17	£17,772	£9.21	£18,672	£9.68				
18	£18,070	£9.37	£18,870	£9.78	7	£19,554	£10.14	18
19	£18,746	£9.72	£19,446	£10.08	8	£19,945	£10.34	19
20	£19,430	£10.07	£19,819	£10.27	9	£20,344	£10.54	20
					10	£20,751	£10.76	
21	£20,138	£10.44	£20,541	£10.65	11	£21,166	£10.97	21
22	£20,661	£10.71	£21,074	£10.92	12	£21,589	£11.19	22
					13	£22,021	£11.41	
23	£21,268	£11.02	£21,693	£11.24	14	£22,462	£11.64	23
24	£21,962	£11.38	£22,401	£11.61	15	£22,911	£11.88	24
					16	£23,369	£12.11	
25	£22,658	£11.74	£23,111	£11.98	17	£23,836	£12.35	25
					18	£24,313	£12.60	
26	£23,398	£12.13	£23,866	£12.37	19	£24,799	£12.85	26
27	£24,174	£12.53	£24,657	£12.78	20	£25,295	£13.11	27
					21	£25,801	£13.37	
28	£24,964	£12.94	£25,463	£13.20	22	£26,317	£13.64	28
29	£25,951	£13.45	£26,470	£13.72	23	£26,999	£13.99	29
30	£26,822	£13.90	£27,358	£14.18	24	£27,905	£14.46	30
31	£27,668	£14.34	£28,221	£14.63	25	£28,785	£14.92	31
32	£28,485	£14.76	£29,055	£15.06	26	£29,636	£15.36	32
33	£29,323	£15.20	£29,909	£15.50	27	£30,507	£15.81	33
34	£30,153	£15.63	£30,756	£15.94	28	£31,371	£16.26	34
35	£30,785	£15.96	£31,401	£16.28	29	£32,029	£16.60	35
36	£31,601	£16.38	£32,233	£16.71	30	£32,878	£17.04	36
37	£32,486	£16.84	£33,136	£17.18	31	£33,799	£17.52	37
38	£33,437	£17.33	£34,106	£17.68	32	£34,788	£18.03	38
39	£34,538	£17.90	£35,229	£18.26	33	£35,934	£18.63	39
40	£35,444	£18.37	£36,153	£18.74	34	£36,876	£19.11	40
41	£36,379	£18.86	£37,107	£19.23	35	£37,849	£19.62	41
42	£37,306	£19.34	£38,052	£19.72	36	£38,813	£20.12	42
43	£38,237	£19.82	£39,002	£20.22	37	£39,782	£20.62	43
44	£39,177	£20.31	£39,961	£20.71	38	£40,760	£21.13	44
45	£40,057	£20.76	£40,858	£21.18	39	£41,675	£21.60	45
46	£41,025	£21.26	£41,846	£21.69	40	£42,683	£22.12	46
47	£41,967	£21.75	£42,806	£22.19	41	£43,662	£22.63	47
48	£42,899	£22.24	£43,757	£22.68	42	£44,632	£23.13	48
49	£43,821	£22.71	£44,697	£23.17	43	£45,591	£23.63	49

*hourly rate calculated by dividing annual salary by 52.143 weeks (which is 365 days divided by 7) and then divided by 37 hours (the standard working week in the National Agreement 'Green Book')

Part 3 Paragraph 2.6(e) Sleeping-in Duty Payment:

1 April 2018	1 April 2019
£35.37	£36.08

RATES OF PROTECTED ALLOWANCES AT 1 APRIL 2018 and 1 APRIL 2019 (FORMER APT&C AGREEMENT (PURPLE BOOK))

Paragraph 28(3) Nursery Staffs in Educational Establishments - Special Educational Needs Allowance

1 April 2018	1 April 2019
£1,264	£1,289

Paragraph 28(14) Laboratory / Workshop Technicians

City and Guilds Science Laboratory Technician's Certificate Allowance:

1 April 2018	1 April 2019
£205	£209

City and Guilds Laboratory Technician's Advanced Certificate Allowance:

1 April 2018	1 April 2019
£149	£152

Paragraph 32 London Weighting and Fringe Area Allowances £ Per Annum

Inner Fringe Area:

1 April 2018	1 April 2019
£857	£874

Outer Fringe Area:

1 April 2018	1 April 2019
£597	£609

Paragraph 35 Standby Duty Allowance - Social Workers (1)(a)(i) Allowance - Per Session

1 April 2018	1 April 2019
£28.46	£29.03

FORMER MANUAL WORKER AGREEMENT (WHITE BOOK)

Section 1 Paragraph 3 London and Fringe Area Allowances £ Per Annum

Inner Fringe Area:

1 April 2018	1 April 2019
£857	£874

Outer Fringe Area:

1 April 2018	1 April 2019
£597	£609

Current SCP	1/4/18	Current band	New SCP	1/4/19	£ per hr	New band
6*	16,394	1	1	17,364		1
7*	16,495	2			9.00	
8*	16,626	2	2	17,711	9.18	2
9*	16,755	2				
10*	16,863	3	3	18,065	9.36	3
11	17,007	3				
12	17,173	3	4	18,426	9.55	
13	17,391	3				
14	17,681	4	5	18,795	9.74	4
15	17,972	4				
16	18,319	4	6	19,171	9.94	
17	18,672	4				
18	18,870	5	7	19,554	10.14	
19	19,446	5	8	19,945	10.34	
20	19,819	5	9	20,344	10.54	5
			10	20,751	10.76	
21	20,541	5	11	21,166	10.97	
22	21,074	6	12	21,589	11.19	not in use
			13	22,021	11.41	6
23	21,693	6	14	22,462	11.64	
24	22,401	6	15	22,911	11.88	
			16	23,369	12.11	
25	23,111	6	17	23,836	12.35	
			18	24,313	12.60	
26	23,866	7	19	24,799	12.85	
27	24,657	7	20	25,295	13.11	
			21	25,801	13.37	7
28	25,463	7	22	26,317	13.64	
29	26,470	7	23	26,999	13.99	
30	27,358	8	24	27,905	14.46	8
31	28,221	8	25	28,785	14.92	
32	29,055	8	26	29,636	15.36	
33	29,909	8	27	30,507	15.81	
34	30,756	9	28	31,371	16.26	
35	31,401	9	29	32,029	16.60	9
36	32,233	9	30	32,878	17.04	
37	33,136	10	31	33,799	17.52	10
38	34,106	10	32	34,788	18.03	
39	35,229	10	33	35,934	18.63	
40	36,153	10	34	36,876	19.11	
41	37,107	11	35	37,849	19.62	
42	38,052	11	36	38,813	20.12	11
43	39,002	11	37	39,782	20.62	
44	39,961	11	38	40,760	21.13	
45	40,858	12	39	41,675	21.60	12
46	41,846	12	40	42,683	22.12	
47	42,806	12	41	43,662	22.63	
48	43,757	12	42	44,632	23.13	
49	44,697	13	43	45,591	23.63	
50	45,596	13	44	46,508	24.11	13
51	46,533	13	45	47,464	24.60	

52	47,446	14	46	48,395	25.08	14
53	48,380	14	47	49,348	25.58	
54	49,296	14	48	50,282	26.06	
55	50,217	14	49	51,221	26.55	

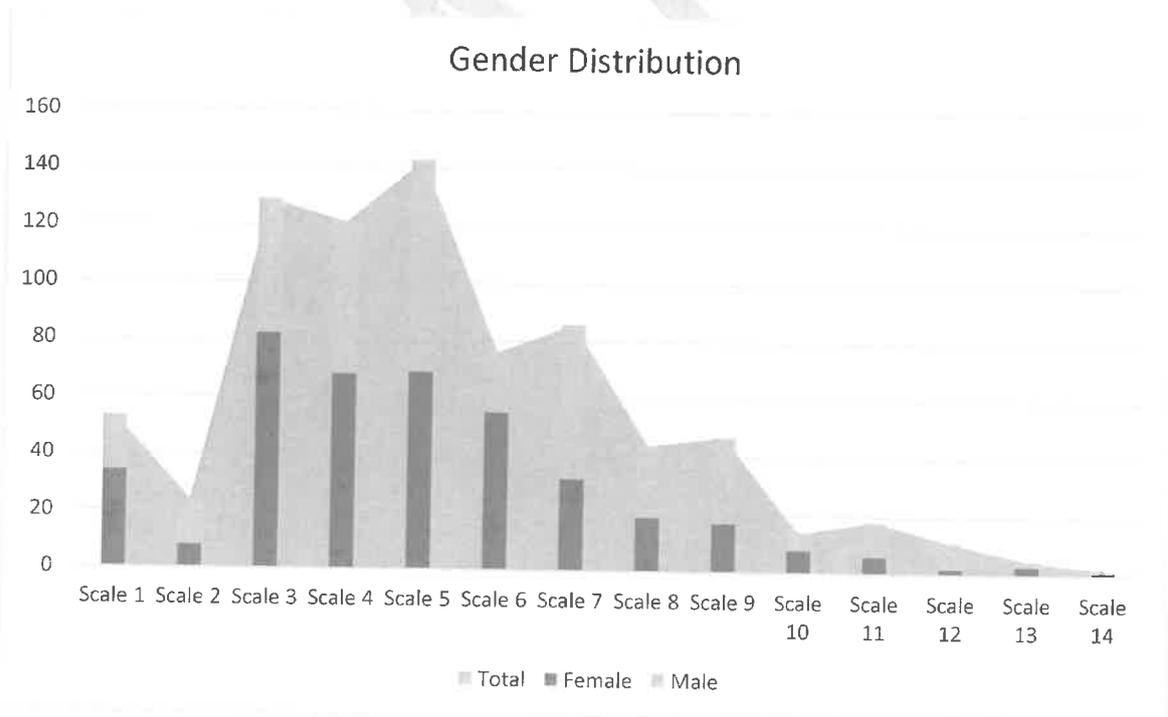
12 Equality Analysis

12.1 The Council provided six protected characteristics for the equality analysis and these were Sex, Disability, Race, Religion, Sexual Orientation and Age. The analysis for all protected characteristics (except age) uses the same method of analysis. This is where the average pay of one characteristic is compared to the opposite (for example, female pay compared to male pay, Disabled pay compared to non-disabled etc...). This is not possible for age, so each age category has been compared to the overall average pay in the grade and significant differences highlighted. All the analysis follows the Equality & Human Rights Commission's guidance where, patterns of differences greater than +/-3% (but below +/-5%) require further investigation. In this report these have been coloured coded 'Amber'. Individual differences greater than +/-5% require further investigation and these have been colour-coded 'Red'.

Sex

12.2 The Council's gender profile is as follows:

Grade	Female	Male	Female	Male	Total
Scale 1	34	19	4.4%	2.5%	53
Scale 2	8	16	1.0%	2.1%	24
Scale 3	82	47	10.6%	6.1%	129
Scale 4	68	53	8.8%	6.9%	121
Scale 5	69	74	8.9%	9.6%	143
Scale 6	55	21	7.1%	2.7%	76
Scale 7	32	54	4.1%	7.0%	86
Scale 8	19	25	2.5%	3.2%	44
Scale 9	17	30	2.2%	3.9%	47
Scale 10	8	6	1.0%	0.8%	14
Scale 11	6	12	0.8%	1.6%	18
Scale 12	2	9	0.3%	1.2%	11
Scale 13	3	2	0.4%	0.3%	5
Scale 14	1	1	0.1%	0.1%	2
Total	404	369	52.3%	47.7%	773



Grade	Option One			Option One (a)			Option Three (a)		
	F	M	F pay as % of M	F	M	F pay as % of M	F	M	F pay as % of M
Scale 1	17,364	17,364	100.0%	17,364	17,364	100.0%	17,364	17,364	100.0%
Scale 2	17,711	17,711	100.0%	17,711	17,711	100.0%	18,065	18,065	100.0%
Scale 3	18,426	18,426	100.0%	18,426	18,426	100.0%	18,795	18,795	100.0%
Scale 4	19,171	19,171	100.0%	19,171	19,171	100.0%	19,554	19,554	100.0%
Scale 5	20,738	20,801	99.7%	20,738	20,801	99.7%	20,808	20,860	99.7%
Scale 6	23,521	23,314	100.9%	23,521	23,314	100.9%	23,577	23,398	100.8%
Scale 7	26,508	26,721	99.2%	26,508	26,721	99.2%	26,508	26,721	99.2%
Scale 8	30,234	30,334	99.7%	30,234	30,334	99.7%	30,234	30,334	99.7%
Scale 9	32,728	32,821	99.7%	32,728	32,821	99.7%	32,728	32,821	99.7%
Scale 10	36,615	36,528	100.2%	36,615	36,528	100.2%	36,615	36,528	100.2%
Scale 11	40,760	40,516	100.6%	40,760	40,516	100.6%	40,760	40,516	100.6%
Scale 12	43,662	43,770	99.8%	43,662	43,770	99.8%	43,662	43,770	99.8%
Scale 13	47,464	47,464	100.0%	47,464	47,464	100.0%	47,464	47,464	100.0%
Scale 14	51,221	51,221	100.0%	51,221	51,221	100.0%	51,221	51,221	100.0%
Total	22,447	24,270	92.5%	22,447	24,270	92.5%	22,613	24,404	92.7%

12.3 The analysis demonstrates that none of the pay options are considered to be an equal pay risk in relation to sex. Equal pay legislation is concerned with the equality of terms for jobs of equal value. Where the jobs are of equal value (determined by job evaluation and placed in a grade) the job holders are being treated equally and as the table above shows the pay of men and women is equal in each grade in all options.

Disability

12.4 The disability profiles of the Council is as follows (excluding 'unknown'):

Grade	No	Yes	% No	% Yes
Scale 1	48	4	6.6%	0.5%
Scale 2	23	1	3.2%	0.1%
Scale 3	112	7	15.4%	1.0%
Scale 4	101	14	13.9%	1.9%
Scale 5	125	11	17.1%	1.5%
Scale 6	68	4	9.3%	0.5%
Scale 7	67	10	9.2%	1.4%
Scale 8	39	3	5.3%	0.4%
Scale 9	39	6	5.3%	0.8%
Scale 10	11	1	1.5%	0.1%
Scale 11	16	1	2.2%	0.1%
Scale 12	11		1.5%	0.0%
Scale 13	5		0.7%	0.0%
Scale 14	2		0.3%	0.0%
Total	667	62	91.5%	8.5%

Grade	Option One			Option One (a)			Option Three (a)		
	No	Yes	Dis Pay as % of Non-Dis	No	Yes	Dis Pay as % of Non-Dis	No	Yes	Dis Pay as % of Non-Dis
Scale 1	17,364	17,364	100.0%	17,364	17,364	100.0%	17,364	17,364	100.0%
Scale 2	17,711	17,711	100.0%	17,711	17,711	100.0%	18,065	18,065	100.0%
Scale 3	18,426	18,426	100.0%	18,426	18,426	100.0%	18,795	18,795	100.0%
Scale 4	19,171	19,171	100.0%	19,171	19,171	100.0%	19,554	19,554	100.0%
Scale 5	20,766	20,758	100.0%	20,766	20,758	100.0%	20,826	20,866	100.2%
Scale 6	23,500	22,475	95.6%	23,500	22,475	95.6%	23,552	22,806	96.8%
Scale 7	26,609	26,829	100.8%	26,609	26,829	100.8%	26,609	26,829	100.8%
Scale 8	30,308	30,507	100.7%	30,308	30,507	100.7%	30,308	30,507	100.7%
Scale 9	32,791	32,878	100.3%	32,791	32,878	100.3%	32,791	32,878	100.3%
Scale 10	36,686	36,876	100.5%	36,686	36,876	100.5%	36,686	36,876	100.5%
Scale 11	40,577	40,760	100.5%	40,577	40,760	100.5%	40,577	40,760	100.5%
Scale 12	43,750		0.0%	43,750		0.0%	43,750		0.0%
Scale 13	47,464		0.0%	47,464		0.0%	47,464		0.0%
Scale 14	51,221		0.0%	51,221		0.0%	51,221		0.0%
Total	23,316	23,185	99.4%	23,316	23,185	99.4%	23,465	23,360	99.6%

12.5 The analysis shows there is just one grade (Scale 6) that has been highlighted as amber as the % difference between disabled and non-disabled employees is greater than +/-3% but less than +/-5%. As this is just one instance and is not greater than +/-5% there is no cause for concern. Although start date was not included in the data set it is likely that the disabled employees highlighted are relatively new recruits and as such will be at or near the grade minimum. Overall, there is no cause for concern with any of the three options above.

Race

12.6 The Race profile of the Council is as follows:

Grade	BAME	White British	BAME %	White British %
Scale 1	5	48	0.7%	6.4%
Scale 2		23	0.0%	3.1%
Scale 3	6	116	0.8%	15.5%
Scale 4	5	114	0.7%	15.2%
Scale 5	5	134	0.7%	17.9%
Scale 6	1	73	0.1%	9.7%
Scale 7	4	80	0.5%	10.7%
Scale 8	1	41	0.1%	5.5%
Scale 9	2	44	0.3%	5.9%
Scale 10		13	0.0%	1.7%
Scale 11		17	0.0%	2.3%
Scale 12		11	0.0%	1.5%
Scale 13		5	0.0%	0.7%
Scale 14		2	0.0%	0.3%
Total	29	721	3.9%	96.1%

Grade	Option One			Option One (a)			Option Three (a)		
	BAME	White	BAME Pay as % of White	BAME	White	BAME Pay as % of White	BAME	White	BAME Pay as % of White
Scale 1	17,364	17,364	100.0%	17,364	17,364	100.0%	17,364	17,364	100.0%
Scale 2		17,711	0.0%		17,711	0.0%		18,065	0.0%
Scale 3	18,426	18,426	100.0%	18,426	18,426	100.0%	18,795	18,795	100.0%
Scale 4	19,171	19,171	100.0%	19,171	19,171	100.0%	19,554	19,554	100.0%
Scale 5	20,753	20,769	99.9%	20,753	20,769	99.9%	20,753	20,837	99.6%
Scale 6	23,369	23,454	99.6%	23,369	23,454	99.6%	23,369	23,521	99.4%
Scale 7	26,147	26,658	98.1%	26,147	26,658	98.1%	26,147	26,658	98.1%
Scale 8	30,507	30,275	100.8%	30,507	30,275	100.8%	30,507	30,275	100.8%
Scale 9	32,454	32,801	98.9%	32,454	32,801	98.9%	32,454	32,801	98.9%
Scale 10		36,715	0.0%		36,715	0.0%		36,715	0.0%
Scale 11		40,588	0.0%		40,588	0.0%		40,588	0.0%
Scale 12		43,750	0.0%		43,750	0.0%		43,750	0.0%
Scale 13		47,464	0.0%		47,464	0.0%		47,464	0.0%
Scale 14		51,221	0.0%		51,221	0.0%		51,221	0.0%
Total	21,392	23,390	91.5%	21,392	23,390	91.5%	21,534	23,541	91.5%

12.7 The analysis shows there are no highlighted grades and as such there is no concern with any of the three options in relation to race.

Religion

12.8 The Religion profile of the Council is as follows:

Grade	Christian	Non-Christian	Christian	Non-Christian
Scale 1	30	19	4.3%	2.7%
Scale 2	12	11	1.7%	1.6%
Scale 3	63	53	9.0%	7.6%
Scale 4	68	47	9.7%	6.7%
Scale 5	63	67	9.0%	9.6%
Scale 6	38	29	5.4%	4.1%
Scale 7	52	26	7.4%	3.7%
Scale 8	20	16	2.9%	2.3%
Scale 9	24	16	3.4%	2.3%
Scale 10	4	7	0.6%	1.0%
Scale 11	9	8	1.3%	1.1%
Scale 12	9	2	1.3%	0.3%
Scale 13	2	3	0.3%	0.4%
Scale 14	1	1	0.1%	0.1%
Total	395	305	56.4%	43.6%

Grade	Option One			Option One (a)			Option Three (a)		
	Christian	Non-Christian	NC Pay as % of Christian	Christian	Non-Christian	NC Pay as % of Christian	Christian	Non-Christian	NC Pay as % of Christian
Scale 1	17,364	17,364	100.0%	17,364	17,364	100.0%	17,364	17,364	100.0%
Scale 2	17,711	17,711	100.0%	17,711	17,711	100.0%	18,065	18,065	100.0%
Scale 3	18,426	18,426	100.0%	18,426	18,426	100.0%	18,795	18,795	100.0%
Scale 4	19,171	19,171	100.0%	19,171	19,171	100.0%	19,554	19,554	100.0%
Scale 5	20,796	20,695	99.5%	20,796	20,695	99.5%	20,865	20,766	99.5%
Scale 6	23,680	23,065	97.4%	23,680	23,065	97.4%	23,703	23,201	97.9%
Scale 7	26,789	26,329	98.3%	26,789	26,329	98.3%	26,789	26,329	98.3%
Scale 8	30,377	30,183	99.4%	30,377	30,183	99.4%	30,377	30,183	99.4%
Scale 9	32,772	32,825	100.2%	32,772	32,825	100.2%	32,772	32,825	100.2%
Scale 10	36,876	36,876	100.0%	36,876	36,876	100.0%	36,876	36,876	100.0%
Scale 11	40,651	40,517	99.7%	40,651	40,517	99.7%	40,651	40,517	99.7%
Scale 12	43,770	43,662	99.8%	43,770	43,662	99.8%	43,770	43,662	99.8%
Scale 13	47,464	47,464	100.0%	47,464	47,464	100.0%	47,464	47,464	100.0%
Scale 14	51,221	51,221	100.0%	51,221	51,221	100.0%	51,221	51,221	100.0%
Total	23,414	22,996	98.2%	23,414	22,996	98.2%	23,563	23,160	98.3%

12.9 The analysis shows there are no highlighted grades and as such there is no concern with any of the three options in relation to religion.

Sexual Orientation

12.10 The Sexual Orientation profile of the Council is as follows:

Grade	Heterosexual	Non-Heterosexual	Heterosexual	Non-Heterosexual
Scale 1	27		6.5%	0.0%
Scale 2	11		2.7%	0.0%
Scale 3	69	1	16.7%	0.2%
Scale 4	65		15.7%	0.0%
Scale 5	79	4	19.1%	1.0%
Scale 6	40	1	9.7%	0.2%
Scale 7	43	1	10.4%	0.2%
Scale 8	20	2	4.8%	0.5%
Scale 9	24	1	5.8%	0.2%
Scale 10	5		1.2%	0.0%
Scale 11	11	1	2.7%	0.2%
Scale 12	5		1.2%	0.0%
Scale 13	2		0.5%	0.0%
Scale 14	1		0.2%	0.0%
Total	402	11	97.3%	2.7%

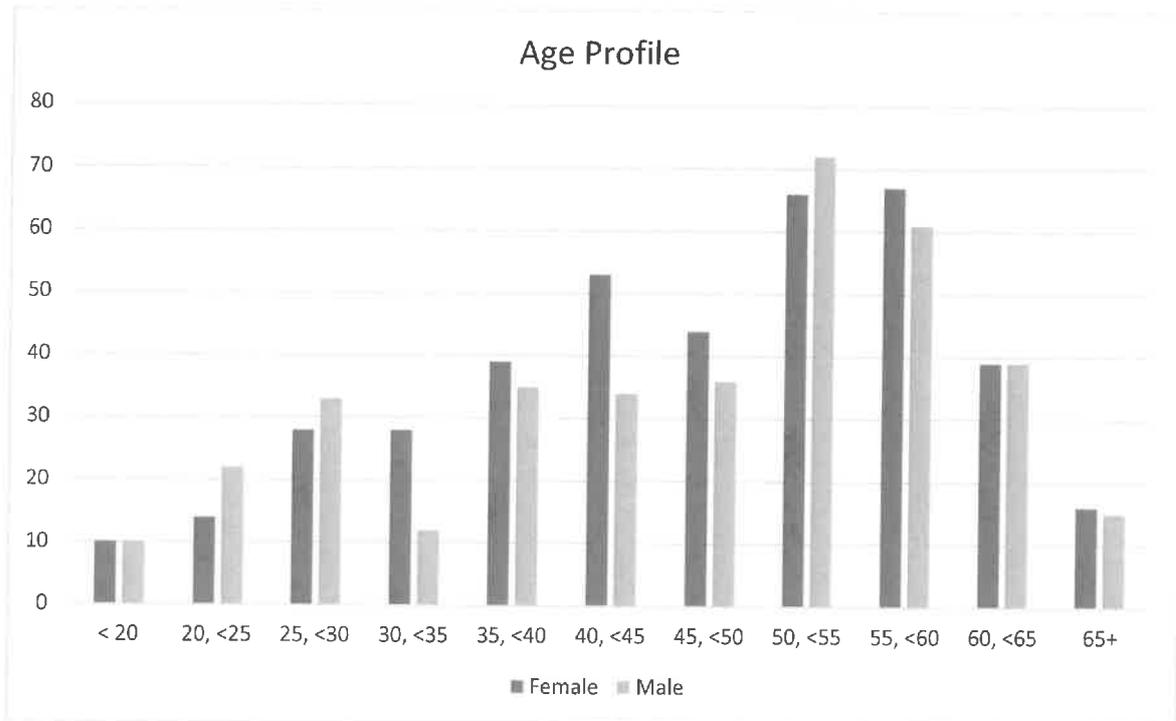
Grade	Option One			Option One (a)			Option Three (a)		
	H/sexual	Non-H/sexual	N-H/S Pay as % of H/S Pay	H/sexual	Non-H/sexual	N-H/S Pay as % of H/S Pay	H/sexual	Non-H/sexual	N-H/S Pay as % of H/S Pay
Scale 1	17,364		0.0%	17,364		0.0%	17,364		0.0%
Scale 2	17,711		0.0%	17,711		0.0%	18,065		0.0%
Scale 3	18,426	18,426	100.0%	18,426	18,426	100.0%	18,795	18,795	100.0%
Scale 4	19,171		0.0%	19,171		0.0%	19,554		0.0%
Scale 5	20,647	20,246	98.1%	20,647	20,246	98.1%	20,728	20,446	98.6%
Scale 6	23,265	23,836	102.5%	23,265	23,836	102.5%	23,364	23,836	102.0%
Scale 7	26,408	25,801	97.7%	26,408	25,801	97.7%	26,408	25,801	97.7%
Scale 8	30,204	29,646	98.2%	30,204	29,646	98.2%	30,204	29,646	98.2%
Scale 9	32,772	32,878	100.3%	32,772	32,878	100.3%	32,772	32,878	100.3%
Scale 10	36,458		0.0%	36,458		0.0%	36,458		0.0%
Scale 11	40,760	40,760	100.0%	40,760	40,760	100.0%	40,760	40,760	100.0%
Scale 12	43,662		0.0%	43,662		0.0%	43,662		0.0%
Scale 13	47,464		0.0%	47,464		0.0%	47,464		0.0%
Scale 14	51,221		0.0%	51,221		0.0%	51,221		0.0%
Total	23,045	25,634	111.2%	23,045	25,634	111.2%	23,206	25,740	110.9%

12.11 The analysis shows there are no highlighted grades and as such there is no concern with any of the three options in relation to sexual orientation.

Age

12.12 The Council's Age profile is as follows:

Age Category	Female	Male	Total
< 20	10	10	36
20, <25	14	22	61
25, <30	28	33	40
30, <35	28	12	74
35, <40	39	35	87
40, <45	53	34	80
45, <50	44	36	138
50, <55	66	72	128
55, <60	67	61	78
60, <65	39	39	31
65+	16	15	20
Total	404	369	773



12.13 The age analysis for Option One is shown in the table below. The average pay for each age category for each grade has been calculated and expressed as a percentage of the overall average for the grade.

Grade	< 20	20, <25	25, <30	30, <35	35, <40	40, <45	45, <50	50, <55	55, <60	60, <65	65+
Scale 1	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Scale 2	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Scale 3	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Scale 4	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Scale 5	0.0%	98.4%	99.3%	99.2%	100.2%	100.0%	100.2%	100.8%	100.7%	100.1%	98.6%
Scale 6	0.0%	101.3%	99.3%	99.1%	99.0%	99.8%	99.4%	100.9%	100.7%	99.9%	0.0%
Scale 7	0.0%	96.8%	96.8%	99.8%	97.3%	99.6%	100.6%	100.6%	100.8%	100.7%	101.3%
Scale 8	0.0%	0.0%	95.0%	100.7%	99.5%	98.6%	99.3%	100.7%	100.5%	100.7%	0.0%
Scale 9	0.0%	0.0%	100.3%	0.0%	99.6%	100.3%	100.3%	99.8%	100.3%	99.8%	100.3%
Scale 10	0.0%	0.0%	0.0%	0.0%	98.0%	100.8%	98.0%	100.8%	100.8%	100.8%	0.0%
Scale 11	0.0%	0.0%	0.0%	0.0%	100.4%	99.9%	100.4%	100.4%	98.8%	100.4%	0.0%
Scale 12	0.0%	0.0%	0.0%	0.0%	0.0%	99.8%	99.8%	99.8%	100.4%	99.8%	0.0%
Scale 13	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	0.0%	0.0%	0.0%
Scale 14	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%

12.14 The analysis shows just three instances where the average pay of employees greater than +/- 3% but less than +/-5%. These instances are in younger age categories where it stands to reason that younger, less experienced employees have not yet moved through the grade for their job as far as older more experienced employees.

12.15 The age analysis for Option One (a) is shown in the table below. The average pay for each age category for each grade has been calculated and expressed as a percentage of the overall average for the grade.

Grade	< 20	20, <25	25, <30	30, <35	35, <40	40, <45	45, <50	50, <55	55, <60	60, <65	65+
Scale 1	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Scale 2	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Scale 3	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Scale 4	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Scale 5	0.0%	97.8%	99.5%	99.1%	100.4%	99.9%	100.2%	101.0%	100.8%	99.9%	98.0%
Scale 6	0.0%	101.6%	99.6%	98.8%	98.7%	99.7%	99.2%	101.2%	100.9%	99.7%	0.0%
Scale 7	0.0%	96.8%	96.8%	99.8%	97.3%	99.6%	100.6%	100.6%	100.8%	100.7%	101.3%
Scale 8	0.0%	0.0%	95.0%	100.7%	99.5%	98.6%	99.3%	100.7%	100.5%	100.7%	0.0%
Scale 9	0.0%	0.0%	100.3%	0.0%	99.6%	100.3%	100.3%	99.8%	100.3%	99.8%	100.3%
Scale 10	0.0%	0.0%	0.0%	0.0%	98.0%	100.8%	98.0%	100.8%	100.8%	100.8%	0.0%
Scale 11	0.0%	0.0%	0.0%	0.0%	100.4%	99.9%	100.4%	100.4%	98.8%	100.4%	0.0%
Scale 12	0.0%	0.0%	0.0%	0.0%	0.0%	99.8%	99.8%	99.8%	100.4%	99.8%	0.0%
Scale 13	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	0.0%	0.0%	0.0%
Scale 14	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%

12.16 The analysis shows just three instances where the average pay of employees greater than +/- 3% but less than +/-5%. These instances are in younger age categories where it stands to reason that younger, less experienced employees have not yet moved through the grade for their job as far as older more experienced employees.

12.17 The age analysis for Option Three (a) is shown in the table below. The average pay for each age category for each grade has been calculated and expressed as a percentage of the overall average for the grade.

Grade	< 20	20, <25	25, <30	30, <35	35, <40	40, <45	45, <50	50, <55	55, <60	60, <65	65+
Scale 1	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Scale 2	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Scale 3	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Scale 4	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Scale 5	0.0%	98.4%	99.3%	99.2%	100.2%	100.0%	100.2%	100.8%	100.7%	100.1%	98.6%
Scale 6	0.0%	101.3%	99.3%	99.1%	99.0%	99.8%	99.4%	100.9%	100.7%	99.9%	0.0%
Scale 7	0.0%	96.8%	96.8%	99.8%	97.3%	99.6%	100.6%	100.6%	100.8%	100.7%	101.3%
Scale 8	0.0%	0.0%	95.0%	100.7%	99.5%	98.6%	99.3%	100.7%	100.5%	100.7%	0.0%
Scale 9	0.0%	0.0%	100.3%	0.0%	99.6%	100.3%	100.3%	99.8%	100.3%	99.8%	100.3%
Scale 10	0.0%	0.0%	0.0%	0.0%	98.0%	100.8%	98.0%	100.8%	100.8%	100.8%	0.0%
Scale 11	0.0%	0.0%	0.0%	0.0%	100.4%	99.9%	100.4%	100.4%	98.8%	100.4%	0.0%
Scale 12	0.0%	0.0%	0.0%	0.0%	0.0%	99.8%	99.8%	99.8%	100.4%	99.8%	0.0%
Scale 13	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	0.0%	0.0%	0.0%
Scale 14	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%

12.18 The analysis shows just three instances where the average pay of employees greater than +/- 3% but less than +/-5%. These instances are in younger age categories where it stands to reason that younger, less experienced employees have not yet moved through the grade for their job as far as older more experienced employees.

Summary

12.19 Overall, there are no equality concerns with the three options analysed. All provide equal pay for work of equal value, as determined by the Council's job evaluation and grade structure. Any pay differences found were less than +/-3% except for three occasions in the age analysis and one occasion in the disability analysis. No pay differences were greater than +/-5%.

DRAFT

FOR PUBLICATION

MANAGING ATTENDANCE POLICY

MEETING: EMPLOYMENT AND GENERAL COMMITTEE

DATE: 8 July 2019

REPORT BY: SANDY GILLHAM-HARDY, HR BUSINESS
PARTNER

1.0 PURPOSE OF REPORT

To provide information regarding the updated Managing Attendance policy and to recommend for approval.

2.0 BACKGROUND

In January 2016 the Managing Attendance policy was approved at the Employment and General Committee and was due for review in January 2019.

Whilst applying the policy during the past 3 years it has become apparent that some amendments needed to be made to the policy to capture recent developments and particular areas that need addressing.

Union colleagues have been consulted on the content of the policy and compromises have been reached throughout.

The aim of the policy is to encourage employees to maximise their attendance at work while recognising that employees will

from time to time be unable to come to work for periods of time due to sickness. This policy relates to short-term, long-term and disability related absences.

The policy has been amended as follows:

- The council has committed to the Dying to Work charter and this has been included at page 21.
- Absences due to an individual undergoing elective cosmetic surgery is now covered by this policy on page 5.
- Further clarity has been provided on page 22 on the joint responsibility between CBC, to provide a range of support mechanisms to help employees remain in work, and the employee, to keep fit and well and manage their attendance at work. Failure to follow the policy, abuse of the sickness scheme or participation in dangerous extreme sports/ activities may lead to the suspension of sick pay.
- Trigger points and targets have been amended to combine the short and long term warnings and targets on page 11. All absences will contribute to the trigger points regardless of their length. (Previously employees could be on the full range of short and long term warnings and they could not be considered together).
- Longer warnings can be given if an employee's attendance levels return to unacceptable levels (backsliding) within 12 months of expiry of a warning and action would recommence at the level of the previous warning, as detailed on page 12.
- Any reference to the national 'fit for work' programme has been removed as it is no longer available.

There have been no further changes to the policy.

3.0 PROPOSED PROCEDURE

The revised policy can be found at appendix A.

A full Equality Impact Assessment was completed in January 2017 which would still be relevant and is attached at appendix B.

4.0 EMPLOYER – TRADE UNION COMMITTEE

The proposed policy was submitted to the Employer trade union Committee on 29 April 2019 and was endorsed for submission to Employment and General Committee.

5.0 RECOMMENDATION

That the revised Managing Attendance Policy be approved.

For further information on this report, contact Sandy Gillham-Hardy.

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Managing Attendance Policy

Prepared by: Human Resources

Approved by Employment and General Committee: XX 2019

For review: XX 2022

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Policy statement on attendance

1. CBC aims to encourage all its employees to maximise their attendance at work while recognising that employees will from time to time be unable to come to work for periods of time due to sickness. This policy relates to short-term sickness absences from work (which are defined as those lasting up to 4 weeks), long-term sickness absence (which is defined as anything over 4 weeks) and disability related absence.
2. CBC recognises its responsibility to provide a safe and healthy workplace and to support employees as far as possible to maintain attendance at work. CBC provides medical advice through occupational health provision including access to physiotherapy, counselling, free eye sight screening and tests and undertakes regular risk assessments for stress, Hand Arm Vibration, hearing and night work to prevent work related sickness absence and support employees in the workplace. CBC also has other policies in place which relate to time off work for other reasons e.g. special leave, annual leave, compassionate leave.
3. Despite the support provided, CBC understands that there will inevitably be some short-term sickness absence among employees and it must also pay due regard to the needs of the organisation and the public services provided. If an employee is frequently and persistently absent from work, this can damage efficiency and productivity and place an additional burden of work on other colleagues. By implementing this policy, CBC aims to strike a reasonable balance between the provision of services and the genuine needs of employees to take occasional short periods of time off work because of sickness.
4. The approach taken by CBC to managing long-term absence will be proactive and supportive and focus on measures to support employees return to work. It is proven that a proactive approach from both employees and employer lead to successful management of long-term sickness absence. CBC utilises various measures to support employees in this

approach and phased returns to work can enable an earlier return which is beneficial for the employee.

5. None of the provisions in the policy form terms of employees' contracts of employment. It is therefore subject to change, following a joint review process which will be undertaken between management and the trade unions.

Confidentiality

6. Employees have the right to absolute confidentiality and managers will respect this at all times. If an employee does not wish to disclose personal information to their line manager they may speak with a member of the HR team as an alternative.
7. Employees must be aware that despite their right to confidentiality, managers have a duty to implement the attendance policy and may on occasion be required to make decisions based on information known to them.

Medical appointments

8. Employees are allowed time off to attend regular hospital appointments or medical screening. Where the employee is on the flexi-scheme appointments will normally be managed within the scheme. Where the employee is not on the flexi-scheme appointments should be arranged outside working hours wherever possible. Where this is not possible managers will allow time to attend.
9. Managers may ask to see the appointment card/letter prior to agreeing the amount of time the employee needs to be absent from work.
10. Where the employee has a disability and is required to keep regular appointments in connection with their disability, this may be treated as disability leave as a "reasonable adjustment" under the Equality Act 2010. If managers have any doubt please refer to HR for advice.

Notification of absence

11. Employees are required to notify their immediate line manager/supervisor of any absence caused by sickness or disability and this must be in person by phone unless exceptional circumstances prevent the employee from making contact. Text, email or voicemail is not an acceptable form of contact. It is the manager's responsibility to ensure a deputy is nominated in their absence.
12. Employees should notify their immediate line manager/supervisor of their absence and the nature of the illness by no later than 9.30am on the first day of absence if they are office based. Where alternative shift patterns are in force managers will have alternative "in-service" notification arrangements which employees must be aware of and abide by. In all

circumstances, employees must notify their manager as early as possible and no later than one hour before their normal shift start time.

13. If an employee does not contact their manager to notify absence the manager should contact the employee to establish their whereabouts. If the manager cannot establish contact with the individual, they must contact HR for next of kin details and as a last resort undertake a home visit. On any other occasion a home visit must not be undertaken without prior agreement of the employee. Employee failure to follow this procedure may result in action being taken under the disciplinary procedure for being absent without leave.
14. It is the line managers responsibility to ensure the absence is reported to payroll and HR by ensuring that absence is reported to admin on the appropriate forms in a timely manner (see S1 in appendices)
15. Employees must maintain contact with their manager on a daily basis (unless otherwise agreed with the manager on the first day of absence) until either a return to work occurs or if the absence exceeds 7 days or a fit note is supplied by the GP.
16. Contact between the employee and the manager thereafter must be mutually agreed and continue at no less than a monthly basis and must focus on what support can be provided to enable the employee to return to work as quickly as possible.

Evidence of incapacity

17. For all absences not exceeding 7 days employees will be required to complete a self-certification form on return to work. Completion of the self-certification form applies to all periods of absence due to sickness or disability including single or part days/shifts. If employees are taken ill after reporting for work and subsequently leave work, if they have worked longer than half their normal day/shift, this will not be recorded as sickness and will not require completion of a self-certification form. If an employee leaves work through sickness having completed less than half of their normal day/shift, they will still need to complete a self-certification form and the absence will be recorded as sickness.
18. For absences exceeding 7 days employees are required to obtain a fit note from their GP which must be sent to their manager immediately. The employee will be sent, by return, the self-certification form, section 2 of which must be completed and returned immediately.
19. Should an employee feel well enough to return to work during the period of the fit note they are entitled to do so and do not need to return to the GP to be declared fit for work. Should a manager have any concerns about an employee's fitness to work they should consult with HR in the first instance and consider whether an Occupational Health (OH) referral is required.

20. An employee who falls sick during the course of annual leave shall be regarded as being on sick leave from the first date of sickness as long as the employee has followed the correct procedure outlined at paragraph 11 above for notification of sickness absence.

Cosmetic surgery

Absence due to an individual undergoing elective cosmetic surgery is not covered by this policy.

21. If an employee is absent from work as a result of having cosmetic surgery, they will not be entitled to receive Statutory Sick Pay (SSP) or Occupational sick pay (OSP) for this period of absence and must use annual leave to cover for the period of absence.
22. If there are medical complications arising from the surgery the decision not to pay SSP and OSP will be reviewed after discussion with HR. If the complications could not have been foreseen and the employee will suffer financial detriment, payment of SSP and OSP will be considered.
23. If the cosmetic surgery is being undertaken via the NHS and is for medical reasons, the normal entitlement to sick pay would apply.

Role of employees

24. Individual employees have a contractual responsibility to attend work regularly unless there is a genuine reason for not doing so. When an employee is prevented from attending work owing to sickness absence or disability, they must follow the procedure for reporting absence, keep in touch with management and provide fit notes when necessary in accordance with the procedure.
25. If, following discussion, it is decided that a referral to OH service for advice is appropriate an employee must co-operate with this request. If an employee is referred to Occupational Health Services (OHS) and does not attend or refuses to attend without reasonable cause, this may constitute abuse of the sickness scheme resulting in suspension of pay and may result in a manager taking action under this policy based on the medical information available, which may be detrimental to the employee.
26. Employees have the right under the Access to Medical Reports Act 1988 not to cooperate in the gaining of information from their GP. However, the employee should be made aware that the OH Physician will still offer advice based on the available evidence and management are entitled to make decisions based on that evidence.

Role of line manager

27. Managers should have in place clear procedures for recording all absence for their employees and should not rely on HR or support services to prompt them when action is necessary.

28. Following the procedures outlined in this policy, managers should ensure that all employees are treated fairly and consistently. Effective management of attendance requires a continuous and co-ordinated effort by all managers, with support from senior management.
29. Managers are expected to play a key role in influencing employee behaviour and performance as far as practically possible by creating a supportive environment that contributes to improving attendance.
30. Managers must keep employees informed of corporate standards of attendance (e.g. targets/trigger points) and arrangements for notification of absence in their service area.
31. CBC has a range of family friendly policies to help employees balance the demands of home and work-life. Managers should ensure employees are aware of these policies and they are used appropriately as abuse of the sick leave scheme may result in disciplinary action.
32. Managers will act at all times with sensitivity and within legal boundaries ensuring that all actions taken are fair and reasonable in the individual circumstances.

Role of Occupational Health

33. A referral to occupational health is made when specific medical opinion is needed in relation to the work role and an employee may be seen either by a physician or a nurse depending on the advice needed (see para 50).
34. A manager must meet with an employee to discuss any referral to occupational health and the reasons for the referral.

Role of the Policy Team

35. Provide information, advice and guidance on the equality implications of this policy and procedure, in particular on the disability equality aspects, to managers and to employees.
36. Advise managers and employees on the application of the Equality Act 2010 definition of disability, on reasonable adjustments to an existing job, or in relation to redeployment and on involving the Access to Work unit.
37. Evaluate the equality, and in particular disability equality, aspects of the policy and procedure.

Role of HR

38. HR maintain and report on an overview of absence across CBC. On a monthly basis HR will provide reports to managers detailing the absence levels in their department and those employees who have hit various trigger points for action.

39. HR will provide training, advice, guidance and support to employees and managers on all aspects of attendance management and act as the conduit to specialist OH advice.
40. HR will provide support at meetings and formal hearings where appropriate.
41. HR will evaluate employee policies e.g. PDR, exit interviews for their impact on sickness absence statistics.

Managing sickness absence

42. There are two types of sickness absence, short term and long term (continuous over 4 weeks) and the management of each requires a different approach.
43. CBC has a systematic approach to managing absence attributed to sickness or disability, which has the following features:
 - i. Council wide targets for average levels of absence due to sickness or disability
 - ii. Systematic consideration of whether an employee is capable of regular and efficient service
 - iii. Triggers for action – to prompt investigation of each case on its merits
 - iv. Comprehensive monitoring – to permit analysis, pick up problems and assist in meeting targets
 - v. A Policy Service to advise and support employees and managers
 - vi. An Occupational Health Service (OHS) to advise on medical aspects of any case
 - vii. Systematic appraisal of the effectiveness of managers in dealing with cases of absence attributed to sickness or disability.
44. At all stages of the managing attendance procedure the aims are to:
 - i. Investigate the absence to understand the causes and effect it will have on the employees work and attendance levels.
 - ii. Take all reasonable steps to collaborate with staff in tackling health, work or welfare problems (including work place stress)
 - iii. To explore any options with the employee which may facilitate them in improving their attendance or returning to work
 - iv. To keep the employee informed about their employment position particularly if their job is at risk.

Return to work meetings

45. Return to work meetings are an essential part of managing attendance and must be conducted after **every** sickness or disability related absence. The meeting should be held on the day the employee returns to work (unless prevented by shift patterns and then must be within 48 hours of return) and recorded on form S2 which should be sent to HR. The purpose of the interview is:
 - i. To welcome the employee back to work

- ii. Check whether they are well enough to be at work
 - iii. Update employees on any news while they were off and let them know how their work was covered
 - iv. Identify the cause of the absence
 - v. Establish if the employee has any disabilities and whether the provisions of the Equality Act 2010 apply such as making reasonable adjustments (a chair or different equipment for example)
 - vi. Establish if there are any work related issues causing the absence
46. The benefit of the return to work meeting is that employees have the opportunity to discuss confidentially any issues that might not normally come to light e.g. they are being bullied or have personal issues. There is no right to be accompanied to these meetings.
47. The return to work should be documented and any actions agreed recorded e.g. referral to OHS.
48. Remind the employee of the need to attend work regularly and that CBC expects full and effective attendance.
49. Review the record of absences and if there are issues regarding the employees level of attendance or patterns of absence, the formal procedure will be initiated (see paragraph 54)

Referral to Occupational Health

50. The OHS service is available to employees on an appointments based system via HR. The range of services include:
- i. Health/safety tests and advice
 - ii. Workplace risk assessments
 - iii. Noise/vibration testing
 - iv. Eye and ear tests for council vehicle drivers
 - v. Inoculations e.g. Hepatitis A and B
 - vi. Counselling
 - vii. In-service medical exams
 - viii. Pre-employment medical screening
51. The managing attendance procedure covers both short term intermittent absences, long-term sickness and disability absence and provide in all cases for a referral of an employee to the OHS nurse or physician.
52. The following circumstances would normally require referral to the OHS:
- I. an accident at work resulting in ongoing difficulties
 - II. a notifiable disease

- III. where an employee has been absent through illness for a period of two weeks or more and there is not a foreseeable return date.
- IV. All employees who have had more than four weeks consecutive absence are to be referred to the occupational health provision unless absence is a result of a self-limiting condition such as:
 - i. fractures which are healing normally with no complications
 - ii. operations or medical procedures where there are no complications
 - iii. employees receiving chemotherapy and/or radiotherapy
 - iv. imminent consultant referral
- V. where an employee has repeated spells of intermittent absence due to sickness or disability
- VI. where there are concerns about particular aspects of an employee's health in relation to their ability to do their job
- VII. Following a return to work (RTW) meeting, if the manager feels that the reason for absence requires medical investigation, then immediate referral may be made.

53. Following the appointment the report will be sent to the individual and manager concerned via HR who will advise on next steps and any support that may be required.

Trigger points and warnings

54. Absence in a 12 month rolling period which meets any of the following criteria will be dealt with under the managing attendance policy. The 8 day trigger is pro-rated for part time/variable/annualised contract employees at all levels. The trigger points are:
- i. 3 periods of sickness in 6 months
 - ii. 8 working days in a rolling 12 months
 - iii. Any pattern of sickness absence that causes concern. This could be certain days of the week; around Bank Holidays; before or after a holiday; when holidays are refused; school holidays; same time each year or a pattern of regularly reaching or nearly reaching triggers.
 - iv. 4 weeks continuous absence
 - v. a mixture of long term and short term absence
55. Absences which continue past 4 weeks are termed as long-term sickness. The trigger points for action are different in long-term cases and are as follows:
- i. One months absence
 - ii. Three months absence
 - iii. Six months absence
 - iv. Nine months absence (Formal meeting but no formal warning issued)
 - v. Twelve months absence
56. Once a trigger point has been reached, managers should work with employees to support them to improve their attendance. Improvement targets should be set for employees who have triggered under this policy. The targets set will be as follows depending on whether

the absence is long term or short term and are to designed to support individuals to improve their attendance at work. The targets are:-

Short term

- i. No more than 3 periods of sickness in the next 6 months
- ii. No more than 8 working days in the next 12 months
- iii. No pattern of sickness absence identified
- iv. No long term absence of 4 weeks or more

Long term - Return to work before next trigger point and once the employee has returned to work the targets set will be:

- i. No more than 3 periods of sickness in the next 6 months
- ii. No more than 8 working days in the next 12 months
- iii. No pattern of sickness absence identified
- iv. No long term absence of 4 weeks or more

Formal action

57. This policy provides a framework to ensure that managers investigate the reasons for absence and any work or domestic problems that may underlie the absence and form a judgement as to what further action is appropriate.

58. Where an employee has failed to attend work or improve their attendance levels despite support from management and where attendance levels reach trigger points, the manager will give the employee a series of formal warnings that their job may be at risk.

59. In all situations there are 4 levels to the warnings plus the right to appeal. All warnings should be issued within a maximum of 2 weeks of the employees return to work following the sickness absence, unless it has been mutually agreed to extend this period. The 4 warning levels are:

LEVEL	<u>ACTION</u>	DURATION OF WARNING
1	Verbal warning confirmed in writing	6 months
2	Written warning	Twelve months
3	Final written warning	Twelve months
4	Capability Hearing	N/A

60. Once a level in the procedure has been reached, any improvements in attendance will need to be maintained. If, following the expiry of a level 2/3 warning, attendance levels return to unacceptable levels (backsliding) within 12 months of expiry of the warning (to take into account the rolling 12 month period), action will re-commence at level 2/3 respectively and a two year warning will be given.

61. As stated at para 54, absence is monitored over a rolling 12 month period and therefore it is possible that the same absences could be taken into account after the level 1 warning should further absences occur within the same rolling 12 month period.
62. Where backsliding occurs after a level 1 warning has expired a further level 1 warning will be given for a 12 month period.
63. The overriding intent of this policy is to support employees to provide regular and effective service. When considering dismissal a manager will review absence patterns in the previous 5 years to ensure a full history is taken into account.

Sickness absence meetings (Level 1 to 3)

64. When an employee hits a trigger point for the first time there will be a **level 1** absence management meeting where the line manager will consider all the individual circumstances in accordance with the procedure set out below. As a formal warning for sickness may be issued as an outcome of the meeting, the procedures must be carefully adhered to.
65. The line manager will invite the employee to a meeting, in writing giving a minimum of 5 days working notice. The letter will remind the employee of their right to be accompanied by a trade union representative or work colleague.
66. The meeting will be led by the line manager, and will have the purpose of fact finding, where possible establishing the cause of any absence and to offer assistance based on individual circumstances. The line manager will cover the following matters as appropriate during the meeting:
 - i. Identify the frequency and cause for the absences and ensure that the employee is aware that their absence record is giving cause for concern, and highlighting the impact on the rest of the team or authority.
 - ii. Advise the employee to seek medical attention to determine if there are grounds to consider that there might be an underlying medical problem, or refer to OHS as appropriate.
 - iii. Give consideration to personal problems which may be causing absences and offer possible ways of helping the employee resolve them.
 - iv. Consider if any temporary or permanent redeployment or reduction of duties or reasonable adjustment is required.
 - v. Explore whether the absences may be due to a work related injury, a disability defined within the Equality Act, or pregnancy and take advice from HR as appropriate
 - vi. The standard of attendance required and the period over which attendance will be monitored (period of warning)
 - vii. The consequences of failure to improve attendance (eventual dismissal).

- viii. Confirm whether or not a formal warning for sickness absence will be issued on this occasion, providing reasons for the decision and indicate the next stage of the procedure if attendance does not improve.
67. The line manager must confirm in writing the outcome of the meeting within 7 working days and send a copy to HR for the employee file. The letter must include:
- i. Details of who attended the meeting and date held
 - ii. What was discussed and the actions agreed for both employee and line manager with relevant timescales
 - iii. Clarify the absence target for the duration of the warning
 - iv. Confirmation of whether or not the outcome is a formal warning for sickness absence providing reasons for the decision and clarification that further absence may result in the employee receiving subsequent formal warnings for sickness absence, clarifying that 3 formal warnings for sickness absence in a rolling 12 month period may result in a capability hearing. **NB. If a manager does not give a warning they will be expected to discuss this with HR to justify their use of discretion.**
68. Where an employee has breached the absence target following the first meeting the manager will convene a **level 2** absence management meeting following the process as above but subsequent meetings they will be accompanied by the relevant HR Officer. Should absence targets still be breached following a Level 2 meeting it may be necessary to convene a Level 3 meeting. At each stage the meeting will cover the points at paragraph 66 above and detailed in the manager guidance notes in the appendices. Meetings will be followed up in writing within 7 working days issuing a **level 1** (verbal), **level 2** (written) and **level 3** (final written) warning as appropriate.

Level 4 sickness absence capability hearing

69. If the employee continues to breach the absence target following the issue of the **level 3** (final written) warning the employee will be invited to a capability hearing, in writing:
- i. giving the right to be accompanied
 - ii. informing the employee that as a result of the meeting their contract may be terminated.
 - iii. Providing a copy of the line manager's report and evidence for consideration at the capability hearing.
70. The capability hearing will be chaired by a manager with delegated authority to dismiss and must be accompanied by a member of the HR team.
71. The purpose of the meeting is to consider all information in relation to the absences, including Occupational Health advice. If appropriate the hearing manager may ask for further medical advice.

72. The hearing manager should consider whether or not alternative employment, reasonable adjustments to the current role or ill-health retirement could and should have been considered prior to the decision to terminate employment.
73. If it is decided following the hearing that the contract of employment will be terminated by virtue of capability as a result of absence, then the employee must be given due notice/pay in lieu of notice and any other additional payments outstanding i.e. holiday pay. (see paragraph 83)

Long term sickness absence

74. It is the managers responsibility to establish regular contact with the employee and as a minimum the manager should meet with the employee on a monthly basis to discuss:
- ix. How the employee is feeling and what steps they are taking to recover and return to work
 - x. What support the employer can provide to enable to return to work e.g. phased return to work, reduced hours, specialist equipment
 - xi. Whether a referral to occupational health would be beneficial
 - xii. How long the employee expects to be absent from work
75. Once the continuous absence reaches the 4 week **trigger point** the **level 1** absence review meeting must be held using the relevant invite letter. A referral to OHS should normally be undertaken and a formal absence review held with the employee to advise them of the consequences of continued absence. Unless there are exceptional circumstances a level 1 verbal warning should be administered. If managers are considering not giving a warning they must contact HR for advice.
76. At the three month **trigger point** stage a **level 2** invite letter is issued and a further absence review meeting arranged. A referral to OHS must be undertaken and a formal absence review held with the employee. This does involve a **level 2** warning being administered unless exceptional circumstances prevent this. If managers are considering not giving a warning they must contact HR for advice. The meeting should focus on what steps can be taken to ensure a speedy return to work and remind the employee of the potential consequences of continued absence i.e. dismissal.
77. Should a return to work not have been achieved at this point monthly meetings continue as in paragraph 74 above until the six month **trigger point** is reached at which point a further referral to occupational health will be made and be followed by a formal **level 3** meeting. The manager will consider all points at paragraph 74 and decide whether a further warning may be appropriate. The employee should be given every opportunity to provide suggestions as to how a return to work can be supported and every effort should be made to achieve this. If despite considering any adjustments possible a return to work at this stage is still not possible a **level 3 final written warning** will be administered. A formal meeting should also take place if the employee remains absent at the nine month trigger point. However, should it become apparent at any point in the process that an individual

will never be able to return to work based on medical evidence, the manager may refer to another manager with authority to make the decision to dismiss.

78. If a return to work has not been achieved by the twelve month stage a formal **level 4** capability hearing will be arranged with a manager with authority to dismiss.
79. An employee may normally only be dismissed after a final written warning and if there is no reasonable alternative to dismissal. As an alternative to dismissal, in agreement with the employee, managers may decide on:
 - I. making reasonable adaptations to the work, workplace or working arrangements (taking into account job evaluation)
 - II. compulsory transfer to another job – where the employee’s condition means that they cannot continue in their original work place or job
 - III. redeployment search for a reasonable period
 - IV. demotion
80. If an employee is no longer capable of performing in the role they were employed for they will be dismissed unless they can be redeployed into another role.
81. If an employee is redeployed they will accept the terms and conditions relevant to the new post and pay will not be protected if the new role is a lower salary.
82. It may not be practical to ask the employee to work through their notice period. An employee who is dismissed after absence related to sickness or a disability is entitled to:
 - I. Notice or pay in lieu of notice even if they cannot work it in practice
 - II. Full pay for the notice period even if they are on half or nil pay
 - III. Full pay for any untaken leave accrued in the current year unless management require some or all of it to be taken in the notice period
 - IV. Full pay for leave accrued during the notice period unless management required some or all of it to be taken before the employee leaves.

Appeal

83. Employees have the right of appeal against a decision to dismiss. Any appeal must be made in writing to the dismissing manager who will liaise with HR to arrange an appeal hearing. The appeal will be heard by members supported by an HR Officer.
84. The grounds for appeal must be on one or more of the following grounds:-
 - i. Procedure – a failure to follow procedure having a material effect on the decision

- ii. The facts of the case – the appellant can bring evidence directly relevant to disputed facts as set out in the grounds of appeal. Otherwise the facts at the earlier stage will be accepted
- iii. Sanction/caution/action – too severe given the circumstances of the case
- iv. New evidence – only new evidence which had not come to light for the first hearing is to be considered. The appeal is not to be used to reargue the case with different evidence. Where there is genuine new evidence the original hearing officer should have the opportunity to hear the evidence and review their decision

Phased return to work

85. Where an employee has been absent from work due to illness/incapacity or disability a phased return to work may be appropriate to ensure a smooth and supported return to work. This may include a temporary change to hours or times worked and/or any other reasonable adjustment. The GP fit note or advice from OHS may give an indication of whether this is likely but nonetheless this is always a consideration.
86. A phased return to work will only be considered where the employee intends to resume normal working within 4 weeks and where immediate resumption of full duties would clearly put additional strain on the employee and jeopardise their ability to continue normal working.
87. The period of the phased return should normally be 4 weeks duration with the employee returning to normal working by the 5th week. In exceptional circumstances and with the agreement of HR the period may be extended to 6 weeks.
88. Where a phased return or change to contractual working hours is being considered as part of rehabilitation back to work it is important that the manager discuss the basis of the return with HR and/or the Policy Team. Any agreement can then be administered and any contractual revisions noted and advised to payroll e.g. if an employee reduces their hours permanently and a change to contract is required.
89. The agreement should be put in writing, signed and forwarded to HR with copies being kept by the manager and employee.
90. For recording purposes absences during a phased return to work are ‘*authorised absences for the purposes of rehabilitation*’. The employee is not deemed as sick for the purposes of recording and they will resume their normal basic salary or weekly pay.
91. Where the employee does not resume normal working as agreed, the phased return to work agreement will be void and the occupational sick pay scheme will be resumed as entitlement allows.

92. If the employee subsequently becomes absent again, due to sickness or disability, managing attendance procedures will apply, including resumption of occupational sickness payments as appropriate.

Disability related absence

93. The Equality Act 2010 places a legal requirement on employers to make reasonable adjustments for employees with disabilities where this would enable an employee to continue working or to enable a return to work from sickness absence. The Act defines a disabled person as a person with:
- ‘a physical or mental impairment which has a substantial and long term [i.e. likely to last for more than 12 months or recur beyond 12 months] adverse effect on their ability to carry out normal day to day activities.’
94. There is a legal requirement placed on employers to ensure the employee is not disadvantaged because of their disability however an employee must make their manager aware of the disability.
95. It is recognised that a person may be perfectly healthy and also living with a disability. When an employee needs time off work related to the disability (Disability Leave) they are not necessarily ‘sick’. Such absences may include (this list is not exhaustive):
1. Hospital or doctors appointments connected with the disability/impairment or technical aids
 2. Ongoing treatment
 3. Recovery time from an aspect of disability/impairment e.g. an asthma attack or diabetes
 4. Infection that is as a result of disability and/or an impairment
96. The disability may be physical or mental and mental disability can include the symptoms of stress (refer to separate Managing Workplace Stress policy).
97. Disability leave is managed under the terms of the managing attendance policy. This means that the manager will conduct return to work meetings and sickness absence reviews if a trigger is reached. Disability leave is recorded separately but aggregated into the sick absence figures and therefore counts towards trigger points. This means that the authority expresses its concern and exercises its responsibilities but does not imply that the employee is in the wrong and does not necessarily mean that formal action will be taken. **The line manager must however take into account the nature of the absence relating to a disability when considering action following a trigger being reached and must consult with HR or the Policy Team when considering action.**
98. Ultimately it may be considered that the levels of absence due to disability become unsustainable for financial and/or service provision/operational reasons. All other options

outlined at paragraph 66 must have been exhausted and demonstrated to be ineffective before dismissal is considered appropriate. Dismissal would be managed under the terms of the managing attendance policy.

Dying to work charter

99. The Council has committed to the Dying to work charter and makes the following commitments:
- I. If an employee has a diagnosis of a terminal condition the triggers for action within this policy will not apply. Regular welfare meetings will be held (as appropriate dependent on the health of the individual) to provide ongoing support.
 - ii. If an employee has a diagnosis of a terminal condition they will not be dismissed from their employment as a result of that condition.
 - iii. Employees will continue to receive full pay throughout their illness.
 - iv. The council will provide training to line managers and all HR staff on dealing with terminal illness, including how to discuss future plans with any employee who has a diagnosis of a terminal illness, and on what adaptations to work arrangements that may be necessary.
 - v. The council will ensure that appropriate support is provided through the counselling service.

Maternity absence

100. Sickness absences during pregnancy must be recorded in the same way with detailed records of the cause of absence to highlight pregnancy related illnesses. Absence for ante-natal clinics is not counted towards trigger points for action.
101. If an employee is absent from work due to a pregnancy-related illness after the beginning of the fourth week before the expected week of childbirth, her maternity leave will start automatically and she should notify her line manager in writing as soon as possible.

Sick pay scheme

102. The council's sick pay scheme is intended to supplement Statutory Sick Pay (SSP) and other welfare benefits so as to maintain normal pay during defined periods of absence on account of sickness or disability.
103. Employees are entitled to receive occupational sick pay as per NJC Green Book for the following periods:

During 1 st year of service	1 months full pay and (after completing 4 months service) 2 months half pay
During 2 nd year of service	2 months full pay and 2 months half pay
During 3 rd year of service	4 months full pay and 4 months half pay
During 4 th and 5 th years of service	5 months full pay and 5 months half pay

After 5 years service	6 months full pay and 6 months half pay
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Suspension of sick pay

104. The council takes it's responsibility for employee health and wellbeing seriously and provides a range of support mechanisms to help employees remain in work. The council considers this to be a joint responsibility with employees themselves taking action to keep fit and well and manage their attendance at work. E.g. take proactive measures to manage health conditions.
105. Therefore if an employee is perceived to abuse the sickness scheme e.g. failure to follow policy, working whilst off sick etc. or is absent on account of sickness due or attributable to deliberate conduct prejudicial to recovery or the employee's own misconduct or neglect or active participation in professional sport or injury whilst working in the employee's own time on their own account for private gain or for another employer sick pay may be suspended.
106. If an employee is sick due to their participation in dangerous/ extreme sports or activities e.g. aviation, caving, parachuting, motor sports, gravity sports etc. sick pay may be suspended as it is expected the employee will have their own personal insurance to cover any possible accidents and subsequent injuries that may lead to time off work.

Withdrawal of self-certification

107. In certain circumstances where a manager has justifiable concerns that the right to self-certify is being abused, the right to self-certify may be withdrawn from individual employees (CBC would have to meet the cost of a private certificate). If the circumstances warrant the withdrawal of the right this would normally be accompanied by a warning and this would be put in writing. Managers should discuss with HR before taking any action.

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Chesterfield Borough Council Equality Impact Assessment - Full Assessment Form

<i>Title of the policy, project, service, function or strategy:</i>		MANAGING ATTENDANCE POLICY
<i>Service Area:</i>	CCC	
<i>Section:</i>	HR	
<i>Lead Officer:</i>	SANDY GILLHAM-HARDY	
<i>Date of assessment:</i>	04/19	
<i>Is the policy, project, service, function or strategy:</i>		
<i>Existing</i>	<input type="checkbox"/>	
<i>Changed</i>	<input checked="" type="checkbox"/>	
<i>New / Proposed</i>	<input type="checkbox"/>	

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Section 1 – Clear aims and objectives

1. What is the aim of the policy, project, service, function or strategy?

The revised policy aims to clarify the process for managing sickness absence in a consistent and robust way across the council. The policy provides revised trigger points for action and clear stages throughout the process for supporting employees to return to work or remain in work, and take action where appropriate where consistent non-attendance at work cannot be maintained.

The policy is being updated with the following amendments:

- **The council has now committed to the Dying to Work charter.**
- **Absences due to an individual undergoing elective cosmetic surgery is now covered by this policy.**
- **Further clarity has been provided on the joint responsibility between CBC, to provide a range of support mechanisms to help employees remain in work, and the employee, to keep fit and well and manage their attendance at work. Failure to follow the policy, abuse of the sickness scheme or participation in dangerous extreme sports/ activities may lead to the suspension of sick pay.**
- **Trigger points and targets have been amended to combine the short and long term warnings and targets. All absences will contribute to the trigger points regardless of their length. (Previously employees could be on the full range of short and long term warnings and they could not be considered together).**

- **Longer warnings can be given if an employee's attendance levels return to unacceptable levels (backsliding) within 12 months of expiry of a warning and action would re-commence at the level of the previous warning.**
- **Any reference to the national 'fit for work' programme has been removed as it is no longer available.**

2. Who is intended to benefit from the policy and how?

The policy should benefit employees who will be supported to manage their attendance levels and customers who will receive a higher level of service through reduced absence levels. Improving levels of attendance should reduce the stress levels of staff covering for absences and ensure that staff feel poor attendance is addressed. Managers will feel supported to take action where appropriate to support employees or take formal action where necessary.

3. What outcomes do you want to achieve?

Improved management of attendance levels and consistent application of policies across the council, and improved support for employees and fair action when needed to reduce stress levels for those who regularly attend work.

4. What barriers exist for both the Council and the groups/people with protected characteristics to enable these outcomes to be achieved?

Some managers are uncomfortable tackling high absence levels as they feel they are perceived as harassing employees and are unsure of the guidance and legislation. The revised policy places an emphasis on the support mechanisms in place for employees and gives managers clear consistent guidance to follow. Training will be provided for managers to address absence and enable managers to confidently tackle the varied issues that arise. Disability status and long term conditions may have an impact on attendance, and where this is the case, occupational health guidance will be sought and where necessary, reasonable adjustments will be made.

5. Any other relevant background information

The policy was introduced in 2016 and was due for revision in 2019. Whilst applying the policy during the past 3 years it has become apparent that some amendments needed to be made to the policy to capture recent developments and particular areas that need addressing (see above amendments)

Section 2 – Collecting your information

6. What existing data sources do you have to assess the impact of the policy, project, service, function or strategy?

- Absence data on Resourcelink
- Equality data on Resourcelink
- CIPD sickness absence research and guidance
- ACAS guidance

Section 3 – Additional engagement activities

7. Please list any additional engagement activities undertaken when developing the proposal and completing this EIA. Have those who are anticipated to be affected by the policy been consulted with?

Date	Activity	Main findings
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5/4/19	Meeting with trade union representatives	Discuss and agree amendments to policy
1/3/19	Meeting with trade union representatives	Discuss and agree amendments to policy
23/11/18	Consultation with recognised trade unions	Share amendments to policy for consultation

Section 4 – What is the impact?

8. Summary of anticipated impacts. *Please tick at least one option per protected characteristic. Think about barriers people may experience in accessing services, how the policy is likely to affect the promotion of equality, knowledge of customer experiences to date. You may need to think about sub-groups within categories eg. older people, younger people, people with hearing impairment etc.*

	Positive impact	Negative impact	No disproportionate impact
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability and long term conditions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender and gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage and civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnant women and people on parental leave	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion and belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

9. Details of anticipated positive impacts.

a)	<i>The policy now includes the Council's commitment to the Dying to Work Charter which provides employees with terminal illness employment protection and supports them to remain at work if they choose to do so. It also provides support for colleagues.</i>							
	<input type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion
b)								

	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion
c)								
	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion

10. Details of anticipated negative impacts.

a)	<i>Negative impact:</i>	Older employees may have more sickness.						
	<i>Mitigating action:</i>	Always refer to OH to get guidance on the impact of age on specific illnesses.						
	<input checked="" type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion
b)	<i>Negative impact:</i>	Employees with a disability may have more sickness						
	<i>Mitigating action:</i>	Refer to OH and follow their advice in all cases where disability exists. Make reasonable adjustments where necessary.						
	<input type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion
c)	<i>Negative impact:</i>	Pregnant employees may have more sickness.						
	<i>Mitigating action:</i>	The policy specifically protects pregnant women as no action can be taken on absence that is pregnancy related and a referral to OH would always be made if necessary.						
	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender	<input type="checkbox"/> Marriage	<input checked="" type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Ethnicity	<input type="checkbox"/> Religion

11. Have all negative impacts identified in the table above been mitigated against with appropriate action?

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A	<i>If no, please explain why:</i>
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Section 5 – Recommendations and monitoring

12. How has the EIA helped to shape the policy, project, service, function or strategy or affected the recommendation or decision?

This EIA has highlighted issues around sickness absence relating to age, disability and pregnancy and actions have been put in place in the policy to mitigate these.

13. How are you going to monitor the policy, project, service, function or strategy, how often and who will be responsible?

The implementation of the policy will be carefully monitored by HR on an ongoing basis and will be reviewed after three years.

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Section 6 – Knowledge management and publication

Please note the draft EIA should be reviewed by the appropriate Service Manager and the Policy Service **before** WBR, Lead Member, Cabinet, Council reports are produced.

Reviewed by Head of Service/Service Manager	Name:	Kate Harley
	Date:	15/04/19
Reviewed by Policy Service	Name:	Katy Marshall
	Date:	04/2019
Final version of the EIA sent to Policy Service	<input type="checkbox"/>	
Decision information sent to Policy Service	<input type="checkbox"/>	

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