

PLYMOUTH ARENA

ABSENCE POLICY

VERSION: 2.0

DATE: 06/11/2025

REFERENCE NUMBER: PA/IND09/2025/AP

RESPONSIBLE PERSON: SLT

DATE FOR RENEWAL: NLT 5 YEARS

**ICONIC.
INDEPENDENT.
YOURS.**

ABSENCE POLICY

PURPOSE

Plymouth Arena recognises that the success of the business depends on people. The organisation therefore aims to ensure the attendance of all employees, however it recognises that a certain level of absence may be necessary due to sickness.

It is the organisation's policy to wherever possible protect the employment of individuals during periods of absence, subject to business needs and the conditions set out herein.

In order to support line managers to manage the attendance of their employees consistently and fairly, the policy will adopt the use of a Bradford Factor Calculator.

This policy and in particular the use of the Bradford Factor is intended to promote and encourage employees' attendance at work and to manage absences related to sickness and health related issues, as well as unauthorised absences. The following types of absence are not included and should be managed separately, please consult the Annual Leave Policy and Family Leave Policy for the following types of absence:

- Maternity leave or pregnancy-related absence (Family Leave Policy)
- Neo Natal Care (Family Leave Policy)
- Paternity, adoption or parental leave (Family Leave Policy)
- Dependent care leave (Family Leave Policy)
- Flexible working (Family Leave Policy)
- Annual leave (Annual Leave Policy)

Whilst concentrating on Sickness Absence, this Policy does however also cover:

- Compassionate leave (page 13)
- Jury Service leave (page 13)
- Carers leave (page 13)
- Lateness (page 14)
- Medical appointments (page 14)
- Planned hospital care (page 14)
- Non-essential cosmetic surgery (page 14)

The aim of this policy is to:

- Promote the attendance of all employees at work through the effective management of all absence. As such, and for ease, this policy has been split into two main sections:
 - Sickness Related Absence
 - Absences For Reasons Other Than Sickness
- Ensure consistent and accurate monitoring of attendance which enables line management to differentiate between short term ad hoc absences and longer term ill health absences and to manage each case accordingly
- Ensure that employees understand the consequences of persistent, short-term sickness absence, both for the organisation, their colleagues and themselves

- Ensure that employees who suffer from longer term ill health or disability related absence receive adequate and appropriate support to facilitate their return to work and improved attendance
- Promote understanding throughout the organisation of the importance of health and wellbeing.

SCOPE

This policy applies to all staff that are employed and work at Plymouth Arena .

POLICY

This Absence Policy is central to the way we operate and as such, the overall responsibility for its implementation rests with the Chief Executive and the Management Team.

The Chief Executive and Management Team will, through the delivery and implementation of this policy and associated tools, ensure that all managers receive appropriate instruction to support their understanding of the Absence Policy and enable them to consistently apply the principles therein.

Managers, coordinators and supervisors have specific responsibilities to ensure that their decisions do not discriminate unlawfully against members of their team and that any corrective action taken is within the bounds of this policy and subsequently current legislation and best practice.

The Chief Executive and Management Team will:

- Endorse and support the policy
- Ensure all line managers are made aware of the policy and their responsibilities within it
- Review the policy annually and amend as necessary to reflect legislative or best practice changes

AVAILABILITY OF THE POLICY

A copy of this policy is available to all current employees:

As part of their staff induction

On the administration drive

SICKNESS RELATED ABSENCE

NOTIFICATION

If an employee is unable to attend work for any reason, they must notify their manager at least two hours in advance of their shift beginning or, if this is not practical, as soon as possible thereafter. It will be up to the line manager to determine whether or not it was not practical for the employee to meet the notification requirements based on the individual circumstances of each case.

Wherever possible, the employee should speak to their line manager in person, not by voice mail, text message or email; unless the line manager has previously agreed that this is an acceptable form of communication. If the employee's manager is not available and the employee has to leave a message, then it is their responsibility to ensure that their message has been received, and if necessary, to make contact with their manager later in the day. In some exceptional circumstances, for example when the employee is incapacitated, it may be acceptable for a partner or relative to contact the line manager on the employee's behalf, so long as the employee makes contact as soon as they are able.

When reporting their absence for work, the employee should inform their line manager of:

- The reason for their absence and the nature of their illness
- The likely duration of the absence
- Whether or not they have visited or intend to visit their doctor
- Any treatment they are undertaking for their illness (whether this is by prescription or over the counter)

In addition, if the absence is likely to last for more than one day, the employee should agree a level of contact with their line manager during their absence and to let them know in advance of the date on which they will return to work.

If an employee returns to work from a period of sickness absence without informing their line manager in advance of the date on which they are returning then the line manager may choose to send the employee home from work without pay if their shift has already been covered due to their expected absence.

CERTIFICATION

Employees can be absent from work (provided they have followed the correct notification procedure above) for up to seven calendar days without being required to obtain a medical certificate from their doctor. This is known as 'self-certified' sickness. Upon their return to work, the employee should complete a return to work interview form with their line manager and if their line manager deems it necessary, a risk assessment. In addition, the employee may be asked to complete an SC2 form from HMRC for the purposes of statutory Sick Pay - <http://www.hmrc.gov.uk/forms/sc2.pdf>. It is important to note that the seven days include non-working days.

MEDICAL CERTIFICATES

If the absence continues for longer than seven calendar days, the employee must visit their doctor to obtain a medical certificate to cover their further absence. This is currently known as a Statement of Fitness for Work or 'fit note' but is often more commonly referred to as a 'sick note'. It is the employee's responsibility to ensure that their medical certificate is received by their line manager and to ensure that they either return to work on the date that the certificate expires, or that they obtain another certificate if they continue to be unfit for work on this date.

PRIVATE MEDICAL CERTIFICATES

In certain circumstances, Plymouth Arena may require the employee to obtain a private medical certificate from their doctor in respect of all absences from work due to sickness, regardless of duration. In such cases, the employee should be reimbursed for the expense of obtaining such a certificate.

Examples of such circumstances include:

- Where the employee has a history of persistent short term absence which is being managed in-line with this policy
- Where there is a concern that the employee is not sufficiently recovered to return to work

Advice should be sought from a member of the Senior Management Team before requiring an employee to provide a private medical certificate.

UNAUTHORISED ABSENCE

It is, in all cases, the responsibility of the employee to ensure that they have informed their line manager of their absence and that all medical certificates are provided in a timely manner as required. Failure to follow the correct notification and certification procedures as outlined above may result in the absence being considered to be 'UNAUTHORISED'. Unauthorised absence may be unpaid and depending on the circumstances, may lead to disciplinary action being considered.

SICK PAYMENTS

In all cases, payment for sick leave shall only be made to those employees who have followed the correct procedure for the notification and certification of absence and submitted the correct paperwork in a timely manner.

STATUARY SICK PAY (SSP)

Subject to meeting the lower earnings limit of National Insurance, employees will be entitled to receive up to 28 weeks Statutory Sick Pay whilst they are off sick. Plymouth Arena will waive the three 'waiting days' for payment of SSP and instead employees will receive SSP from the first day of absence, provided they have not used their full entitlement within the previous 12 months.

Payment of SSP is based on a 12 month rolling period; i.e. the total number of days absent in the previous 12 months counted from the first day of the most recent period of sickness.

COMPANY SICK PAY (CSP)

For further information regarding entitlement to sick pay, please refer to your contract of employment, line manager or seek advice from the office administrator.

RETURN TO WORK

In all cases, regardless of the duration of absence, the line manager should ensure that they meet with their employee on the day of their return to work to carry out a return to work interview. The interview is an important tool for managing attendance of employees and it should be conducted appropriately. The return to work form and guidance notes can be found in Appendix 3 & 4 of this document.

The purpose of the return to work Interview is to:

- Understand the reason for the absence and ensure that the employee is sufficiently recovered to return to work
- Ascertain whether the employee is taking any medication or undergoing any further treatment in relation to the absence
- Discuss whether there is likely to be any reoccurrence of absence related to the same illness
- Discuss any adjustments that might be required to facilitate the return to work and if necessary, agree a return to work plan
- Discuss the amount of absence that the employee has taken during the previous 12 months and advise them of their Bradford Factor score if appropriate
- Update the employee about anything that might have happened at work during their absence
- Discuss any concerns that the employee might have about returning to work

If the employee's absence has been covered by a medical certificate, then they should not be allowed to return to work before the date on which this expires unless they provide evidence that their GP has assessed them as being fit for work.

In some cases it may be appropriate for an employee's line manager to complete a risk assessment, especially if the employee's usual day to day duties include manual labour or potential high risk duties that could be detrimental to their health (e.g, working at heights etc.).

LINKED SICKNESS

It is recognised that sometimes employees may return to work before they have sufficiently recovered from an illness. This may result in several periods of absence being related to the same illness. It is the responsibility of the line manager to ensure that when an employee returns to work following illness that they are fit and well enough. However, in the event that an employee continues to be unwell following their return to work and needs to take additional time off with the same illness and within a short period from their first absence, this may be considered as 'linked sickness'. Linked sickness will only be counted as a single period of absence for the purpose of Bradford Factor Calculation (see below).

PROVISIONAL RETURN TO WORK – 'FIT NOTES'

An employee's GP might assess that they may be fit to return to work provided that certain adjustments or provisions are made. These may include:

- Phased return to work
- Amended duties
- Reduced or amended working hours
- Workplace adaptations
- Special equipment

If adjustments are required then the GP would indicate these on a 'fit note' which the employee would issue to their line manager prior to their return to work. A meeting would then be arranged with the employee to discuss the suggested amendments and hopefully facilitate the employee's return to work.

If the suggested amendments are not possible, the employee should remain on sick leave. If amendments are possible, the employee can return to work subject to the agreed return to work plan. Regular reviews should be carried out with support from the employee's GP to ensure that the amendments remain adequate.

It should be noted that any amendments are not to be viewed as a permanent change to the contract of employment and should in all cases only be a means towards facilitating the employee's return to their normal duties.

A fit note can be found in Appendix 2 of this document.

MONITORING AND MEASUREMENT OF ABSENCE

It is the responsibility of the line manager to ensure that they keep accurate records of all absences within their teams and that all necessary paperwork is submitted to the Office Administrator in a timely manner. To assist line managers to manage with absence in a fair and consistent manner, Plymouth Arena use the Bradford Factor scale as a measurement of absence. It is the line manager's responsibility to measure their employee absence levels using the Bradford Factor Calculator. It is important to note that line managers should exercise their common sense and discretion at all stages when managing attendance using the Bradford Factor. The purpose of using a Bradford Factor score is to ensure that managers are offering support and intervention consistently and appropriately to all employees at specific points. The outcome of each individual intervention will always be dependent on the particular circumstances of the employee, the reason for their absence, and other factors.

A Bradford Factor spreadsheet can be found in Appendix 1 of this document.

THE BRADFORD FACTOR

The Bradford Factor is a means of measuring absenteeism in a way that apportions a greater emphasis on frequent short-term absences, rather than on longer-term absences, which tend to be related to more serious health issues. It is therefore considered a much fairer measure of absence than simply counting the number of day's absence, or using percentage absence for example, because it makes allowances for longer periods of absence, which are generally related to more serious bouts of sickness. The Bradford Factor score can then be used to inform a manager when it might be appropriate to offer supportive intervention with regards to the attendance of their employee. This does not necessarily mean disciplinary action as it will depend on the individual circumstances of the employee and the reason for their absence. The relevant line manager will need to consider whether other means of support might be appropriate.

The Bradford Factor is calculated using the formula:

$$(O \times O) \times T = \text{Bradford Factor.}$$

O = the number of occurrences of absence in a defined period

T = total number of working days absence in the same period

The calculation is based on a rolling year (i.e. the previous 52 weeks from the first day of the most recent period of absence).

For example, the Bradford Factor for an employee who has been absent for a total of 10 days on 5 separate occasions will be calculated:

$$(5 \times 5) \times 10 = 250$$

Whereas an employee who has had 10 days absence as part of one period of sickness would have a Bradford Factor as follows:

$$(1 \times 1) \times 10 = 10$$

This enables a manager to clearly differentiate between employees with persistent bouts of short-term absence which could perhaps be avoided, and those who have been absent with a longer-term illness. Without the Bradford Factor, both employees in the example above might have been treated the same given that they both had 10 days absence, even though the reasons for their absence might be very different.

It is a good idea to discuss the employee's Bradford Factor score with them following every period of absence during their return to work interview so that they are fully aware when they might be approaching a 'trigger point' and can discuss how this might be avoided.

BRADFORD FACTOR TRIGGER POINTS

The objective of using a scale like the Bradford Factor is to demonstrate that all absences within the organisation are being managed in a fair and consistent manner, regardless of the individual manager or department. Therefore, when an employee's Bradford Score reaches a particular level, this should alert the line manager that they need to talk to the employee about their attendance. These alerts are known as 'trigger points'.

It is important to note that these 'trigger points' are only for guidance and to inform a manager when they are required to take some form of action (this could be a conversation, a letter or a meeting depending on the circumstances). The actual action that a manager takes with regard to a particular employee will always depend on the individual circumstances of each employee and the nature of their absence. There may be very valid and understandable reasons why an employee has reached a particular trigger point and therefore it would not be appropriate for the manager to take formal corrective action. Instead, the manager might choose to offer support and guidance, involve occupational health or agree to review the situation over a longer period of time. The manager should sensibly exercise their discretion in all cases and seek advice and guidance from the senior management team.

It is important that there is always a discussion with an employee once a trigger point is reached, but it does not necessarily follow that the manager has to take the action prescribed in the trigger point guidance table below, as they will need to take into account the particular circumstances of the employee and the nature of their absence.

Stage	Score	Action	Possible Outcome
1	75	Supportive intervention	Informal letter & action plan
2	200	First absence review meeting	Verbal warning
3	500	Second absence review meeting	First written warning
4	1000	Final absence review meeting	Final written warning
5	1200 +	Formal hearing	Dismissal

Please Note: It is important that the employee's attendance is managed at each trigger point. It would be unfair to ignore the first three triggers and then issue the employee with a stage 4 warning once they reached a Bradford Factor of 1000.

Managers should seek advice from their line manager or senior management if they are in any doubt about what action to take following a trigger point being reached. No employee should be dismissed for any reason without the manager first seeking advice from the Senior Management Team.

DISABILITY RELATED ABSENCE

As some disabilities may lead to a greater likelihood of short-term absences or to a higher total number of days absent, caution is needed when taking action as a consequence of data generated from the application of the Bradford Factor.

The definition of what might be considered a disability is very broad and therefore encompasses a range of health problems that might not immediately seem to be covered by the term. The Equality Act 2010 defines a disability as 'a physical or mental impairment that has a substantial or long-term effect on a person's abilities to carry out normal, daily activities'. This might therefore include mental illness such as depression; conditions like asthma or diabetes and some types of recurrent back problems or mobility issues. Line managers must consult Senior Management in the event that any absence might be considered to be related to a disability.

Disabled employees have a right for reasonable adjustments to be made in situations where they might be disadvantaged. For the purposes of sickness monitoring, a reasonable adjustment might be increasing the trigger point, or discounting any disability related absence from the calculator altogether. Senior Management may consult external HR support for advice on the most appropriate adjustment to be made based on the individual circumstances of the affected employee.

LONG TERM SICKNESS (LTS)

Notwithstanding any Bradford Factor score that might be reached, any absence likely to be in excess of four calendar weeks will be considered as 'long term sickness' and should be managed accordingly.

PROCESS FOR MANAGEMENT OF SICKNESS ABSENCE

Before conducting any of the official stage meetings detailed below, line managers should refer to the guidance notes as described in the Bradford Factor section of this policy.

Any action taken with regards to the employee's attendance must be fully explained including details of the length of time that any warning will remain on their personal record and what this means should any further action be taken in this timeframe. This will then be confirmed in a letter.

Guidance notes for corrective action meetings can be found in Appendix 5 of this document.

INFORMAL STAGES

If an employee's absence is becoming persistent and it seems likely that they will reach a trigger point if further absence occurs, then this should be discussed at their return to work interview. There may be underlying issues contributing to the absence or adjustments that can be made to the employees working environment to support them in attending work. The employee should understand that a consequence of further absence may lead to them reaching a trigger point and further action being taken as a result.

STAGE 1 SUPPORTIVE INTERVENTION – INFORMAL LETTER

Once a Bradford Factor score of 75 has been reached, this should be discussed with the employee at their return to work interview with a view to highlighting the concerns of the line manager about the employees attendance, discussing any support or intervention that might be appropriate and agreeing

actions that will improve the employee's attendance and avoid further trigger points being reached. This is still an informal stage but the meeting should be followed up by sending the employee a letter confirming what has been discussed regarding their attendance and setting out agreed actions; please see appendix 6 for an example of this letter.

STAGE 2 – 4 FORMAL STAGES

The formal stages of managing absence begin when a Bradford Factor score of 200 is reached. In all formal stages, the employee should receive a written invitation to attend a formal absence review meeting to discuss their level of attendance at work. Employees have the right to be accompanied at these meetings by either a working colleague or a trade union representative. An example invite letter for stages 2, 3 and 4 can be found in Appendix 7. Formal notes should be taken at all meetings from Stage 2 onwards.

During each formal meeting, the line manager should consider the reasons for the employee's absence and determine whether there are any extenuating circumstances. These might relate to the employee's home or personal life; to their working environment or there may be underlying health concerns that the line manager is not aware of.

In the event of there being extenuating circumstances, the line manager may choose to take no action at this stage, or may decide to refer the employee to occupational health if there are underlying health issues or to agree an action plan to address any work related problems, or some alternative support for any personal difficulties. Whatever is agreed, a copy of the meeting notes detailing this discussion should be kept on the employee's personal file held by the Office Administrator, the outcome of the meeting should be confirmed in writing.

If the line manager is satisfied that there are no extenuating circumstances that would excuse the employee's poor attendance at work, then they may elect to issue the employee with an appropriate warning as follows:

- Stage 2 – Bradford Factor 200 – verbal warning
- Stage 3 – Bradford Factor 500 – first written warning
- Stage 4 – Bradford Factor 1000 – final written warning

All formal warnings should be confirmed in writing along with details of the actions and improvements agreed following the warning. Outcome letters for stages 2 - 4 can be obtained from the Office Administrator with guidance from Management. An example of an outcome letter can be found in Appendix 8 of this document.

STAGE 5 – FORMAL HEARING AND DISMISSAL

When a Bradford Factor score of 1200 or more is reached and provided the employee has previously been issued with a final written warning as per Stage 4, the line manager should invite the employee to attend a formal hearing to discuss their continued poor attendance at work and the possibility of this resulting in their dismissal. An invite letter template can be obtained from the Office Administrator with guidance from Management.

The format and consideration of this meeting should be the same as in the previous stages and the manager should take as much time as is necessary before reaching a decision to dismiss and in any event, must discuss their decision with the Senior Management Team concluding the meeting. In the event of a dismissal, the reason for the dismissal and the circumstances leading up to that decision will

be documented in writing to the employee. An example of this letter can be found in Appendix 10 of this document.

THE APPEAL PROCESS

The employee is entitled to appeal against any formal sanction issued at each stage of the process. Appeals need to be made in writing and addressed to the line manager of the person who issued the warning, or if this is not appropriate, to the Senior Management Team. Letters of appeal must be submitted within seven days of receiving the outcome letter and should state the grounds for appeal. Once an appeal has been received, a meeting should be arranged to hear the appeal as soon as possible and a letter of invitation sent to the employee. The employee is entitled to be accompanied at the appeal hearing by either a working colleague or a trade union representative. Following the appeal hearing the decision will be confirmed to the employee in writing.

PROCESS FOR MANAGING LONG TERM SICKNESS ABSENCE

Long Term Sickness (LTS) is defined as any absence that is likely to exceed four calendar weeks. In the event that an employee of Plymouth Arena becomes incapacitated due to sickness for a period of longer than four weeks, Plymouth Arena will make every effort to ensure that they are given as much help and support as possible during their absence with a view to facilitating their return to work at the earliest opportunity. Advice will be sought as appropriate from either the employee's own doctor or the company's occupational health practitioner and the employee will be engaged in discussion about their health and their capability for employment at every stage.

Whilst it may not be possible for Plymouth Arena to continue to support the employment of an employee on long-term sick indefinitely, full consideration will be given to the employee's capability for work and any alternative courses of action before reaching any conclusion about whether or not to terminate employment. The following process should be adopted when dealing with cases of long-term sickness:

INITIAL MEETING TO DISCUSS LONG TERM SICKNESS

As soon as it becomes apparent that the employee's absence is likely to last for four weeks or more, the line manager should contact the employee and arrange a meeting to discuss their long-term absence. Contact can be made by any means appropriate (telephone, email, text message, letter) but any meeting arranged as a consequence must be confirmed in writing. An example of this letter can be found in appendix 11 of this document.

It may be necessary to arrange to meet the employee at their home or at a location convenient to them if they are not able to attend the workplace. The employee should be given the right to be accompanied at the meeting if they so wish by either a working colleague or a trade union representative. Where a home visit has been agreed, a member of the Senior Management Team should accompany the manager to the meeting.

During the meeting, the line manager should seek to understand the reason for the employee's absence from work and consider whether there is anything that can be done to help facilitate their return. For example, if there are work-related obstacles preventing the employee's return (stairs or inadequate facilities for example), can these be addressed to enable the employee to return?

In some cases, the cause and duration of the absence will be quite clear (for example a broken leg) and the manager can simply agree the support and level of contact that will be maintained during the absence until they are able to return to work. Any actions agreed should be confirmed in writing.

In other cases, the cause and duration may be less clear and the line manager will need to seek medical advice. In this case, they should seek to obtain the employee's agreement to either contact their doctor or to attend an occupational health appointment for a medical report.

MEDICAL REPORT

In cases of long term sickness, when it is not clear when the employee is likely to be able to return to work, or whether there are any actions that could be undertaken by Plymouth Arena to help facilitate their return, the employee may be asked to either attend an occupational health appointment, or to give their permission for a medical report to be obtained from their doctor regarding the state of their health and their capacity for work.

In both circumstances, the employee must give their written consent for information about their health to be provided to their employer and have the right to see the report before it is provided to their employer. The employee must be given information pertaining to their rights under the Access to Medical Reports Act 1988.

The access to medical reports act 1988, a covering letter for medical appointments and a medical consent form can be found in appendix 12, 13 and 14 of this document.

When requesting information about the employee's medical condition, either from their own doctor or from the Occupational Health Advisor (OHA), it is important that as much information as possible is provided to the doctor/OHA about the nature of the employee's work and that detailed questions are asked about the impact of their condition on their ability to perform these tasks, the likely duration of the condition and whether any adjustments could be made to their work to enable them to return to work earlier. Appendix 15 provides a suggested letter format for requesting a medical report.

MEETING TO DISCUSS MEDICAL REPORT

Once the line manager has received a copy of the medical report, a meeting should be arranged with the employee to discuss its contents.

The format and content of the meeting will depend on the detail of the report received and the line manager should always involve the Senior Management Team in their considerations at this stage. However, the line manager could decide to review the matter again after a period of time, perhaps once the employee has undergone a course of treatment or therapy. Alternatively, it might be possible to discuss either a phased return to work, or to agree adjusted duties or alternative employment for a period of time. Only in exceptional circumstances, where the medical advice has indicated that the employee is unlikely to be able to return to work in any capacity for the foreseeable future, should the manager consider termination of employment. In any case, this should be discussed with the Senior Management Team.

LONG TERM ABSENCE RELATING TO A DISABILITY

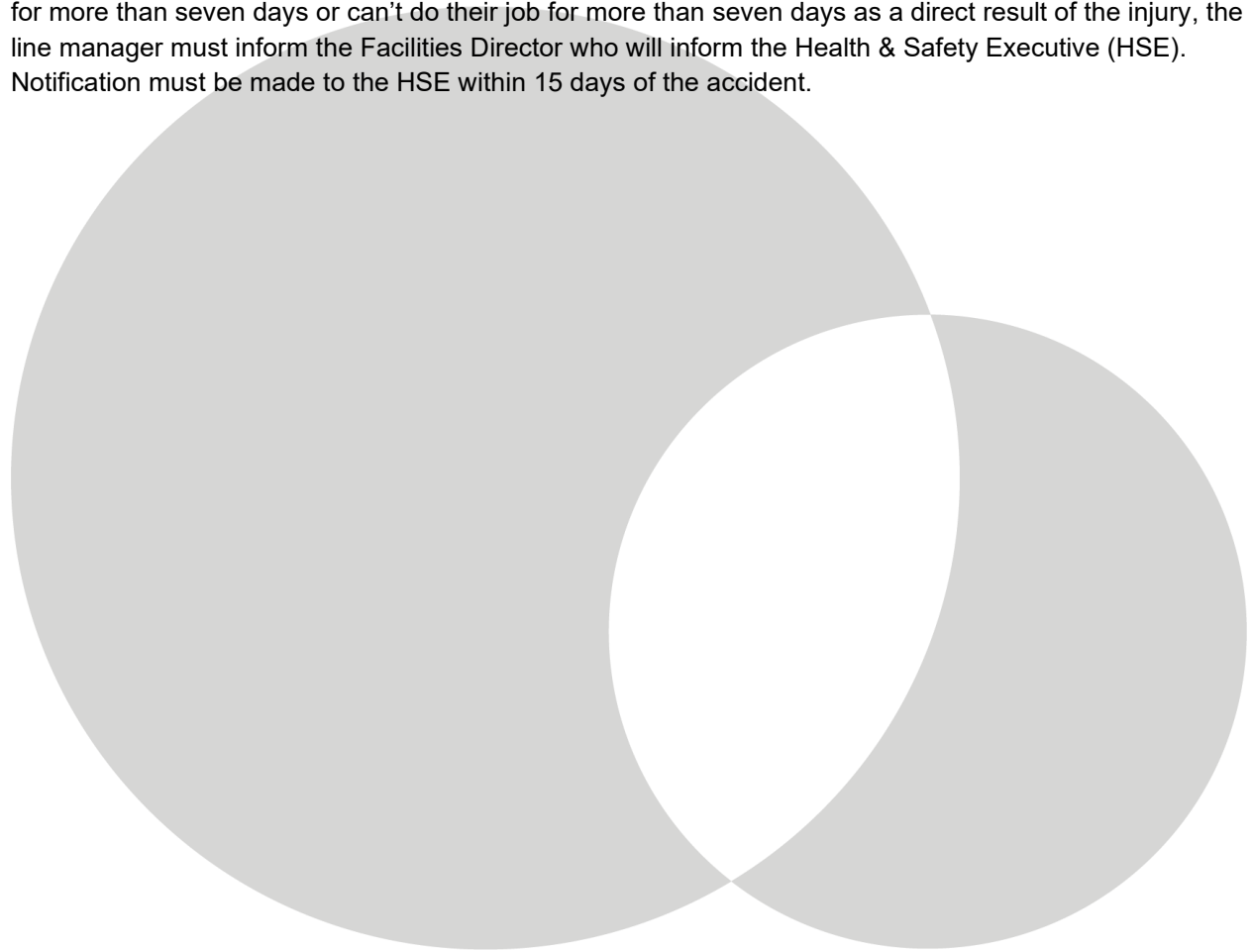
In the event that the employee's absence is related to a disability, then it is important to consider whether any adjustments can be made to the employee's working environment in order to enable them to return to work. The definition of a disability can be very broad and is not confined to those individuals who may be registered as disabled. For a definition of what might be considered a disability, please see the Equality Act 2010. Please seek advice from the Senior Management Team in all cases of long term absence that might pertain to an employee with a disability.

ABSENCES DUE TO A WORK-RELATED INJURY

If an employee has an accident at work, it must be recorded by one of the following individuals using the appropriate accident reporting form. In all instances the line manager should be informed:

- The first responder
- The employee themselves
- The employee's representative

Any sickness absence resulting from a work related injury will be treated as normal sickness absence but will not be included as absence for the purpose of Bradford Factor calculation. If the employee is off work for more than seven days or can't do their job for more than seven days as a direct result of the injury, the line manager must inform the Facilities Director who will inform the Health & Safety Executive (HSE). Notification must be made to the HSE within 15 days of the accident.



ABSENCES FOR REASONS OTHER THAN SICKNESS

Requests for time off for reasons other than sickness will be considered by managers in the light of the individual's circumstances, legal requirements and operational needs.

Unauthorised absences will be dealt with in accordance with the Disciplinary Policy and procedure. Employees who are absent without authorisation (i.e. they have not been given permission to be absent, nor have they followed the correct absence reporting procedure) will not be entitled to receive pay for the days absent.

COMPASSIONATE LEAVE

Employees should discuss, with their relevant line manager, if Compassionate Leave is required. It is then the responsibility of the Line Manager to decide and agree how this time off will be recorded (unpaid, Annual Leave or paid Extended Compassionate Leave).

JURY SERVICE LEAVE

Employees should notify their relevant line manager as soon as they are summoned for Jury Service, or attending as a witness, and must provide the notification letter.

In cases of Jury Service, line managers may request that the employee applies for deferment based on the needs of the business. Where this is the case, line managers will provide a letter to employees, outlining the reasons why leave cannot be facilitated.

It is the responsibility of the employee to submit the completed certificate of loss of earnings to the Court.

In the first instance, employees will receive basic pay whilst on Jury Service or attending Court as a witness. However, upon receipt of Remittance Advice, appropriate deduction's will subsequently be made in relation to loss of earnings received from the Court.

CARERS LEAVE

Where an employee has a caring responsibility for a dependent, they are entitled to take up to one week of unpaid, Carers Leave per year (any 12-month rolling period). Requests can be in consecutive or non-consecutive, half or full days, up to and including a single full week block.

During any period of Carers Leave, an employee is entitled to benefit from all their contracted terms and conditions, apart from the right to remuneration. As such, employees will remain subject to all their usual contracted obligations.

It should be noted that a dependent may not only be a spouse, civil partner, child or parent with long-term care needs, but may also be an individual who reasonably relies on the employee for care. This care must relate to an illness or injury (whether physical or mental) that requires, or is likely to require, care for more than three months, or old age.

In cases of Carers Leave, line managers can postpone a request due to it disrupting the needs of the business; however, they must then allow the leave to be taken within one month of the original request. This rescheduling of Carers Leave should always be considered and conducted in consultation with the employee.

LATENESS

Employees should always notify their relevant line managers at the earliest convenience if they are going to be late to work. If a line manager has given permission for their members of staff to send a text or contact them via their personal phone then this will be accepted, however the preferred method of notification should always be a phone call to the Plymouth Arena landline 01752 936363 followed by the correct extension. If an employee is unable to get through to their line manager, they should ask for the Office Administrator or a member of the management team. Notifying a work colleague is not acceptable as the message can often be delayed in getting to the relevant line manager and could affect business needs.

Plymouth Arena accepts that there can be occasions outside of an employee's control that could affect an employee arriving to work on time. Line managers are expected to take a fair and measured approach when dealing with lateness. All lateness should be recorded and monitored and if trends are discovered or an employee is consistently arriving late to work without a valid reason, possible disciplinary action could be warranted. For more information on the company disciplinary procedure, please see the Disciplinary Policy.

MEDICAL APPOINTMENTS

Plymouth Arena hope that employees will attempt to make appointments with their doctor, dentist or optician outside of their working hours, but we accept that this is not always possible.

Appointments should be made after the employee has discussed the practicalities with their line manager and preferably with a minimum of 24 hours' notice where possible. The line manager will assist the employee if necessary in reviewing their priorities in order to accommodate the appointment.

PLANNED HOSPITAL CARE

Employees should notify their line manager as soon as possible of any inpatient hospital care that is required i.e. the first day that they will be absent from work and the likely duration. This period of absence will be recorded as sickness absence but will not be included as absence for the purposes of Bradford Factor Calculation, provided the employee produces evidence of the appointment / treatment.

NON-ESSENTIAL COSMETIC SURGERY

Employees will not be eligible for company sick pay for any non-essential cosmetic surgery or other non-essential surgery. The employee will be required to take annual leave or unpaid leave to cover this type of absence. This authorisation should come from the line manager, once they have discussed it with their senior manager. Where possible, a minimum of four weeks' notice is required at the discretion of the line manager as permission will depend on operational pressures within the department.

EMPLOYEE CONDUCT DURING ABSENCE

While Plymouth Arena understands that being unfit for work does not necessarily mean that an employee is confined to their home, it is expected that employees who are on sick leave will make every effort to support their own return to health and not engage in activities that may aggravate their illness or delay recovery. For example:

- Taking part in sports events, hobbies or social activities that may aggravate their illness or delay recovery
- Engaging in any domestic activities that aggravate their illness or delay recovery

- Undertaking other employment (either paid or unpaid) that might aggravate their illness or delay recovery
- Not cooperating with treatment, taking medication or otherwise adhering to advice from medical professionals

AVAILABILITY OF EMPLOYEE DURING SICKNESS ABSENCE

It is important that line managers are able to maintain contact with employees who are absent from work and therefore employees should ensure that they can be contacted by their line manager during their normal working hours when they are on sick leave.

SICKNESS DURING ANNUAL LEAVE

If an employee is unwell during a period of time that has been booked as holiday, the employer should be notified as soon as possible. The usual procedure for notification of sickness applies. It is accepted that, if the employee is overseas during the sickness, it might not be possible to notify the employer immediately – but every effort should be made as soon as it is practicable.

Any days of certified sickness during a time of booked holiday will be counted as sickness absence, and not holiday leave. Hence, the employee will be entitled to take those days as holiday at another time which is convenient to the employer.

RETURN OF THE ORGANISATIONS EQUIPMENT

If the employee is off on long term sickness, the organisation may require them to return organisational equipment until they are well enough to return to work.

CONFIDENTIALITY AND DATA PROTECTION

Reasons for and treatment of an employee's sickness absence will not be disclosed to any personnel with the exception of the line manager, the Senior Management Team, the Payroll Department and the Office Administrator without permission (either verbal or written) from the employee. In this instance, only details pertinent to the process of payment and / or absence management will be disclosed.

ENFORCEMENT

MANAGERS, COORDINATORS AND SUPERVISORS

Line managers are responsible for communicating the relevant elements of this policy to their teams and ensuring compliance within their areas of responsibility.

INDIVIDUAL RESPONSIBILITY

Every employee has a responsibility to follow the procedures set out within the policy when they are absent from work.

An employee's responsibilities are to make sure that:

- Absence is communicated on the first day and within the timeframes set out in the policy
- Sickness absence is taken only when genuinely required
- They agree to maintain regular contact with their line manager throughout the period of sickness and advise them of their return to work date as soon as possible

- Relevant documentation is provided as required (e.g. medical certificate, self-certificate)
- Every effort is made to seek treatment and support their own recovery by taking prescribed medication and / or following agreed courses of treatment or lifestyle adjustments
- Inform their line manager at the earliest opportunity of any change in circumstances or change in condition that could affect their health

Employee Guidance notes can be found in appendix 1-16 (starting page 17) of this document.

ADDITIONAL INFORMATION

For additional information please see the below links:

Access to Medical Reports Act 1988 - <https://www.legislation.gov.uk/ukpga/1988/28/contents>

Disciplinary procedures at work - <https://www.gov.uk/disciplinary-procedures-and-action-at-work>

Advice on Sick Leave at Work - <https://www.gov.uk/taking-sick-leave>

APPENDIX 1 – BRADFORD FACTOR CALCULATOR

Department:	<i>Insert Department</i>
Name:	<i>Insert Name</i>

[illegible]

Input the date that the person is first absent from work. Then input the total number of **working** days for which they are off. The calculator will provide you with the total Bradford Factor score at the bottom of the sheet. This will then detail any action required in the cell below.

APPENDIX 2 – FIT NOTE

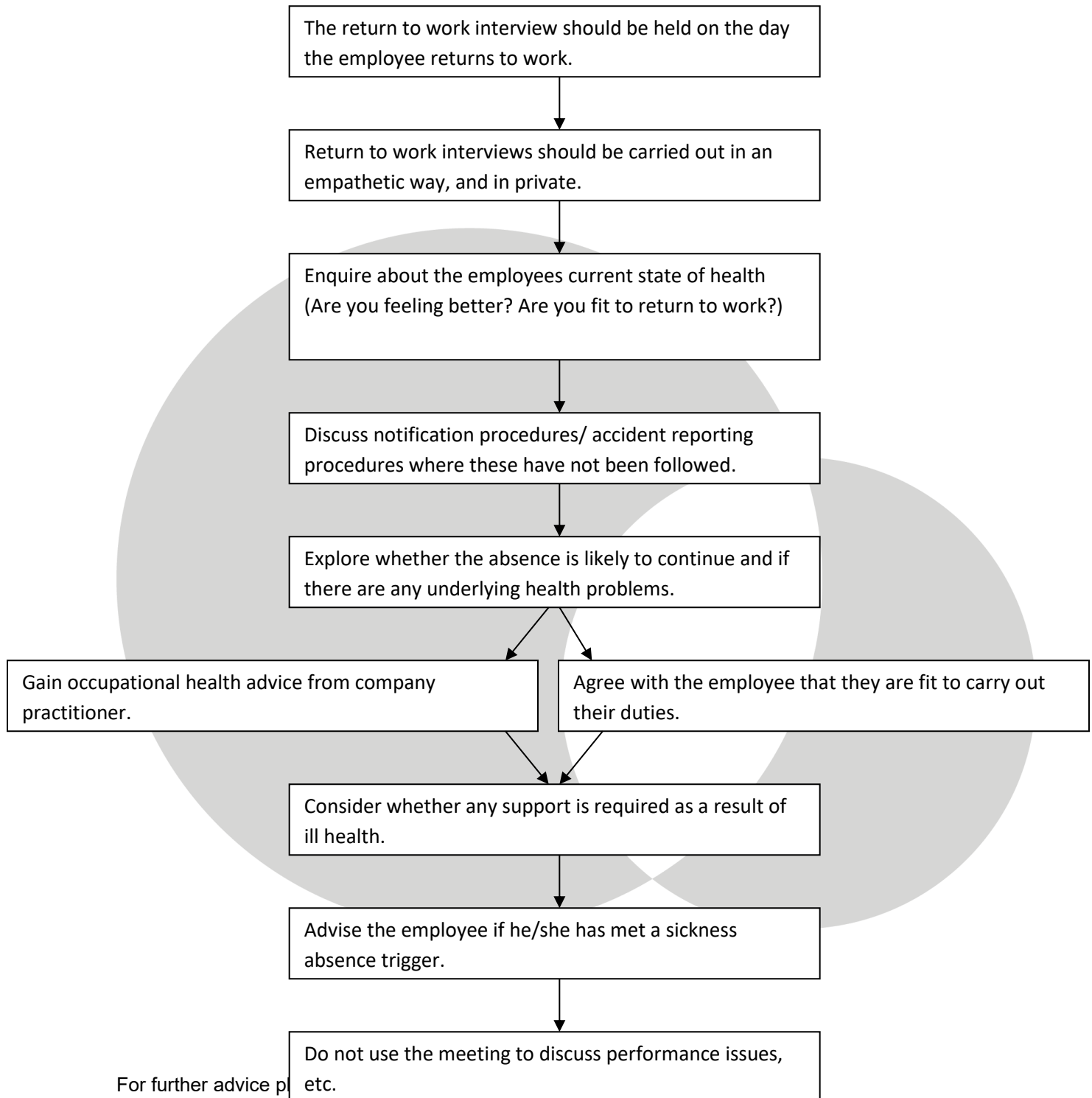
Statement of Fitness for Work For social security or Statutory Sick Pay	
Patient's name	Mr, Mrs, Miss, Ms
I assessed your case on:	/ /
and, because of the following condition(s):	
I advise you that:	<input type="checkbox"/> you are not fit for work. <input type="checkbox"/> you may be fit for work taking account of the following advice:
If available, and with your employer's agreement, you may benefit from: <input type="checkbox"/> a phased return to work <input type="checkbox"/> amended duties <input type="checkbox"/> altered hours <input type="checkbox"/> workplace adaptations	
Comments, including functional effects of your condition(s): <div>Sample</div>	
This will be the case for	
or from	/ / to / /
I will/will not need to assess your fitness for work again at the end of this period. (Please delete as applicable)	
Doctor's signature	
Date of statement	/ /
Doctor's address	
Med 3 04/10	

APPENDIX 3 – RETURN TO WORK INTERVIEW

This form should be used to record the Return to Work Interview, between the line manager and employee, in accordance with Plymouth Arena Sickness Absence Policy. The interview must be held on the day of the individual's return to work and this form should be forwarded to the Officer Administrator, at the earliest opportunity.

Employee Name			
Department			
First Date of Absence		Last Date of Absence	
Return to Work Date		Is the absence disability related?	Yes/No
Reason for absence (please detail below):			
Was your sickness a result of an industrial injury?		Yes / No (please delete as appropriate)	
If yes, was the accident recorded in the accident book?		Yes / No (please delete as appropriate)	
Did you contact your GP during your sickness absence?		Yes / No (please delete as appropriate)	
If yes, please provide your GP's name and address		
Is there any support we can provide (i.e. phased return to work, ergonomics equipment, etc) to aid your return to work or prevent further absence of this nature?			
Bradford Factor Score:			
Action detailed by Bradford Factor Calculator:			
<p>Note to employee: In order to effectively manage sickness absence the organisation has rolled out a Sickness Absence Policy and Procedure in conjunction with a Bradford Factor Calculator which generates a running Bradford Factor Score. This score is used by line managers in order to inform them if any appropriate action needs to be taken especially in relation to persistent short term sickness. Please ask your line manager to walk you through this process in more detail if you have any concerns about how this impacts on you.</p>			
<p>Manager to complete In accordance with the company Sickness Absence Policy and Procedure please complete the following:</p>			
Has the employee triggered a sickness absence stage		Yes / No (please delete as appropriate)	
If yes has the employee been advised		Yes / No (please delete as appropriate)	
Was the correct procedure followed when calling in absent?		Yes / No (please delete as appropriate)	
If no, have you reminded the employee of correct process?		Yes / No (please delete as appropriate)	
Please complete this process by discussing departmental changes and giving a general update.			
I confirm that this form has been completed in discussion with my manager / supervisor:			
Employee:.....		Date:.....	
Line Manager / Supervisor:.....		Date:.....	

APPENDIX 4 – RETURN TO WORK INTERVIEW GUIDELINES



APPENDIX 5 – LINE MANAGER'S GUIDANCE NOTES FOR CORRECTIVE ACTION MEETINGS

- There should always be a note taker present from Stage 2 onwards.
- Enquire about the employee's current state of health (are there still tests / investigations ongoing).
- Discuss the levels/ frequency of absences.
- Explain your concerns about the effect of the absence on the employee's workload and the impact on the team.
- Put your observations about any apparent pattern of absence to the employee directly so that the employee has the opportunity to provide an explanation.
- Try to establish, through investigation and discussion with the employee, the underlying reasons for the frequent absences.
- Check whether the employee's absences are in anyway work related, in which case you should take prompt steps to remove or reduce the factor/s that are causing the employee's problem.
- Outline to the employee that it is their responsibility to maintain their own health and attendance, ask what steps they are taking to ensure this?
- Explore whether the absence is likely to continue.
- Agree with the employee that they are fit to carry their duties, if not, consider whether there needs to be an adjustment to duties.
- Seek, in conjunction with the employee, to identify ways in which we as a company could assist them to improve future attendance.
- Agree actions going forward to assist in reducing the absenteeism.
- Advise the employee that continuous absenteeism may lead to dismissal.

For further advice please contact The Senior Management Team.

APPENDIX 6 – STAGE 1 OUTCOME LETTER

Name
Address

Date

Ref: Your Return to Work Interview

Dear Name,

I wanted to take this opportunity to write a letter confirming our conversation in your Return to Work Interview on Date. As discussed I have become a little concerned regarding your level of sickness absence and am hoping that by following our agreed actions below that this will help in decreasing it in the future:

- Action to be taken
- Action to be taken

Your valuable contribution in the Department, both past and present, is sincerely appreciated and has therefore been missed while you have been away on sickness absence.

If you have any concerns or queries around this letter or your sickness absence please do not hesitate to come back to me and I will do my best to advise and support you.

Yours sincerely

APPENDIX 7 – STAGE 2 – 4 INITIAL LETTER

Name
Address

Date

Ref: Sickness Absence and X Bradford Factor Score Trigger

Dear Name,

Due to your current level of absence and in accordance with company Sickness Absence Policy you are invited to attend a Stage 2/3/4 (please delete as necessary) meeting on ***** **th *****, at 00:00 am in *****. In attendance will be myself and ***** as note taker.

This meeting will be used to discuss my concerns with your current level of absence due to the following recent absence:

- **th ***** - **th *** ----- state reason, i.e headache.
- ** th ***** - **th ***** ----- state reason. i.e cold.

Please be mindful that all correspondence and conversations that you have had relating to this matter are strictly private and confidential and please do not discuss them with any of your colleagues as it could hinder the process.

You are entitled, if you wish to be accompanied by a work colleague or trade union representative. Please confirm to us prior to the meeting who you will be bringing.

If you are unable to attend this meeting please contact me in order to organise another more suitable time.

Yours sincerely

Name
Job Title

Enc: *Return to work interview documents and other related correspondence*

APPENDIX 8 – STAGE 2 – 4 OUTCOME LETTER

Name
Address

Date

Ref: Verbal Warning

Dear Name,

You attended a Stage 2/3/4 (please delete as necessary) Sickness Absence meeting today at 00:00am at ***** I am writing to confirm that after due consideration you were issued with a verbal warning under Stage 2/3/4 (please delete as necessary) of the Absence Policy.

Whilst the company recognises that a certain level of absenteeism is inevitable, your unsatisfactory level of sickness absence is not acceptable due to the increase in operational pressures that it places on the X department.

All documentation around this will be placed on your personal record for 3 months and will be used when escalating disciplinary action within this timeframe. After 3 months has elapsed then, provided your attendance is deemed satisfactory in the interim, this will be disregarded. If you are absent from your duties for any significant period during this warning period, its duration will be extended accordingly.

You have the right of appeal against this decision. To do so you should write to insert name of next level of line management within 5 working days of receiving this letter outlining your reason for appealing.

In order to move forward from this point the improvement in your behaviour and conduct that we expect is:

1. action point one.
 2. action point two.
- add more points if appropriate.

Please be mindful that all correspondence and conversations that you have had relating to this matter are strictly private and confidential and please do not discuss them with any of your colleagues.

If you have any questions please do not hesitate to contact me.

Yours sincerely

Name
Job Title

Enc: Notes from sickness absence meeting date

APPENDIX 9 – STAGE 5 INITIAL LETTER

Name
Address

Date

Ref: Sickness Absence and X Bradford Factor Score Trigger

Dear Name,

Due to your current level of absence and in accordance with company Sickness Absence Policy you are invited to attend a Stage 5 meeting on ***** **th *****, at 00:00 am in *****. In attendance will be myself and ***** as notetaker.

This meeting will be used to discuss my concerns with your current level of absence due to the following recent absence:

- **th ***** - **th *** ----- state reason, i.e headache.
- ** th ***** - **th **** ----- state reason. i.e cold.

Please be advised that without sufficient reason for this level of sickness absence, this meeting could result in your dismissal as your level of sickness absence has triggered the final stage of the organisation's Sickness Absence Policy.

Please be mindful that all correspondence and conversations that you have had relating to this matter are strictly private and confidential and please do not discuss them with any of your colleagues as it could hinder the process.

You are entitled, if you wish to be accompanied by a work colleague or trade union representative. Please confirm to us prior to the meeting who you will be bringing.

If you are unable to attend this meeting please contact me in order to organise another more suitable time.

Yours sincerely

Enc: *Return to work interview documents and other related correspondence*

APPENDIX 10 – STAGE 5 OUTCOME LETTER

Name
Address

Date

Ref: Sickness Absence Stage 5 Meeting Outcome

Dear Name,

As a result of the sickness absence stage 5 meeting held on **th *****, I can confirm that as advised in the meeting, it has resulted in your dismissal. In accordance with the company's Sickness Absence Policy you have failed to improve your attendance and your current level of absenteeism is not acceptable to the company. Whilst the company recognises that a certain level of absenteeism is inevitable, your absence has impacted on how the organisation delivers its services.

You have the right of appeal against this decision. To do so you should write to name of relevant within 5 working days of receipt of this letter.

Please be mindful that all correspondence and conversations that you have had relating to this matter are strictly private and confidential and please do not discuss them with any of your colleagues.

Please be assured that in the future any references you require will be supplied without prejudice.

Yours sincerely

Enc: *Return to work interview documents and other related correspondence*

APPENDIX 11 – LONG TERM ABSENCE MEETING INVITE

** *****

*** **

th ***

Ref. Invite to Long Term Sickness Absence Meeting

Dear *****

As per our conversation on and due to current level of absence in accordance with company absence policy you are invited to attend a meeting on ***** **th ***** 20XX, at 00:00 am in ***** Plymouth Arena/Other Location. In attendance will be myself and ***** ***** as note taker.

Your starting date with company was **th ***** 2006 and your year to date level of sickness absence is ----- days/hours which equates to – on the Bradford Factor.

This meeting is to discuss our concerns with your current level of absence due to the following recent absence:

- **th ***** - **th *** ----- state reason, i.e headache.
- ** th ***** - **th ***** ----- state reason. i.e cold.

Please be mindful that all correspondence and conversations that you have had relating to this matter are strictly private and confidential and please do not discuss them with any of your colleagues as it could hinder the process.

You are entitled, if you wish to be accompanied by a work colleague or trade union representative. Please confirm to us prior to the meeting who you will be bringing.

If you are unable to attend this meeting please contact me in order to organise another more suitable time.

Yours sincerely

Enc: XXXXXXXX

APPENDIX 12 – ACCESS TO MEDICAL REPORTS ACT 1988

Summary of Your Rights under the Act

In requesting a medical report from your GP or consultant, we must advise that you have rights under the Access to Medical Reports Act 1988. They are as follows:

1. You have the right to have access to any medical report about you which has been prepared by a medical practitioner who has responsibility for your clinical care, for example your GP or a consultant whom you have been seeing.
2. You have the right to inspect or be supplied with a copy of the medical report before it is sent to the Company if you have indicated this on the medical report consent form. You are also able to request a copy of the medical report from the Company once we have received it.
3. Should you wish to have access to the medical report before it is sent to the Company, you should contact your doctor to arrange this within 21 days of the Company applying for the report.
4. Having seen the medical report, you have the right to request in writing that your doctor amend any part of the report which you believe to be incorrect or misleading. Should the doctor not agree with your opinion and refuse to amend the report, you may require him or her to attach a statement of your views to the report.
5. If you have seen the medical report, it will not be forwarded to the Company unless you give the doctor your further consent.
6. You will not be entitled to see any part of the medical report if:
 - (i) Your doctor believes that disclosing it to you could seriously harm your physical or mental health or that of others;
 - (ii) It indicates the doctor's intentions in respect of yourself; or
 - (iii) It reveals information about the identity of a third person, unless that person has consented or they are a health professional.

APPENDIX 13 – COVERING LETTER FOR MEDICAL APPOINTMENT

Name
Address
Address
Town
County
XXX XXX

Date

Ref: Medical Appointment

Dear XXXXXX,

In order for us to assist and support you within your job role, we would like our company doctor Dr ***** to provide us with a full medical report on your current and future health, in relation to your job. Where necessary, he may also need to refer to your medical history if this is relevant. In the circumstances, we would therefore ask you to complete the attached medical report consent form and return it to me by no later than XXXXXXXX XXth XXXXXXX 201X. If we do not hear from you by this date, we will conclude that you are refusing to give your permission to our obtaining a medical report.

The reason for this request is that we are required by law to seek your consent before being able to request a medical report. You are of course free to refuse to give us permission to obtain this report; however, we must make you aware that, in such circumstances, we may then be forced to make a decision about your future health without the benefit of an expert medical opinion. This would not be a particularly satisfactory outcome for either party.

In requesting a medical report, we must advise that you have rights under the Access to Medical Reports Act 1988 (see attachment).

We will provide Dr.***** with an overview of your performance to date and a copy of your job description. We will then ask him to provide a report which will outline the short to medium term prognosis of your ability to fulfil your job role and if any modifications could be made to facilitate this.

We look forward to your reply NAME and if you have any questions, please do not hesitate to contact us.

Yours sincerely

Enc. Stamped addressed envelope for your convenience.
Statement of medical rights
Consent form

APPENDIX 14 – MEDICAL REPORT CONSENT FORM

I have received and understood the content of your letter dated XXXXXXXX which includes an explanation of my rights under the Access to Medical Reports Act 1988.

I hereby consent to the Company requesting a medical report on my medical history and current state of health from my GP or consultant. I accordingly provide details of my GP or consultant as follows:

Name: _____

Practice address: _____

Telephone number: _____

I **do not give consent** for a report to be obtained

☐

I **do not** wish to see the medical report prior to it being sent to the Company.

☐

I **do** wish to see the medical report prior to it being sent to the Company. If I do wish to see it, I understand that I should communicate with my doctor within 21 days of the Company applying for the medical report in order to make arrangements for access.

☐

Full Name: _____

Signed: _____ Date: _____

Contact Number: _____

APPENDIX 15 – REQUEST FOR A MEDICAL REPORT

Dear Dr *****

We would like you to prepare a medical report for one of our employees **Name, Job Title** (please see attached job description). We attach a signed medical report consent form and we confirm that the employee's rights under the Access to Medical Reports Act 1988 have been explained in writing to them. You will see that they have not indicated that they wish to see the medical report before it is sent to the Company.

For your information, **First Name** has been off since the **Date** with **reason for absence**.

The doctors fit notes received are as follows:

- | | |
|--------------------|------------------------------|
| • DD.MM.YY– Reason | Length of time, i.e. 2 weeks |
| • DD.MM.YY– Reason | Length of time, i.e. 2 weeks |
| • DD.MM.YY– Reason | Length of time, i.e. 2 weeks |
| • DD.MM.YY– Reason | Length of time, i.e. 2 weeks |
| • DD.MM.YY– Reason | Length of time, i.e. 2 weeks |

First Name was invited to a meeting to discuss their sickness absence on the **date of return to work interview** (notes attached). At the meeting **First Name** was asked about **his/her** (delete as necessary) **reason for absence** and any treatment **he/she** (delete as necessary) is currently receiving. It was also discussed what we could do in order to facilitate a return to work. Below are some summary points and how they have been addressed:

- Point 1
- Point 2
- Point 3

First Name is not able to return to work as they are unable to carry out normal day to day actions such as **getting dressed** with their current condition.

We would like you to provide us with a report which outlines the prognosis of **First Name** ability to return to their role as **name role**, in its full capacity, and within what timescale. If modifications need to be considered please provide us with your detailed recommendations along with the appropriate timescales in which to achieve these.

Please contact me to either provide you with **First Name** contact details in order for you to organise a meeting, or alternatively please give me your availability and I will liaise with **First Name** myself.

If you require any further information please do not hesitate to contact me.

Yours sincerely,

XXXXXX XXXXXX
Job Title

Encs. Meeting notes from return to work interview
Job Description

APPENDIX 16 – EMPLOYEE GUIDANCE NOTES

Should you require any additional guidance please seek this from your line manager in the first instance.

