Cyngor Cymuned
Trefriw
Community Council

ATTENDANCE MANAGEMENT POLICY

This policy was re-adopted at a meeting on
8th September 2026
and will be reviewed in September 2029
or sooner should legislation dictate

Trefriw Community Council (TCC) recognises that good health and wellbeing is crucial to work performance. This policy aims to support employee wellbeing, and encourage employees to work with the Council to achieve and/or maintain a satisfactory level of attendance.

1. Introduction

TCC understands that people will occasionally be unwell and respect that employees will need to be absent when they are not well enough to work. However, high levels of sickness absence make it difficult to deliver our services and meet our business priorities and can increase the burden on other colleagues and Councillors who provide cover for the absences. This policy aims to reduce sickness absence by, wherever possible, helping to prevent health problems occurring in the first place by proactively promoting health and wellbeing, and early intervention. We want to create and maintain a culture that promotes and supports the physical and mental health of all employees, using productive conversations with employees to find the best ways to support them and make early interventions.

The Council will support employees to stay in work by helping them when they experience ill-health, or to return to work as soon as possible following a period of sickness absence. During continuous sickness absence, the Staffing Committee and employee will hold supportive review meetings to keep in touch and identify any help needed to enable the employee to return to work as soon as they are well enough.

Where the Council is concerned about levels of sickness absence, we will provide support and take steps to improve attendance, which may include informal or formal action.

2. Roles and responsibilities

The Council will:

- include wellbeing conversations as part of their regular check-ins with their employees, focusing on managing health and wellbeing at work
- act early to address health issues which may affect attendance or performance
- support employees by helping them to continue to work when they experience ill-health or return to work, as soon as possible following a period of sickness absence
- consider the most appropriate form of attendance management with all employees who reach a Trigger Point
- seek advice and guidance where appropriate from One Voice Wales

Employees should:

- attend work unless they are not well enough to do so and return to work as soon as they are able
- take steps to positively manage and maintain their own health and wellbeing
- talk to the TCC Chair as soon as they experience any health issues which might affect their attendance or performance
- know what standard of attendance is expected of them and the implications if they reach or exceed a trigger point
- work proactively with the Council to look for ways of continuing to work or returning to work as soon as possible following a period of absence

3. Managing health and wellbeing at work

TCC recognises that everyday pressures in our work and personal lives will contribute to our general state of wellbeing and be factors in our fitness for work.

It is important that general wellbeing discussions form part of the regular conversations between the Council and employees to help minimise the impact of ill-health or personal circumstances on attendance or performance. The Council will work with the employee to adopt a preventative and proactive approach to health, helping them to manage their attendance at work.

Informal wellbeing discussions should focus on trying to help the employee remain in work considering adjustments where appropriate. The employee should have the opportunity to discuss any issues which they feel are affecting or might affect their attendance and jointly consider whether professional health advice is needed. Any notes of discussions should be provided to the employee.

4. Workplace adjustments

Workplace adjustments (also known as reasonable adjustments) are used to remove barriers, or a disadvantage, for people with a disability or long term health condition. A workplace adjustment could be a change to a policy, working arrangement or providing equipment. Many adjustments don't require a physical change.
Employers are required under the Equality Act 2010 to make reasonable adjustments to enable employees with disabilities to attend work and carry out their roles effectively. In addition to adjustments that employers are legally obliged to make, it is good practice to consider all requests for adjustments.
If an adjustment is made, it may not be effective indefinitely. Adjustments should be regularly reviewed to ensure they continue to be effective or to identify whether further adjustments are needed.

5. Mental health and stress

Mental health relates to an individual's emotional, psychological, and social wellbeing. Stress is the adverse reaction people have due to excessive pressure or other types of demand placed on them. When a person suffers from mental ill health this can be caused by several factors, such as stress or a diagnosed mental health condition.
The Council and employees should be aware of the early warning signs of stress and take early action to consider the possible causes. Further guidance and information is available from the Health & Safety Executive (HSE): Stress at work - Mental health conditions, work and the workplace - HSE

6. Absence from work

Notification of absence
If an employee is unfit to work, they should report their absence to the TCC Chair on the first day of their sickness absence. Text/What App messages or emails should only be used if the manager is not available, or a telephone call is not possible. In these circumstances the Chair should make a follow up call to the employee.

During the initial conversation the Chair will need to gather information about the absence and agree keeping in touch arrangements which will vary depending on the length and nature of the absence.

Unauthorised absence

If the employee does not present for work and does not make contact with the Chair on the first day of their sickness absence, the Chair should try to get in touch using the most appropriate means. This may mean trying to make contact with the employee via telephone, or an alternative email address. If the Chair is still unable to contact the employee, they may need to consult the next of kin.

Certifying the absence

Absence of 7 calendar days or more must be certified by a Fit Note. This should be submitted as soon as possible following the return to work or sent to the Staffing Committee Chair during longer periods of sickness absence.

Employees should be aware that failure to make contact and/or provide a Fit Note will be considered as unauthorised absence which may result in disciplinary action and/or action to stop pay.

Continuous absence

A continuous period of sickness absence is one which reaches 14 consecutive calendar days. It is sometimes referred to as “long term.”

The Staffing Committee Chair should put keeping in touch arrangements in place to allow the help and support required to return to work as soon as possible. The frequency and method of keeping in touch will be jointly agreed however the Chair will also be expected to put informal review meetings in place where absence exceeds 28 calendar days.

The informal review is a supportive meeting to discuss progress towards a return work and explore any help needed to facilitate this when the employee is well enough. The review does not constitute a formal meeting; however, employees may be accompanied by a trade union representative or colleague should they wish. The employee should advise the Staffing Committee Chair in advance of the meeting if they intend to be accompanied.

Informal Review meetings

The first informal review should be held at, or shortly after 28 calendar days of absence. Where an employee is unfit to attend at the time of the review this should be reasonably postponed. A second informal review should be arranged when the absence has reached three months, and quarterly thereafter. These reviews should be held in addition to any general keeping in touch arrangements, except where these may coincide.

During the review meeting the manager should:

- ask the employee how they are feeling and where they are in their recovery
- bring the employee up-to-date with any key developments in their work area and/or the Council.
- discuss referring to the GP if this has not already happened
- discuss any medical advice, for example from the GP, consultant, or other health professional
- consider whether there may be an underlying disability and if any workplace adjustments may be appropriate
- ask the employee when they think they may be able to return to work and what support they need to achieve this

The Staffing Committee Chair should write to the employee following each informal review to confirm the discussion and any agreed actions.

Where previous reviews, keeping in touch conversations and/or professional health advice have not indicated a return to work within the foreseeable future the Staffing Committee Chair should hold a meeting to:

- fully explore any options to facilitate a return to work, including adjustments and redeployment under the managed move process where required on medical grounds
- consider whether the business can continue supporting their absence

At this point TCC must seek HR advice via One Voice Wales about how to proceed.
NB: the following absence reasons must not result formal attendance improvement action: pregnancy related sickness absence; absence due to transitioning or intersex status. However, the Staffing Committee Chair should still discuss any necessary adjustments or support in order to facilitate a successful and sustained return to work.
If a return to work **is** likely within a reasonable timescale and/or the Council can continue to sustain the absence, the Staffing Committee Chair should continue with the keeping in touch arrangements including planning for the next informal review.

7. Returning to work

Return to work discussions
The Staffing Committee Chair should hold a Return-to-Work Discussion as soon as possible following every period of sickness absence, however the conversation doesn't need to be formal.

The Staffing Committee Chair should prepare for the discussion by reviewing the employee's 12-month sickness absence record as well as any fit notes and/or professional health advice. In general, the discussion provides an opportunity for the Council to welcome the employee back and check that they are well enough to work. The employee should also use the discussion to update the Council of any important information and highlight any adjustments that may be helpful (for example a phased return to gradually build up to normal working hours). A brief record should be kept in all circumstances where a return-to-work plan is developed, including plans for on-going wellbeing check-ins will take place.

8. Statutory Sick Pay (SSP)

Trefriw Community Council (TCC) offers statutory sick pay to qualifying employees as per the relevant UK employment law.

These entitlements can be found online at**:** Print Statutory Sick Pay (SSP): employer guide: Overview - GOV.UK (www.gov.uk)
A Welsh (Cymraeg) version is available at: Tâl Salwch Statudol (SSP): arweiniad i gyflogwyr: Trosolwg - GOV.UK (www.gov.uk)