# ABSENCE MANAGEMENT POLICY

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<th>January 2013</th>
<th>Review period:</th>
<th>2 years</th>
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<td>January 2015</td>
<td>Owner:</td>
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Absence Management Policy and Procedures

Part 1 – General Policy

1. Introduction

1.1 ARK Schools is committed to creating a positive working environment and has a legal responsibility to ensure, as far as a reasonably practicable, the health, safety and welfare of its employees. Employees who are absent from work due to sickness need to be treated with consideration and respect and principals and managers should make every effort to assist staff in their recovery and return to work. The needs of the individual suffering from ill health must however be balanced against the needs of ARK Schools, the academy and the pupils.

2. Purpose

2.1 This policy is intended to support staff and enable managers to manage the sickness absence in a way, which is fair and consistent and complies with employment and education legislation. Therefore, it is essential that sickness absence and incapability due to ill-health are managed effectively. As part of this process, sickness absence data will be collected and monitored in order to achieve this aim and to take steps where necessary to promote employee’s health, safety and welfare. In addition, the ARK Schools HR team will assist managers with ill-health issues by giving support, advice, training for managers, and ensuring that any action taken is within regulations set down in employment law.

3. Scope

3.1 This procedure applies to all permanent and fixed term employees who have satisfactorily completed their probationary period.

3.2 Other staff will be required to follow this procedure for reporting sickness absence. However, the continuance of their contract will be reviewed in the light of their actual attendance.

3.3 The general principles for resolving absence problems are the same for all staff. Managers are advised to make early contact with the ARK Schools HR in all cases to discuss the appropriate approach.

4. Responsibilities

4.1 ARK Schools is responsible for maintaining fair, consistent and objective procedures for matters relating to staff sickness absence.

4.2 The principal\(^1\) has overall responsibility for the internal organisation, control and management of the policy in their academy.

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\(^1\) Appropriate substitutions will be made to accommodate differences in organisational structures across the ARK Schools network for example where the academy does not have a finance and resources director in place, this will be substituted by an appropriately senior manager.
4.3 The members of the SLT (senior leadership team or designated senior manager) have responsibility for the internal organisation, control and management of their area of responsibility.

5. **Confidentiality**

5.1 Information about sickness absence must be handled carefully and in accordance with the Data Protection Act 1998 to ensure that sensitive details remain confidential.

6. **Equal Opportunities**

6.1 The absence management procedure must always be applied fairly and in accordance with employment law and ARK Schools Equal Opportunities Policy.

6.2 Some sickness absence may be related to a condition which is regarded as a disability under the Equality Act 2010. Where this is a possibility, specialist advice should be obtained (e.g. from occupational health and ARK Schools HR) and reasonable adjustments to the individual’s working systems or environment that may be appropriate should be considered to ensure that any employee with a disability is not placed at a disadvantage. Under the Equality Act, employers have a duty to make ‘reasonable adjustments’ where any aspect of working arrangements (including premises) places a person with a disability at a substantial disadvantage.

6.3 The Equality Act defines a person with a disability as a person with a physical or mental impairment, which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.

6.4 Absence relating to pregnancy related illness will be kept separate from sickness absence records.

7. **Review**

7.1 This policy will be reviewed every two years in consultation with the recognised trade unions.

### Part 2 - Absence Management Procedure

1. **Time Off to Attend Medical Appointments**

1.1 Line managers will allow employees paid time off to attend appointments with their doctor, dentist, optician or medical specialist and health checks (i.e., Well Man or Well Woman) during working hours, where these are supported by an appointment card or letter. Women are also allowed paid time off to attend antenatal appointments. This is not recorded as sick absence. Appointments should be made whenever possible at the beginning or end of the working day to minimise absence in work time. Further details are in the ARK Schools’ leave of absence and maternity policies.

2. **Sickness During Holidays**
2.1 If employees are sick on a public or privilege holiday they will not qualify for time off in lieu at a later date.

2.2 If employees are sick whilst taking annual leave, the absence will be classified as sickness subject to the following criteria:

- the line manager must be informed at the time of sickness and not after the period of annual leave
- a doctor’s medical certificate must be produced regardless of the length of the absence.

3. Support

3.1 Teachers have access to Teacher Support Network (TSN) on 08000 562561 or www.teachersupport.info. This is a 24 hour, 7 days a week confidential telephone helpline.

3.2 All employees can also contact their unions/professional associations for support.

4. Reporting Procedures

4.1 It is important that all staff absent from work due to sickness follow the procedure set out below to report their sickness absence. If the employee fails to follow the procedure this may result in the following:

- any allowances to which the employee is entitled may be delayed
- non-statutory sick pay payments may be suspended if the terms of the scheme are not complied with.

4.2 Employees should report sickness absence to their line manager or other nominated person as soon as possible on the first day of absence, before the normal starting time (or the time agreed within the academy) on the first day of absence. This should be done by telephone, in person and not by a third party unless the employee is incapacitated.

The employee should state

- the reason for their absence as in the nature of their illness
- the estimated period of absence.

4.3 The employee, where possible should alert someone in their department of any urgent work, which may need to be covered during their absence.

4.4 If the absence extends beyond one day the employee must continue to keep their manager or other nominated person informed of their progress and expected return to work date on a regular basis and no less than every three days. Academies may request that this contact is more frequent for short term absences to ensure cover may be arranged effectively.

4.5 The manager or other nominated person should maintain reasonable regular sensitive contact with employees who are absent from work owing to illness. This contact is
intended to be constructive and supportive. Employees have a duty to provide contact details throughout their period of absence.

4.6 If absence is for more than seven calendar days (including weekend and public holidays) a doctor’s fit note must be obtained by the employee. This is expensed by the employee and must be forwarded to their manager without delay.

4.7 ARK Schools reserves the right to request a doctor’s fit note for absences from work for periods of less than one calendar week. Should a cost be incurred then the employee will be promptly reimbursed in full for this.

4.8 Where the fit note does not cover the first seven days of the illness, employees will be required to complete a self-certification form for that period.

4.9 If the employee has stated an intention to return to work on a certain date, but finds that they are unable to do so, a further explanatory telephone call must be made to their manager or nominated person.

4.10 Should the absence continue, fit notes should be submitted regularly to the employee’s line manager or other nominated person to cover their periods of sickness absence consecutively.

4.11 Any persistent failure to follow the procedure by an individual or if an employee provides false evidence of incapacity this could result in the disciplinary procedure being invoked at the principals’ discretion.

5. **Return to Work**

5.1 On return to work the employee is required to complete the self-certification sickness absence form, which is to be signed by their line manager and passed to the person responsible for human resources at their academy.

5.2 It is good practice for the line manager to hold a return to work discussion with an employee after every period of short-term absence, no matter how short. This is useful to ensure that the employee has recovered and is fit to return to work, to ascertain whether absence is work-related, to ask if the academy needs to take any action to aid return to work, and ensure that the relevant certification has been received / completed. The meeting may therefore be used to discuss and agree what action or support could be of assistance to the employee and it should not be considered as a formal stage of this procedure.

5.3 In some cases, particularly cases of long term illness or injury, a phased or gradual return to normal hours and responsibilities within a fixed timescale (not normally longer than four weeks) is a key way of facilitating a sustained return to work. There is no single pattern that suits everyone. In these cases, a meeting between the employee and the line manager may be appropriate to prepare for the employees return to work. At this meeting any medical reports and the views of the employee’s general practitioner will be taken into consideration and a return to work action plan constructed.

5.4 Where a doctor’s fit note provides advice in relation to the employee’s return to work, the advice on the medical certificate will be taken into consideration and any specific
instructions followed. If it is not possible for ARK Schools to accommodate the necessary changes or adaptation, then the employee will be deemed sick until either they fully recover or until the recommended changes and adaptation are made, whichever happens first.

5.5 Where an employee is recovering from a mental health condition, including stress-related illness, careful consideration will be given to taking steps designed to minimise undue workplace pressures. Advice should be sought from ARK Schools HR.

5.6 Where reduced hours or responsibilities are agreed as part of a phased return to work for a specified period (not normally longer than four weeks) the employee should not incur financial detriment. Where a phased return might have an impact on an employees pay, advice should be sought in advance from the academy finance and resources director or the ARK Schools HR department.

Part 3 – Absence Management Procedure

1. Managing Absence

1.1 All cases of sickness absence need handling in a reasonable and fair way. Prompt and consistent treatment is essential in order to demonstrate to both the employee concerned and other employees that sickness absence is regarded as a serious matter.

1.2 Any concerns about absences should be expressed informally to the employee at an early stage.

1.3 For short term absence this is best dealt with during a return to work discussion and appropriate advice and support offered as necessary. This will usually need to occur if there is a pattern of short-term absence, which is substantially above the norm and is considered unsatisfactory and which is having a damaging effect on pupils learning or the work of the team. In most cases, an informal discussion at a return to work discussion will suffice and the level of attendance will improve. However, in those circumstances where sickness absence does not improve to a satisfactory level, the ARK Schools HR team should be consulted and consideration of the formal procedure should be made.

1.4 In cases of longer term absence, where an employee has been absent from work due to sickness and has not made contact and the absence extends into a second continuous week, the line manager must make every effort to attempt to make contact with the employee to establish the current situation. This should be done in a sensitive manner giving due consideration to the employee’s well being. At this point, the frequency of contact should be discussed and agreed with the employee. As a guide, this should be approximately every two weeks unless circumstances dictate otherwise. It is important to keep a record of the contact (including attempted contact) on every occasion.

1.5 Sickness management procedures should be considered whenever an employee meets any of the following conditions:

- seven days absence within any twelve month period (pro-rata for part time staff);
- three separate absences within any six month period;
• where a combination of odd days, longer periods and patterns of absence causes concern;
• where an employee has an underlying medical condition which results in them being absent continuously for a period of 20 working days (pro rata for part time staff) or more (this is defined by ARK Schools as long term absence);
• where absence is of a serious nature indicating a possible deep rooted-problem.

1.6 The line manager needs to use their discretion and consider individual circumstances to make a reasonable and justified decision as to the particular stage at which the problem should be addressed through an attendance review meeting (see below). If in doubt as to whether an individual’s sickness levels warrant informal or formal action, the ARK Schools HR team will provide advice.

2. Attendance Review Meeting

2.1 A confidential informal meeting between the line manager and employee should be arranged as soon as the employee’s manager identifies a sickness issue in accordance with the above conditions.

2.2 Employees suffering from conditions of an intimate nature may choose to discuss sensitive health issues with a person of the same gender or an alternative appropriate person, the identity of whom will be agreed between the employee and the designated person.

2.3 The aims of the attendance review meeting are to:
• signal that the employee’s time off is a cause for concern
• allow the employee to provide information about any medical problem
• allow the employee to explain other causes of absence
• identify any appropriate support for the employee e.g. assistance with making arrangements for treatment or temporary adjustments to work hours
• discuss a referral to Occupational Health if appropriate (see appendix 3)
• where there are no underlying reasons identified for the absences, some assurance about an improvement should be sought.

2.4 The outcome of the meeting should be confirmed in writing to the employee, within five working days of the meeting.

2.5 After this meeting the employee should be allowed reasonable time to show improved attendance. This monitoring period would normally be for a period of up to three months, although there may be occasions when a longer monitoring period will be reasonable.

3. First Formal Review Meeting

3.1 Where the individual’s attendance record does not improve sufficiently after the attendance review meeting and/or the employee has not returned to work, a member of the SLT or another appropriate senior manager should arrange a first formal review meeting.
3.2 The employee should be given ten working days notice of the review meeting and advised of their right to be accompanied by a trade union representative or work colleague at the meeting.

3.3 The aims and purpose of the first formal review meeting is to:

- continue to discuss the employee’s sickness absence
- identify reasons for the lack of improvement
- where appropriate discuss the medical treatment the employee is receiving and the prognosis for recovery within a reasonable length of time
- agree that the employee be referred to ARK Schools Occupational Health Adviser, where appropriate, to establish whether there are any medical or work-related reasons for the employee’s absences, and to establish any reasonable steps to help the employee sustain attendance at work or return to work in the case of long term absence
- discuss any action which Academy management might take to help the employee, including any reasonable adjustments that may need to be considered
- the likely length of continuing or repeated absences and in the case of long term absence whether or not the employer can be expected to wait for the employee to return to work
- advise the employee of the employment implications of their absence
- check the potential for redeployment (although this will rarely be appropriate for persistent short-term sickness)
- advise the employee that if there is not significant sustained improvement, a second formal review meeting or contractual review meeting will take place. The employee may be given notice (normally up to three months) of the second review meeting or contractual review meeting at this stage, or at a later stage during the monitoring period, which may be up to one year in duration
- inform the employee that their attendance will be closely monitored for a specified period.

3.4 The outcome of the first formal review (which may involve the issue of a first or final written warning) should be confirmed to the employee in writing by the member of the SLT, within five working days of the meeting. Where appropriate the manager may decide to reconvene the first formal review meeting in order to consider further evidence and advice.

3.5 Referrals to the ARK Schools Occupational Health (OH) Advisor are undertaken in parallel with any formal action (see appendix 3).

3.6 If, after a referral to the OH Advisor, where no underlying reasons have been identified there is still no or insufficient improvement, the employee’s length of service, performance, likelihood of a change in attendance, the availability of suitable alternative work and the effect of past and future absences on the academy should be taken into account in deciding further appropriate action.

4. Second Formal Review Meeting

4.1 Where the individual’s attendance record does not improve sufficiently after the first formal review meeting and/or they have not returned to work and/or the issue of a first
written warning, a member of the SLT or another appropriate senior manager should arrange a second formal review meeting.

4.2 The second formal review meeting will follow the format of the first formal review meeting (paragraphs 3.2-3.6 above).

4.3 An outcome of the second formal review may be to issue a final written warning.

5. Contractual Review Meeting

5.1 Where an employee’s attendance record does not improve sufficiently after the second review meeting and/or the issue of a final written warning, a contractual review meeting should be rearranged. By this stage the employee will have been given every opportunity to improve attendance to an acceptable level or return to work. If all efforts have failed, the employer has a duty to consider termination of the contract of employment on the grounds that the employee is unable to meet their contractual obligations to work.

5.2 The academy must show that the employee has been given a chance to improve their attendance by allowing a reasonable time between the first or second formal review and the contractual review.

5.3 The employee should be given ten working days notice of the contractual review meeting, and advised of their right to be accompanied by a trade union representative or work colleague. The letter should outline the employee’s sickness record to date and inform them that as a result of the review a decision may be made to terminate the contract of employment.

5.4 The dismissal panel will normally consist of a member of the SLT and a representative of ARK Schools. The panel may invite advisers as appropriate.

5.5 The purpose of the contractual review meeting is to:

- consider medical evidence where it is available or appropriate. Should the employee wish the Chair to consider additional evidence such as further medical reports, this should be supplied to him/her at least five working days before the contractual review meeting
- consider possible ways to improve the employee’s attendance. The Chair may if appropriate, defer any decision to terminate the employment contract in order to seek further advice
- explain the implications for the employee’s colleagues and the service, where the advice is not encouraging
- determine the likely duration of the absence or continuation of the condition.
- check the potential for redeployment/job redesign or any other reasonable adjustments that may need to be considered
- check the appropriateness of ill-health retirement.

5.6 Where a full return is expected but not within the near future, where the prognosis is indeterminable, or where there is persistent and unacceptable short term sickness absence, the chair must assess whether in all the circumstances the employee’s continued absence is tolerable. If the chair is satisfied that the employee is unfit to carry out the
duties for which s/he is employed and is unable to sustain an acceptable level of
attendance, a decision to dismiss the employee will be made on the grounds of
incapability due to ill health.

5.7 The employee must be informed in writing of the outcome of the contractual review
meeting within five working days, and advised of their right to appeal against dismissal.
Appeals must be made in writing and lodged with the principal within ten working days
of the written outcome of the contractual review.

6. Appeal

6.1 Appeals must be made in writing to the principal within ten working days of the date of
the letter confirming the decision to issue a warning or dismiss.

6.2 The principal will write to the employee giving details of the appeal hearing, which will
normally take place as soon as possible on receipt of the employee’s appeal. The
employee will be given 10 working days notice of the appeal meeting date and advised in
writing of their right to be accompanied at the appeal hearing by a trade union
representative or work colleague.

6.3 Appeals against first or final warnings will be heard by the principal. Appeals against
dismissal will be considered by a panel of the principal and one representative from ARK
Schools who have had no prior involvement in the case.

6.4 The chair will communicate the decision, which will be final, in writing to the employee
within five working days of the appeal hearing.

Part 4 - Special Circumstances

1.1 When it seems clear that the employee is going to be absent for a considerable period of
time or when a terminal illness has been diagnosed, the manager will need to assess the
situation in conjunction with ARK Schools HR. In either circumstance, it may be that no
further action will be necessary apart from maintaining a reasonable level of contact with
the employee.

1.2 If an employee is not entitled to SSP or if they have exhausted their 28 weeks entitlement
they will need to seek advice from their finance and resources director about the advice
they need to take to claim benefits.

1.3 Finance and resources directors need to liaise with ARK Schools HR when staff are
absent on long term sickness absence are to revert to half pay or are due in the next pay
period to exhaust their entitlement to occupational sick pay or statutory sick pay (SSP).

1.3 For Teaching staff, as stated in the Conditions of Service for School Teachers in England
and Wales (“the Burgundy Book”), if a teacher has been absent because of depression,
stress, anxiety or psychiatric illness, and they have been absent for three months or more
they must be referred to the occupational health specialist before they can return to
work. If the GP has signed the employee fit to return to work before the referral process
has been completed, the employee must be medically suspended on full pay pending an
appointment with the ARK Schools occupational health advisor. Guidance should be sought through the academy finance and resources director and from ARK Schools HR.
Appendix 1 – Sick Pay and Sick Leave Regulations for Teachers

1. Application of the Scheme

The scheme shall apply to all full-time and part-time teachers. This section should be read in conjunction with the Conditions of Service for School Teachers in England and Wales (“the Burgundy Book”),

2. Scale of Allowances and Sick Leave

a) Subject to the provisions of this scheme, a teacher absent from duty owing to his/her illness (which term is deemed to include injury or other disability) shall be entitled to receive in any period of one year sick pay in accordance with the following scale:

i) During the first year of service:
   full pay for 25 working days and, after completing four calendar months' service, half-pay for 50 working days.

ii) During the second year of service:
   full pay for 50 working days, and half-pay for 50 working days.

iii) During the third year of service:
   full pay for 75 working days, and half-pay for 75 working days.

iv) During the fourth and successive years:
   full pay for 100 working days, and half-pay for 100 working days.

Note: This scale is to be regarded as a minimum and ARK Schools has discretion to extend its application in exceptional circumstances.

b) Sick pay shall include, where appropriate, statutory sick pay, and shall not exceed full (ordinary) pay. Appropriate deductions are detailed in the following sub-paragraphs.

c) The allowance is pro-rata for part time staff.

3. Calculations of Sick Leave and Sick Pay

a) Allowances payable under this scheme to any teacher shall not exceed their normal salary.

b) For the purposes of calculating entitlement to sick leave under Section 2 above, the year shall be deemed to begin on April 1 of each year and end on March 31 of the following year. In the case of a teacher whose service commences on a date other than April 1, such service shall be deemed, for the purpose of this scheme, to have commenced on the preceding April 1, subject to the completion of four calendar months' actual service before half-pay can be claimed. In the case of a teacher who is absent owing to illness on March 31 of any year, such teacher shall not begin new entitlement to sick leave in respect of the following year until he/she has resumed teaching duties, the period from April 1 until the return to duty being deemed to be part of the preceding year for the purpose of this scheme.
c) In the case of a teacher transferred from the service of one ARK Schools academy to that of another ARK Schools academy, any sick pay paid during the current year by the previous ARK Schools academy shall be taken into account in calculating the amount and duration of sick pay payable by the new academy as the new employer.

d) For the purpose of the sick pay scheme (Section 2 above), "service" includes:

- for those teachers who were subject to statutory transfer to ARK Schools employment, all aggregated teaching service with one or more local authorities and ARK Schools
- for other teachers, all aggregated teaching service with ARK Schools and such other period of employment as ARK Schools may approve.

For staff whose contractual entitlements are still determined in accordance with the TUPE regulations, sick pay arrangements will remain in accordance with any terms of employment, policies and procedures that transferred under their contract of employment.

e) Teachers will also be entitled to the benefits relating to:

i. absences arising from accidents, injury or assault at work
ii. absences due to an infectious or contagious illness contracted directly at work
iii. contact with infectious diseases at home or at work.

Where these absences are attested by an approved medical practitioner, then the teacher will be entitled to full pay for the period of the absence as authorised by the approved medical practitioner. This entitlement will not be reckonable against the teacher’s entitlement to sick pay as outlined in paragraph 2 above, although such absences are reckonable for entitlements to statutory sick pay. For absences arising from accidents, injury and assault at work entitlement to full pay will be reviewed after six months.

Any queries should be directed to the Academy Director of Finance and Resources.
Appendix 2 – Sickness Payments and Leave Regulations for Operational Staff

1. Sickness Payments

The scheme shall apply to all full-time and part-time schools based operational staff. This section should be read in conjunction with the Scheme of Conditions of Service for Local Government Service Staff (“the Green Book”).

a) Subject to the provisions of this scheme, an employee absent from duty owing to illness (which term is deemed to include injury or other disability) shall be entitled to receive an allowance in accordance with the following scale. The information relates to all staff whether they are permanent, temporary or fixed term:

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<th>Period of service</th>
<th>Staff contracted to work 52 weeks per year</th>
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<tr>
<td>During the 1st year of service</td>
<td>1 months full pay and (after completing 4 months service) 2 months half pay</td>
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<td>During the 2nd year of service</td>
<td>2 months full pay and 2 months half pay</td>
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<tr>
<td>During the 3rd year of service</td>
<td>4 months full pay and 4 months half pay</td>
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<td>During the 4th and 5th years of service</td>
<td>5 months full pay and 5 months half pay</td>
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<td>After 5 years service</td>
<td>6 months full pay and 6 months half pay</td>
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The allowance is pro-rata for term time only and part time staff.

b) ARK Schools shall have discretion to extend the application of the foregoing scale in exceptional cases and should review the position of employees at an early opportunity and before their entitlements to paid sick leave expires.

2. Calculation of Allowance

a) The rate of allowance and the period for which it shall be paid in respect of any absence due to illness shall be ascertained by deducting from the period of benefit appropriate to his/her service on the first day of his/her absence the aggregate of the periods of absence due to illness during the twelve months immediately proceeding the first day of absence. In aggregating the periods of absence, no account shall be taken of any unpaid absence on sick leave.

b) For the purpose of the sick pay scheme (Section 2 above), "service" includes:

- for those staff who were subject to statutory transfer to ARK employment, all aggregated service with one or more local authorities and ARK Schools
- for other staff, all aggregated service with ARK Schools and such other period of employment as ARK Schools may approve.
For staff whose contractual entitlements are still determined in accordance with the TUPE regulations, sick pay arrangements will remain in accordance with any terms of employment, policies and procedures that transferred under their contract of employment.

c) The allowance payable under this scheme to any employee shall not exceed the sum (if any) by which the total amount of benefits, allowances and payments referred to below falls short of full pay.

d) Where an employee is receiving sickness pay, he/she should continue to receive such pay if a public holiday occurs during sick leave. Where an employee has exhausted his/her period of entitlement to sickness pay, no payment should be made (other than SSP if applicable) in respect of a public holiday occurring during his/her period of sick leave.

e) In determining the normal pay of an employee during sick leave, ARK Schools should include:

- regular overtime payments made to employees whose terms of employment provide that they must, each month, work hours in excess of the usual hours (and for which overtime payment is made as a regular addition to salary)
- regular payments made in respect of standby duty allowances and allowances for working arrangements other than normal office hours.

f) Employees will also be entitled to the benefits relating to:

i. absences arising from accidents, injury or assault at work
ii. absences due to an infectious or contagious illness contracted directly at work
iii. contact with infectious diseases at home or at work.

Where these absences are attested by an approved medical practitioner, then the employee will be entitled to full pay for the period of the absence as authorised by the approved medical practitioner. This entitlement will not be reckonable against the employee’s entitlement to sick pay as outlined in paragraph 2 above, although such absences are reckonable for entitlements to statutory sick pay. For absences arising from accidents, injury and assault at work entitlement to full pay will be reviewed after six months.

Any queries should be directed to the academy director of finance and resources.
Appendix 3 – Referrals to Occupational Health

1.1 Where monitoring indicates a long term absence or developing a long term health problem the manager should refer the member of staff to ARK Schools Occupational Health (OH) Advisor to establish the state of the employee’s health, offer assistance and support to the employee, and obtain an opinion on the likelihood of a sustained return to work.

1.2 If an employee is absent through illness for four weeks they may be referred to ARK Schools OH Advisor for medical examination. An employee may refuse to attend if they have reasonable grounds, in which case a decision will be made using the medical information available. Written permission will be required from an employee to contact their doctor for a medical report, and they have the right to see the report and query items in it before it is sent to the ARK Schools OH Advisor. ARK Schools will pay the cost in full for any medical report.

1.3 An employee may also request a referral to the ARK Schools OH Advisor if they believe that this would assist them in their duties. This must be agreed by their line manager.

1.4 The employee must be informed of the referral to ARK Schools OH Advisor. A letter, telephone call or home visit by the line manager may be necessary to allay any concerns the employee may have. This must be done sensitively and home visits should only be undertaken by mutual consent.

1.5 If the employee does not give consent to release medical information or refuses to attend an appointment with the ARK Schools OH Advisor, the academy will make any decisions under the terms of this policy based on the evidence available.

1.6 Any report made by the ARK Schools OH Adviser concerning an employee will be provided to that employee.