

Ludgershall Town Council



Supporting Attendance Policy

1. Introduction

1.1. ACAS This policy is designed to support good attendance through early, fair, and consistent management of short-term absence patterns. The Council aims to take a review-first approach that considers individual circumstances, health conditions, and reasonable adjustments in line with ACAS guidance. This policy is to support attendance affected by genuine illness, any misconduct, such as fraudulent sickness reporting or unauthorised absence may be managed under the Council's Disciplinary Policy.

1.2. This Supporting Attendance Policy sits alongside the Absence Management Policy. It provides the supportive and early intervention framework, whereas the Absence Management Policy outlines the formal capability steps.

1.3. It is recognised that supporting attendance in the workplace is vital to ensure:

- a **Productivity and Operability.** Regular attendance ensures work runs efficiently and prevents disruption to teams and service delivery. Poorly managed absence can reduce productivity and increase pressure on colleagues.
- b **Reduces Sickness Absence and Improves Wellbeing.** Proactively supporting attendance, including early intervention and health support, helps reduce sickness absence and fosters a positive wellbeing culture.
- c **Helps Retain Staff.** Staff confident in accessing support typically feel valued and able to manage short-term illness, or life circumstances whilst maintaining good attendance levels.

1.4. This policy is non-contractual and may be amended from time to time, or updated when legislation changes.

2. Policy Scope

- 2.1. This policy applies to short-term illness, typically conditions not considered chronic, where repeated episodes of absence or a clear pattern has emerged.¹
- 2.2. Short-term repeated absence refers to episodes of sickness generally lasting a day, or few days, up to a couple of weeks and/or where the frequency or pattern of these absences reaches agreed review points as set out in the Absence Management Policy. Patterns that generate a sufficiently high Bradford Factor² score may indicate that a supportive review is required.
- 2.3. The scope also includes longer spells of absence lasting approximately 4–6 weeks, where these remain short-term in nature but require monitoring to ensure timely support.
- 2.4. Where a staff member has an underlying long-term condition but experiences frequent short episodes, these may also be monitored to ensure appropriate support and reasonable adjustments are in place.

3. Supporting Attendance Principles

- 3.1. **Support Before Sanctions.** Where a staff member has a level of absence, or a pattern of absence that may cause concern, even mild concern, or where a trigger is reached the Line Manager, or Staffing Committee will initiate a review and a conversation. This is not a disciplinary process, but instead the focus and aim is open two-way dialogue to understand if there are any issues the staff is facing which is impacting their ability to attend work.
- 3.2. **Fairness and Consistency.** Fairness does not always mean treating everyone exactly the same. In some situations, treating staff identically may inadvertently place certain individuals at a disadvantage due to their personal circumstances, health conditions or disabilities. In line with ACAS guidance, the Council will therefore treat staff equitably, meaning we will take individual circumstances into account to avoid unintended discrimination and to ensure each person is supported appropriately.
- 3.3. **Equality and Reasonable Adjustments.** Where a staff member has disability related absence³, or maternity related absence additional sensitivity will be applied during

¹ Short-term absence typically means repeated episodes of sickness lasting from 1 day up to approximately 4–6 weeks, where patterns or frequency reach review points defined in the Absence Management Policy.

² Bradford Factor will be interpreted flexibly, never automatically triggering action.

³ Line Managers must not make assumptions about whether someone meets the Equality Act definition, OH advice will be sought.

any absence discussions, and trigger points may vary⁴. The Council has a proactive duty to consider reasonable adjustments, where a reasonable adjustment is identified to support attendance, those adjustments will be formally recorded and will be subjected to a periodic review. Annex B provides a template for considering and recording any reasonable adjustments.

3.4. Data Protection and Confidentiality. Where possible medical in confidence information should not be recorded. The Council will only collect the minimum necessary medical information to support staff at work and to meet our responsibilities as an employer. Any information shared will be handled sensitively, used solely for managing employment and wellbeing, and will be kept in line with data protection principles.

3.5. Use of Escalation Processes. To further support fairness, the Council will always use the lowest appropriate level of escalation at each stage, with formal action taken only when supportive and informal measures have not led to sufficient improvement. This aligns with ACAS guidance that early, informal resolution, is often preferable and that escalation should reflect the circumstances of each case.

3.6. Right to Appeal. Staff will have the right to appeal. A suitable Appeal Officer will be appointed, someone who has not been involved in the process, who is independent and impartial.

4. Roles and Responsibilities

4.1. Line Managers. Typically this policy will be applied fairly by the staff members Line Manager, who should hold timely meetings, consider the need for an Occupational Health review, and will document any absences, clearly recording (without breaching data protection) what the absence is for, paying particular notice to if the absence was caused by the workplace, ie work place injury, or if the absence was disability related. The Line Manager will be responsible for accurate absence recording, and implementing support processes, or any reasonable adjustments, they will also monitor any absence improvement plans.

4.2. Staff Member. The staff member is responsible for reporting absence in accordance with the processes within the Absence Management Policy, and as specified in their contract, and/or employee handbook. They will honestly and openly engage in reviews, and support services secured, such as Occupational Health assessments, and will provide absence evidence where required, such as fit notes.

⁴ Adjusted absence triggers will always be considered for anyone with a disability or long-term condition, and disability-linked absences may be excluded where appropriate.

4.3. **Staffing Committee.** The Staffing Committee may appoint an independent, impartial committee member to undertake absence reviews across all the staff, to ensure fair, proportionate and equality of treatment where a need arises. Any absence management, or supporting activity conducted will be reported back to the Staffing Committee for awareness purposes.

5. Sickness Reporting and Fit Notes

5.1. When absent for less than seven calendar days, upon return to work the staff member will complete a Sickness Self-Certificate (see Annex D). The Sickness Self-Certificate should be reviewed in a formal return to work (RtW) discussion, which should also be recorded using the template at Annex E. During the RtW discussion it should be noted, and discussed the rolling 12-month absence, and if there are any concerns on the level of absence, or any potential triggers being met. The aim of the discussion is supportive, to reduce future absences, and/or to identify if there are any issues that need to be managed.

5.2. When absent for more than seven calendar days⁵ a medical fit note from a registered healthcare professional is required, and absence is then considered medically certified. This requirement reflects government and ACAS guidance governing the proof of sickness absence.

5.3. An Occupational Health review will be considered mandatory where it is considered that capability is affected.

6. Keeping in Touch (KiT)

6.1. During any period of absence, the Line Manager, or in their absence a suitable other person, should maintain reasonable contact with the staff member during the absence period. During 'Keeping in Touch' session no work discussions should take place, unless there is something the staff member on sickness needs to hand over.

6.2. Following any Keeping in Touch sessions, be that virtually or in person, a record or outline of the discussions that took place must be shared (via email would be appropriate). The informal recording of any topics discussed will safeguard any potential misunderstanding from keeping in touch sessions.

6.3. Keeping in Touch contact should be proportionate and sensitive and must not pressure the staff member to work while off sick. KIT will have a maximum frequency of weekly, unless specifically requested by the staff member.

⁵ Calendar days include weekends, and are considered consecutive.

6.4. Where 'Keeping in Touch' sessions have been conducted there is still a requirement to complete a return to work chat using the template as found at Annex E.

6.5. No performance improvement, or disciplinary discussions are to take place in 'keeping in touch' sessions.

7. Using Review Points (Triggers)

7.1. Where a review point or trigger, is reached the Line Manager, or Staffing Committee appointed representative, must check to see what previous absence was recorded as, and to identify where there may be any exclusions, or exceptions⁶. Typically, it is acceptable to review the rolling 12-month record.

7.2. The individual monitoring the absence or tasked with completing a review should invite the staff member to an Informal Attendance Review Meeting (see Annex F for a letter template), the staff member should be informed of their right to be accompanied.

7.3. The reviewer should carefully consider the causes, or reasons for the absence, and what, if any support has been initiated. They may wish to consider the staff members workload, mental health, reasonable adjustments, if the staff member may benefit from an Occupational Health assessment, and if there are any external factors impacting the staff members ability to attend work.

7.4. Where no issue is identified the staff member should be provided a letter explaining there is no further action.

7.5. Where an issue is identified, and the level of absence, even after considering mitigations, is still considered unacceptable then there needs to be an Improving Attendance Process (IAP).

7.6. Please review Annex C for other considerations.

8. Improving Attendance Process (IAP)

8.1. The Absence Management Policy, specifically paragraphs 9 and 10, should be read in conjunction with the Improving Attendance Process.

8.2. The Improving Attendance Process (IAP) is designed to identify what issues may be affecting the staff members ability to attend work. The focus of the IAP is to provide a clear, supportive and structured framework to help the staff member improve attendance, while ensuring fairness, consistency and compliance with legislation and ACA good practice. Furthermore, the IAP will provide clear attendance targets, and expectations.

⁶ Disability related triggers will be adjusted on a case-by-case basis. Pregnancy related absence must never count towards a trigger.

- 8.3. **Attendance Targets.** Targets should be reasonable, achievable, and clearly defined, For example;
- a “No more than X short-term absences within Y months,” or “Sustained improvement with no instances of short-notice absence during review periods.”
 - b Targets must be tailored to the circumstances, considering any known health issues, work context, and previous attendance record.
- 8.4. ACAS emphasises any review of sickness absence must be fair, supportive, and based on meaningful discussion about the staff member’s individual circumstances.
- 8.5. **Timescale for Review.** A typical review period is 8–12 weeks, although this may be extended or shortened depending on:
- a The nature of the absences
 - b Occupational Health (OH) advice⁷
 - c Reasonable adjustments required
 - d Operational considerations
- 8.6. Timescales should remain flexible and proportionate, reflecting ACAS guidance on handling absence sensitively and reasonably.
- 8.7. **Support Measures and Reasonable Adjustments.** The plan must include any agreed support to help the staff member sustain or improve attendance.
- 8.8. Examples include:
- a Temporary or permanent adjustments to duties, hours, or workload
 - b Phased return following medical advice
 - c Modified trigger points or discounting of disability-related absences where appropriate, in line with Equality Act duties
 - d Referral to Occupational Health, if not already completed
 - e Equipment, training, or environmental adjustments
- 8.9. Support and adjustments should always reflect ACAS best practice, which stresses the importance of constructive dialogue and exploring ways to help the staff member return and/or remain at work.
- 8.10. **Monitoring and Check-ins.** Regular check-ins will be arranged to review progress, typically every 2–4 weeks, depending on:
- a The staff member’s individual needs
 - b Occupational Health recommendations
 - c Workplace context

⁷ Occupational Health advice is advisory, not determinative, meaning a recommendation may be made, but it cannot dictate a decision.

8.11. Monitoring will consider:

- a Attendance patterns during the review period
- b Fit notes or evidence provided after absences lasting more than 7 days
- c Any barriers or issues raised by either party
- d Whether adjustments remain appropriate or need revisiting

8.12. **Consequences if Targets Are Not Met.** The staff member will be advised that if expected attendance levels are not achieved by the end of the review period, the Line Manager, or Staffing Committee representative may progress to the next formal stage of the process. This may involve:

- a A further, or final IAP with revised targets
- b Increased monitoring
- c Additional support or adjustments where appropriate
- d Formal warnings, where Council policy allows, whilst ensuring the process remains fair and proportionate

8.13. ACAS emphasises that escalation should always follow fair procedure, ensuring conversations remain supportive and that decisions are based on objective evidence.

8.14. **Documentation and Correspondence.** Line Managers (or delegates) must record any activity under the Improving Attendance Process, and should where possible use the templates provided, in addition to aligning to ACAS best practice guidance. The following templates should be used to ensure parity of approach:

- a Annex B: Reasonable Adjustment Record
- b Annex C: Absence Management Guidance Notes
- c Annex D: Sickness Self-Certification
- d Annex E: Return to Work (RtW) Discussion Template
- e Annex F: Informal Attendance Review Invitation Letter
- f Annex G: Informal Attendance Review Outcome Letter
- g Annex H: Formal Review and Improving Attendance Process (IAP) Letter
- h Annex I: Formal Review, Stage 1, and IAP Outcome Letter
- i Annex J: Formal Review, Stage 2, Final Written Warning Letter
- j Annex K: Formal Review, Stage 3, Capability Hearing Invitation Letter
- k Annex L: Stage 3, Capability Hearing Outcome Letter

8.15. Clear documentation ensures transparency, consistency, and an audit trail that meets both internal standards and ACAS good practice expectations.

9. Formal Stages

- 9.1. No formal action will be taken without first giving the staff member the opportunity to explain the circumstances, provide evidence, and suggest any support or adjustments that may help improve attendance.
- 9.2. Where an Improving Attendance Process does not lead to sufficient and sustained improvement in attendance, or if agreed targets are not met, the organisation may progress through the following formal stages. Any escalation will be fair, evidence-based, and carried out in line with ACAS principles of reasonable treatment and supportive sickness management.
- 9.3. Staff members will have the right to be accompanied at all formal meetings, and to appeal any decisions made at each stage.
- 9.4. **Stage 1: First Written Warning.** A First Written Warning may be issued where attendance remains unsatisfactory despite the IAP.
- a The warning will normally remain active for 12 months, unless otherwise specified.
 - b A new or updated IAP will be set, with revised targets, timescales, and support measures.
 - c The staff member has the right to appeal the outcome.
- 9.5. **Stage 2: Final Written Warning.** If insufficient improvement occurs following the Stage 1 process, then the Line Manager may move to a Final Written Warning.
- a A refreshed IAP will be implemented, clearly setting expectations and providing any additional support, adjustments, or consideration of redeployment where appropriate.
 - b The staff member has the right to appeal the outcome.
 - c Outcomes at this stage must still consider relevant medical evidence, including fit notes where absence exceeds 7 days.
- 9.6. **Stage 3: Attendance Capability Hearing.** If the required improvement is still not achieved, the matter may progress to a Capability Hearing, which could result in dismissal with notice. Before reaching any decision, the Council will give full, fair consideration to:
- a Occupational Health advice, including prognosis and fitness for work
 - b Any reasonable adjustments under the Equality Act
 - c Redeployment options
 - d The staff member's length of service, previous attendance record, and any mitigating circumstances
 - e Whether the organisation has followed a fair, reasonable, and supportive process in line with ACAS guidance on sickness absence.

9.7. The staff member has the right to be accompanied to an Attendance Capability Hearing, and has the right to appeal any decision, including dismissal.

10. Right to be Accompanied

10.1. Where any informal, or formal meetings are conducted the staff member has the right to be accompanied. A support companion may be either a colleague, a Councillor or a Trade Union Representative. In exceptional circumstances the Council may permit an alternative person, although this would need to be requested promptly, with clear reasoning why that individual is needed. A Support Companion may not be involved in the case, nor may they provide any witness statements to any investigation. All letter templates will clearly capture the 'right to be accompanied'.

11. Special Cases

11.1. The Council is committed to avoiding discrimination; therefore, the following may be considered special cases.

11.2. **Disability Related Absence.** Disability-related absences will be considered sensitively. Managers should assess whether it is appropriate to adjust or discount disability-linked episodes for trigger purposes and/or modify thresholds where reasonable. All decisions should be recorded clearly and reviewed regularly, alongside any reasonable adjustments in place.

11.3. **Pregnancy Related Absence.** Pregnancy-related sickness must be excluded from absence triggers. Such absences should be managed supportively and in line with statutory protections for pregnant staff.

11.4. **Mental Health.** Where mental health is a contributing factor, managers should consider supportive measures such as Occupational Health referral, workload review, flexible working options, or phased returns to help the staff member remain or return to work safely.

12. Exceptions: Misconduct or Fraudulent Absence

12.1. While attendance management is normally approached through supportive and capability-based processes, the Council recognises that some issues relate to conduct rather than attendance capability.

12.2. In the interests of fairness and clarity, Unauthorised absence, Fraudulent or knowingly false reporting of sickness, or any attendance-related behaviour amounting to misconduct, will not be managed under this Supporting Attendance Policy and may

instead be addressed under the Council's Disciplinary Policy, consistent with ACAS guidance on handling misconduct.

12.3. This ensures that behaviour-based concerns are handled under the correct legal framework, while genuine sickness-related capability issues are managed through supportive attendance procedures.

13. Records, Retention & Data Protection

13.1. Absence records, including dates, duration, reasons, meeting notes, IAP reports, and agreed reasonable adjustments will be handled in accordance with data protection principles. Access to sensitive medical information will be strictly limited, and all records will be retained only for as long as necessary for legitimate management purposes.

13.2. Records will be retained in line with the Council's retention schedule (typically six years after employment ends).

13.3. The Council will process all sickness related and medical information under the UK GDPR lawful basis under Article 6(1)(b) or (f), together with the special category condition under Article 9(2)(b) or 9(2)(h), and such information is retained only for as long as necessary in line with our documented retention schedule before being securely destroyed.

END

Administration of the Supporting Attendance Policy

A1. Review Date

This policy will be reviewed every two years, or when there are any legislative changes that affect this policy.

A2. Version Control

Version	Approved	Date	Adopted	Date	Comments
V1	Staffing Committee	3 Feb 26	FTC	9 Feb 26	Initial Copy

END

Reasonable Adjustments Record

This document should be used when identifying and discussing any reasonable adjustments for a staff member who has a disability⁸, or needs additional support due to maternity.

1. Record Particulars:

Staff Member Name:	
Job Title:	
Line Manager:	
Date of Initial Meeting:	

2. Purpose of Meeting:

Brief summary why the meeting is being held (e.g., to discuss reasonable adjustments related to disability, long-term health condition, or pregnancy).

3. Staff Member's Description of Health Condition / Needs:

Only record information the staff member is comfortable sharing.

- *Summary of condition / circumstances*
- *Impact on work or attendance:*
- *Any known medical advice already provided:*

4. Workplace Barriers Identified:

Discuss the specific tasks, environments, or expectations that are creating barriers.

Capture here any discussion notes

Examples:

- *Physical environment*
- *Workload / pace*
- *Hours / patterns*
- *Equipment*
- *Communication*
- *Policies / procedures (including triggers for attendance management)*

⁸ Under the Equality Act, a disability is a physical or mental impairment that has a substantial and long-term negative effect on a person's ability to carry out normal day-to-day activities, as reflected in ACAS guidance on workplace adjustments. Under the Equality Act, an impairment is considered "long-term" if it has lasted, or is likely to last, for at least 12 months, or for the rest of the person's life.

5. Specific Barriers Identified:

Record here any specific barriers, providing context where possible of what the barrier is, and the impact it has. Where possible identify if the issue is related to a statutory task.

Barrier 1	
Barrier 2	
Barrier 3	
Barrier 4	
Barrier 5	

Add more rows if required.

6. Potential Adjustments Discussed:

Record all potential ideas explored here, idea may be recommended by the staff member the Line Manager, or Occupational Health where sought.

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7. Adjustments Agreed:

Specify exactly what will be implemented, by whom, and when.

Adjustment	Reason / Expected Benefit	Responsible Person	Start Date	Review Date

Add more rows if required.

8. Adjustments Not Agreed (and Why)

For transparency and fairness record here what potential adjustments are not being taken forward, and clear rational way not.

Adjustment	Reason

Add more rows if required.

9. Attendance Related Adjustments:

Record here where any of the following have been considered and any changes, or adjustments have been agreed. Where any of the topics are not considered record as N/A.

Topic	Adjustment
Modified Trigger Points	
Recording Absences Differently	
Pattern or Flexibility Changes	
Time Off for Treatment	
Other. <i>please specify</i>	

10. Support Needed from Staff Member:

Record here anything the Staff Member needs to do to facilitate the adjustments.

Topic	Context / Details

Add more rows if required.

11. Support Needed from Line Manager / Full Council:

Record here anything the Line Manager or Council may need to support with such as referrals, equipment orders, training, policy changes.

Topic	Context / Details

Add more rows if required.

12. Confirmation and Review Date

By signing below, it is confirmed that this record reflects discussions and agreed actions.

Staff Signature:	
Line Manager signature:	
Date:	
Review Date:	

Once completed a copy should go in the staff members personnel file, and they should be issued a copy for their records. Additionally, the creation of this document should be discussed at the next Staffing Committee meeting, the Staffing Committee may be engaged during the process to support either the Line Manager or the Staff Member, where applicable.

END

Absence Management Policy Guidance Notes

C1. Absent Management Process

These notes outline the steps Line Managers⁹ must follow when dealing with poor attendance, in line with Ludgershall Town Council's Absence Management Policy and the ACAS Code of Practice:

1. Review Bradford Factor score and confirm trigger point. Paragraph 9 refers.
2. Invite staff member to a formal meeting (Template Letter at Annex C). You must ensure they are aware of their right to be accompanied.
3. Hold meeting, discuss reasons, consider relevant needs and available offer support, and set improvement targets (Template Letter at Annex D).
4. If targets are not met, consider issuing a formal written warning (Letter 3). Include within the letter how long the warning remains live for (This may be between 3-12 months).
5. If improvement is partial but cumulative absence remains high, consider extending review (Letter 4).
6. If targets are met, and cumulative absence is within boundaries close the process.
7. Document all actions and provide appeal rights (Policy Paragraphs 77-83).

C2. Disability Related Absences

Line Managers must always consider and apply Equality Act 2010 considerations for disability-related absences.

Statutory leave must be excluded from Bradford Factor calculations.

Follow ACAS Code for fairness and consistency.

END

⁹ Where a Line Manager is absent this process may be led by the Staffing Committee, or LTC Chair.

Sickness Certification



Sickness Absence Certificate

This form should be completed on your return to work following any period of sickness or injury that made you incapable of being at work. If you are returning to work after a period of more than seven calendar days of sickness (which includes weekends). You must provide a medical certificate or fit to work note. A medical certificate must have been provided at the point sickness exceeded seven consecutive days.

Personal Details			
Forename(s)		Surname:	
Absence Details			
Start Date (<i>date of first absence</i>)	Date	Time	
Last Day of Absence	Date	Time	
Return to Work Date	Date	Time	
Reason for Absence (<i>staff are <u>not</u> required to disclose detailed medical information</i>)			
Was absence considered to be disability related?			YES / NO*
Medical Professional Consultation			
Was a doctor, or other medical professional consulted?			YES / NO*
Would you like to provide any comments?			
Doctor Fit Note Provided? <i>If the absence was more than 7 days, then a Fit Note must be provided</i>			YES / NO*
If a Fit Note was issued were recommendations discussed?			YES / NO*
Declaration <i>Please read carefully before confirming and then signing:</i>			
My absence from work was due to incapacity caused by sickness or injury, and I was unable to attend work during this period.			
I am now fit to return to work and able to resume my duties, unless otherwise discussed with my line manager.			
The information I have provided on this form is true, accurate, and complete to the best of my knowledge.			
I understand that providing false or misleading information may be treated as a misconduct matter under the Council's Disciplinary Policy.			
I understand repeated or high levels of sickness absence may trigger absence management procedures, in line with policy and relevant employment legislation.			
Staff Signature		Date	
Line Manager Signature		Date	

Return to Work (RtW) Discussion Template



Return to Work Discussion Form

This form is to be used to support the return-to-work process. Following any period of sickness absence, including absence due to illness or injury, a RtW discussion must be held to support the staff member's safe and effective return to work. This discussion helps us understand the reason for absence, review any fit note or recommendations, identify any support or adjustments that may be needed, and explore any patterns or issues that may require attention. It also provides an opportunity to briefly update any key work developments during absence.

Personal Details			
Forename(s)		Surname:	
Absence Details			
Start Date		End Date	
Bradford Factor Score:			
Welcome Back and Purpose of Meeting			
<i>Welcome back</i>			
<i>Outline purpose of meeting support, absence monitoring, issue or problem identification</i>			
<i>Reason for absence, support available</i>			
<i>Establish if Medical Advice / Fit Note was sought</i>			
<i>Absence record review, including Bradford Factor score</i>			
<i>Work handover</i>			
Review of Absence Reason <i>(staff are <u>not</u> required to disclose detailed medical information)</i>			
Fitness to Return <i>Confirm the staff member feels well enough to return and resume normal duties</i>			
Additional Comments <i>Any agreed actions for the staff member, Line Manager or Council.</i>			
Staff Signature		Date	
Line Manager Signature		Date	

Informal Attendance Review Invitation Letter

LUDGERSHALL TOWN COUNCIL



Staff Name: *[Insert Name]*

Job Title: *[Insert Job Title]*

Date: DDD DD MMM YY

Informal Attendance Review

Dear *[Staff Name]*,

You are invited to attend an Informal Attendance Review Meeting to discuss your attendance levels. This meeting is supportive and not a formal stage of the attendance process.

You may be accompanied by a Support Companion, such as a workplace colleague, a Councillor, or a Trade Union Representative.

Meeting Details:

Date:

Time:

Location:

The purpose of this meeting is to review any recent absences, which may include a review of your 12-month rolling absence. To discuss any health or personal issues that may be impacting your attendance and explore any measures or reasonable adjustments.

The overarching aim is to identify what steps may be implemented to improve your attendance.

Confidentiality is expected at all times from all individuals involved in this informal discussion.

Please confirm your attendance, and if you are being accompanied.

Yours sincerely,

SIGN

[Name]

[Role Title]

Ludgershall Town Council

Copied to

Staff Member Line Manager*

Staffing Committee*

**Delete as appropriate*

Informal Attendance Review Outcome Letter

LUDGERSHALL TOWN COUNCIL



Staff Name: *[Insert Name]*

Job Title: *[Insert Job Title]*

Date: DDD DD MMM YY

Informal Attendance Review Outcome

Dear *[Staff Name]*,

Thank you for attending the Informal Attendance Review Meeting on ***[date]***. We discussed your attendance record and the factors affecting it.

Summary of Discussion:

[Insert notes]

Agreed Actions:

[Insert actions]

****We will continue to monitor attendance informally unless concerns persist.****

****Whilst there were no concerns identified about your level of absence, and no further action is being pursued, please be mindful of your attendance levels, and should you need support please reach out, where absence levels meet trigger points further conversations may be required.****

****Following our discussion, I felt there were no concerns at this point, therefore there is no further action.****

*****Delete as appropriate***

As this is informal action a note of our discussion has been retained, but this does not constitute a recorded entry on your personnel file.

Yours sincerely,

SIGN

[Name]

[Role Title]

Ludgershall Town Council

Copied to

Staff Member Line Manager*

Staffing Committee*

****Delete as appropriate***

Formal Review and Improving Attendance Process (IAP) Letter

LUDGERSHALL TOWN COUNCIL



Staff Name: *[Insert Name]*

Job Title: *[Insert Job Title]*

Date: DDD DD MMM YY

Formal Attendance Review Meeting

Dear *[Staff Name]*,

You are invited to attend a Formal Attendance Review Meeting to discuss your attendance levels. This meeting is to review the Improving Attendance Process and determine a suitable way that we may help you in supporting your attendance.

You may be accompanied by a Support Companion, such as a workplace colleague, a Councillor, or a Trade Union Representative.

Meeting Details:

Date:

Time:

Location:

The purpose of this meeting is to review your absence record and complete the Improving Attendance Process by reviewing attendance concerns, consider any underlying issues and establish an Improving Attendance Plan.

The Improving Attendance Action Plan will set clear expectations for targets, timeframes and support available.

Confidentiality is expected at all times, from all individuals involved in this formal process and during any discussions.

Please confirm your attendance, and if you are being accompanied as is your right.

Yours sincerely,

SIGN

[Name]

[Role Title]

Ludgershall Town Council

Copied to

Staff Member Line Manager*

Staffing Committee*

**Delete as appropriate*

Formal Review, Stage 1, and IAP Outcome Letter

LUDGERSHALL TOWN COUNCIL



Staff Name: *[Insert Name]*

Job Title: *[Insert Job Title]*

Date: DDD DD MMM YY

Stage 1 Formal Review Outcome

Dear *[Staff Name]*,

Thank you for attending the Formal Attendance Review Meeting on ***[date]***. We discussed your attendance record, the factors affecting it and the Improving Attendance Process.

Following our discussion this letter now serves as a First Written Warning and is valid for 12 months from the date of this letter. A copy of this letter will be placed on your personnel file.

Key Points:

[Insert actions]

[Attendance Concerns]

[Support measures considered]

[IAP Targets and monitoring requirements agreed]

During our discussion an Improvement Attendance Plan was drafted, please see that attached, the plan will be closely monitored. Failure to improve may lead to Stage 2 (Final Written Warning).

You have the right to appeal this decision, in writing within 10 working days from the date of this letter. Any appeal should be addressed to *[Insert Appeal Officer Name]*.

Yours sincerely,

SIGN

[Name]

[Role Title]

Ludgershall Town Council

Copied to

Staff Member Line Manager*

Staffing Committee*

**Delete as appropriate*

Formal Review, Stage 2, Final Written Warning Letter

LUDGERSHALL TOWN COUNCIL



Staff Name: *[Insert Name]*

Job Title: *[Insert Job Title]*

Date: DDD DD MMM YY

Stage 2 Final Written Warning

Dear *[Staff Name]*,

Following a fair, reasonable, and proportionate Improving Attendance Process there were no visible improvements in your attendance. Therefore, a revised Improving Attendance Plan has now been set. Failure to achieve sustained improvement may lead to a Stage 3 Capability Hearing.

Key Points:

[Insert expectations]

[Support measures considered]

[IAP Targets and monitoring requirements agreed]

This letter will remain on your personnel file for 12 months from the date of this letter.

You have the right to appeal this decision, in writing within 10 working days from the date of this letter. Any appeal should be addressed to *[Insert Appeal Officer Name]*.

Yours sincerely,

SIGN

[Name]

[Role Title]

Ludgershall Town Council

Copied to

Staff Member Line Manager*

Staffing Committee*

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Formal Review, Stage 3, Capability Hearing Invitation Letter

LUDGERSHALL TOWN COUNCIL



Staff Name: *[Insert Name]*

Job Title: *[Insert Job Title]*

Date: DDD DD MMM YY

Capability Hearing Invitation Letter

Dear *[Staff Name]*,

You are invited to attend a Stage 3 Attendance Hearing following failure to sustain attendance improvements.

You may be accompanied by a Support Companion, such as a workplace colleague, a Councillor, or a Trade Union Representative.

Meeting Details:

Date:

Time:

Location:

The purpose of this meeting is to review your attendance record, review any specialist

The panel will consider:

- Attendance record - Occupational Health advice - Reasonable adjustments - Redeployment options - Impact on service delivery **Include as appropriate*

Confidentiality is expected at all times from all individuals involved in this informal discussion.

Please confirm your attendance, and if you are being accompanied.

Yours sincerely,

SIGN

[Name]

[Role Title]

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Stage 3, Capability Hearing Outcome Letter

LUDGERSHALL TOWN COUNCIL



Staff Name: *[Insert Name]*

Job Title: *[Insert Job Title]*

Date: DDD DD MMM YY

Capability Hearing Outcome Letter

Dear *[Staff Name]*,

Following the Stage 3 Attendance Capability Hearing held on *[hearing date]*, the panel has decided the following outcome: *[Dismissal with notice / Dismissal with payment in lieu of notice (PILON) / Final opportunity – extended Improving Attendance Plan (IAP) / Redeployment to [role] / No further action]*. **Delete as appropriate*

This decision has been reached after following a fair capability process, considering all the evidence, your representations, and the Council's policies and legal obligations to reach an evidence-based decision. A full rationale is set out hereunder.

Background

A fair procedure was followed. You were invited to the hearing by letter dated *[date]*, and informed of the potential outcomes, and advised of your right to be accompanied. The hearing was chaired by *[name/role]*. You *[were accompanied by X / opted not to be accompanied]*.

Earlier stages were considered and reasonably followed.

- Stage 1 First Written Warning issued *[date]*, with IAP targets *[summary]*.
- Stage 2 Final Written Warning issued *[date]*, with revised IAP targets *[summary]*.
- Support and adjustments were offered *[summary: OH referral dates, phased return, amended duties/hours, equipment, trigger point modifications]*.

Evidence Considered

The following evidence was considered.

- Attendance record for the rolling 12 months *[dates]* and Bradford Factor scores *[scores]*.
- Fit notes / medical reports and any Occupational Health advice *[dates]*.
- Reasonable adjustments considered/implemented and their impact *[list]*.
- Redeployment exploration and outcomes *[list/none available]*.
- Operational impact on service delivery and team workload *[summary]*.

- Your representations and any new evidence provided at the hearing *[summary]*.

We also carefully considered whether any disability under the Equality Act 2010 *[and/or pregnancy-related issues]* applied and, if so, whether further reasonable adjustments were possible and proportionate.

Findings

- Despite the sustained support, reviews, and adjustments outlined above, your attendance remains below the required standard and the agreed IAP targets have *[not been met / been partially met but not sustained]*.
- We found no further reasonable adjustments that would likely enable you to meet an acceptable attendance standard in your current role.
- Redeployment to a suitable alternative role has been *[considered but not available / offered and declined / offered and accepted]*.

In reaching this outcome the principles of a fair capability procedure, reasonable investigation, prior support and adjustments, a hearing with the right to be accompanied, and a reasoned decision with the right of appeal was abided.

Outcome Details (select the relevant option)

A. Dismissal with Notice

Your employment will terminate on *[termination date]*, after working your *[statutory/contractual]* notice of *[X weeks]*. During notice you will receive your normal pay and benefits, subject to the terms of your contract.

B. Dismissal with Payment in Lieu of Notice (PILON)

Your employment will terminate immediately on *[termination date]*. You will receive PILON equivalent to *[X weeks]*' notice pay, less usual deductions, in accordance with your contract and applicable tax rules. Employment ends on the PILON date.

C. Final Opportunity – Extended IAP (Alternative to Dismissal)

Instead of dismissal, the panel will extend a Final IAP for *[8–12]* weeks with clear attendance targets and support measures: *[insert targets/support/review dates]*. Failure to achieve and sustain improvement may result in dismissal.

D. Redeployment

You will transfer to *[role title]* on *[date]*, with terms *[any changes]*. The IAP will continue for *[period]* with targets *[summary]*.

**Delete as appropriate*

Final Pay and Benefits on Termination (where applicable)

On termination, you will receive:

- Final salary to *[termination date]*.
- Accrued but untaken statutory holiday pay, calculated to your termination date, including any carry-over where applicable.
- Any other sums due under your contract.
Deductions for outstanding loans/advances may be applied if permitted by your contract and law.

**Complete as appropriate*

Property, Confidentiality and Access

Please return all Council property (e.g., ID cards, keys, equipment, documents) by *[date]*. Your confidentiality obligations continue after employment ends.

Right of Appeal

You have the right to appeal this decision. If you wish to appeal, please write to *[Appeal Officer details]* within 10 working days of the date of this letter, stating your grounds (e.g., procedural unfairness, disproportionate outcome, new evidence). An appeal will review whether the decision and process were fair and reasonable.

Support and References

If you would like a factual reference, please contact *[contact]*. If you need information about wellbeing or external advice (e.g., ACAS Helpline), please let us know.

Please contact the undersigned if you have questions about this outcome.

Yours sincerely,

SIGN

[Name]

[Role Title]

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END