

Version	EN3
Last Revision Date	Mach 2019

**Y Berthynas Waith**  
Cyngor Rhondda Cynon Taf, gweithio gyda chi, gweithio gyda'n gilydd

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**Employee Relations**  
Rhondda Cynon Taf Council, working with you, working together

## Absence Management **Policy**

This document is available in Welsh please see Polisi Rheoli Absenoldeb

<b>DOCUMENT CONTROL</b>	
<b>POLICY NAME</b>	Absence Management <a href="#">Policy</a>
Department	Human Resources
Telephone Number	(01443) 444502/444503
Initial Policy Launch Date	1st August 2015
Reviewing Officer	Policy Review Group
Review Date	September 2017
Date of Equality Impact Assessment	
<b>REVISION HISTORY</b>	
Date	Revised By
September 2017	Peter Cushion
March 2019	HR Welsh Language Standards Group
<b>DOCUMENT APPROVAL</b>	
This document has received approval from:	Date of Approval
HR Senior Management Team	21st May 2015
Corporate Management Team	
Cabinet	

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## 1. **POLICY STATEMENT**

Rhondda Cynon Taf Council values the contribution made by its employees and recognises that high levels of attendance at work are a vital factor in the efficient operation of the Council's services. The Council aims to provide a supportive and inclusive working environment that encourages all employees to manage their health and wellbeing and maintain their attendance at work.

For many employees work means more than just their salary, good work is proven to be good for our physical and mental health. An early, positive and proactive approach to the management of absence will not only assist the Council to deliver quality services to its communities, but ensure that the health and wellbeing of its employees is treated as a key priority.

This policy, and additional guidance, is designed to help minimise disruption to work, support employees through episodes of sickness absence and enable them to return to the workplace as soon as practicable with any work place adjustments that may be necessary. At its core the policy aims to provide guidance on the management of sickness absence, and seeks to ensure that all employees are treated in a consistent, fair, sympathetic and equitable manner.

**Managers should ensure that every employee is made aware of their obligations under the sickness absence policy, as failure to comply with its requirements could result in a loss of pay and may lead to disciplinary action.**

## 2. **SHORT TERM ABSENCE**

### 2.1 **SICKNESS ABSENCE REPORTING, MANAGEMENT**

All sickness absences are recorded and monitored within the Council's Vision system. This will ensure that absence levels within the Council are accurate, monitored and managed consistently.

### **MAINTAINING CONTACT**

Regular contact during an employee's absence is critical in supporting the employee to remain engaged in the workforce and enabling a speedy return to work. Maintaining contact can avoid barriers to returning to work developing.

Employees should maintain contact with their Manager as identified below. In circumstances where contact with the Manager may impact on the individual's wellbeing, employees should contact Human Resources to determine a suitable alternative contact. Contact should be conducted via face to face meetings, telephone calls or both with their Manager. In those areas where 24 hour service provision is provided to ensure appropriate cover is in place, employees will need to contact an alternative manager if their shift pattern falls outside the hours of 8 am to 6 pm.

### 2.1.1 SHORT TERM ABSENCE - EMPLOYEE RESPONSIBILITIES

Every employee is obliged to inform their Manager, or a person nominated as being in charge in the absence of the Manager, of any sickness absence as follows:

- Employees are required to provide verbal notification of any sickness absence on the first day at the earliest opportunity, and no later than 9.00 a.m. Notification would usually be made by telephone calls however alternative methods may be agreed with their manager if there are particular circumstances that necessitate alternative methods of communication, these must be agreed with the manager in advance. There may be occasions where an employee is incapacitated and a third party will need to ring in on their behalf in the first instance
- If the employee works irregular hours or shift patterns they must notify their manager, no later than two hours prior to the start of their shift (N.B. Where local arrangements are in place, due to the nature of the service, managers will advise staff accordingly)
- If at the point of contact on Day 1 the employee is unsure whether they will be fit to attend work the following day, then if they remain absent, they are **required to contact their manager on the 2<sup>nd</sup> day of absence** (via the same process as Day 1 notification). This **must also be replicated on Day 3** if the employee is unsure on Day 2 whether they will be fit to attend work the following day.
- The employee can contact their manager at any point during the day, if they know they will be absent the following day.
- If an employee becomes ill during the working day they should inform their manager prior to leaving the workplace
- The employee must specify the reason for the absence and provide the anticipated length of the absence and an estimated return to work date
- If the absence continues employees must contact their Manager again on:

- **Day 4** to provide an update on their absence
- **Day 7** to notify if they are returning to work or if the absence is continuing and is visiting the GP for a fit note
- **Upon receipt of the fit note** an employee must notify the manager of content of fit note and the expected return to work date
- **Day 14** as the manager will discuss the referral to Occupational Health and Wellbeing. During this conversation the employee and manager should agree who will initiate subsequent contact which should ideally be on a weekly basis.
- If an employee contacts their place of work and the manager is unavailable, then the manager will contact the employee at the earliest opportunity (i.e. same day if manager is working), to ensure a conversation takes place and advice/support is provided. Alternatively, if the absence falls on a day when the manager is not working, then the designated person in charge will be responsible for this process.
- If one of these notification periods falls on a weekend, for employees who do not normally work on the weekend, the employee should contact their Manager the Friday before the actual notification day. More regular contact than the mandatory contact points is encouraged should the employee's medical condition support this
- Employees should be referred to the Council's Occupational Health and Wellbeing Unit for assessment at **day 14** of their absence. Early support and intervention has been evidenced as a vital factor in expediting a return to work for musculoskeletal and mental health conditions. In order to ensure that employees receive appropriate clinical support for these conditions, employees may be referred for assessment to the Occupational Health and Wellbeing Unit on the **first day** of the absence. For absences under 7 days employees will be required to complete a self certification form SA3 for the period of their absence which is to be offered in Welsh.
- For absences extending beyond 7 calendar days, employees will be required to provide a "**fit note**" to cover the period of their absence. Please see **Section 6 - Self and Medical Certification** for further guidance

**At each contact point employees will be required to provide an update on their reason for absence and estimated return to work date.**

## 2.1.2 SHORT TERM ABSENCE - MANAGER RESPONSIBILITIES

Managers are required to:

- Ensure that all absences are recorded accurately into the vision system on receipt of the notification from the employee
- Ensure that the employee is reminded of the contact points as laid down in this policy and identify if additional contact would be beneficial to support the employee's return
- Ensure that the employee has provided the reason for absence and the likely date for return
- Employees should be referred to the Council's Occupational Health and Wellbeing Unit for assessment at **day 14** of their absence. Early support and intervention has been evidenced as a vital factor in expediting a return to work for musculoskeletal and mental health conditions. In order to ensure that employees receive appropriate clinical support for these conditions, employees may be referred for assessment to the Occupational Health and Wellbeing Unit on the **first day** of the absence
- Managers are required to deal with each absence in a sympathetic manner and to gain advice from Human Resources or the Occupational Health and Wellbeing Unit where necessary
- If an employee makes contact with their place of work and the manager is not available at that time (e.g. outside of managers working hours), then the manager will be required to contact the employee at the earliest opportunity (i.e. same day if manager is in work) to ensure advice / support is provided. Alternatively, if the absence falls on a day when the manager is not working, then the designated person in charge will be responsible for this process.
- Where employees fail to comply with the requirements of this policy Managers should seek advice from Human Resources

## 2.2 RETURNING TO WORK

Once it is known that the employee is fit to return to work, they should contact their manager to advise them of the position. Notification would usually be made by telephone calls however, alternative methods may be agreed with their manager if there are particular circumstances that necessitate alternative methods of communication, and these must be agreed with the manager in advance. At this time arrangements will be made to interview the employee upon their return and unless wholly impracticable, within 7 days of their return to work. If practical, the return to work interview should be conducted on the first day following the absence, particularly if there are health and safety considerations.

In the case of short term absence the return to work interview provides an opportunity to review the employee's current absence and identify any support or workplace adjustments that may be required to sustain attendance. It also provides an opportunity to review patterns of absence and to identify any underpinning issues or trends in the employee's absence. Where triggers have been hit the manager will be required to take action in line with the trigger section of this policy.

### **3. LONG TERM ABSENCE**

For the purpose of this policy long term absence will be classified as any absence extending **beyond 28 consecutive days**.

#### **3.1 LONG TERM ABSENCE – EMPLOYEE RESPONSIBILITIES**

Every employee should ensure that contact is maintained with their line manager, or person nominated as being in charge throughout an ongoing absence as follows:

- Employees must contact their manager on a minimum of a weekly basis from day 14 onwards. Employees and managers should agree who initiates the weekly contact
- There may be occasions when this is not possible e.g. due to manager holidays or hospitalisation, however any variation should be clarified and agreed.
- More regular contact than the mandatory contact point is encouraged should the employees' medical condition support this
- At each contact point employees will be required to provide an update on the ongoing reason for absence and estimated return to work date
- Employees must provide a copy of a GP "fit note" to cover the whole period of their absence. Please see **Section 6 - Self and Medical Certification** for further guidance
- As part of their conditions of employment, employees will be required to attend Occupational Health and Wellbeing appointments, for assessments, as required

#### **3.2 LONG TERM ABSENCE – MANAGER RESPONSIBILITIES**

Further guidance on managing long term absence is available on the RCT Source. Throughout a long term absence managers will be required to:

- Ensure that all absences are recorded accurately in the Vision system on receipt of the notification from employees
- Ensure that the employee is reminded of the contact points as laid down in this policy and identify if additional contact would be beneficial to support the employees return



- Ensure that the employee continues to provide an update on the reason for absence and the likely date of return
- Ensure that referral for an Occupational Health and Wellbeing assessment is made at **day 14** of the absence (where the condition is not related to a mental health or musculoskeletal condition)
- This will assist the manager in determining the likely length of the absence and also ensure that the employee is referred into a supportive intervention earlier in their absence. ***It is the Managers responsibility to refer on time, unless there are exceptional circumstances as to why it should be delayed***
- Ensure that employees are kept up-to-date with work developments within the team and the Council
- Ensure that welfare visits are undertaken on a regular basis (See section on ***Welfare Visits 3.3***). Where practicable welfare visits should be undertaken with the employee as soon as it is known that the absence will extend beyond 28 days and the report from Occupational Health has been received
- **Where employees fail to comply with the requirements of this policy Managers should seek advice from Human Resources**

### **3.3 WELFARE VISITS**

The Welfare visits provide an opportunity to meet with the employee to determine how their absence is progressing. Welfare visit should take place at the latest in the 2<sup>nd</sup> or 3<sup>rd</sup> week of absence, and then subsequently within two weeks of the medical advice being received from the Council's Occupational Health & Wellbeing Unit and monthly thereafter (where practicable).

Maintaining contact with colleagues and the workplace can have a positive effect on the employee's wellbeing, and can contribute to an effective return to work. To support this, face to face meetings should take place at the employee's place of work, alternative suitable Council premises or Trades Union Office. Managers should be sensitive to the nature of the case when arranging a welfare visit and determining a suitable location.

Managers should discuss the results of the Occupational Health and Wellbeing report and establish any support, assistance or adjustments that may be of benefit to the employee during their continued absence and later, following their return to work.

If the absence continues over a long period of time, it is important that at least monthly welfare visits are made to monitor progress and keep the employee updated regarding workplace changes and their employment position.

Employees have the right to be accompanied by a trade union representative or a work colleague at all times. There is no provision for any other representation. Support can be gained from Human Resources where employment or management issues need addressing.

Please refer to the '**Welfare Visits Guide**' available on RCT Source for more information about what should be discussed during a welfare visit.

### **3.4 RETURNING TO WORK FROM LONG TERM ABSENCE**

Sustained absences often require a number of elements to be addressed to enable the individual to return to work (for example addressing Occupational Health recommendations, agreeing a rehabilitation plan to return to work, agreeing appropriate workplace adjustments). It is recommended that a case conference approach is used to agree the actions required to support the employee back to work following sickness absence.

Once it is known that an employee is fit to return to work, they must Contact their manager to advise them of their return. Alternative methods of notification are only acceptable where it has been previously agreed with the employee. If practicable a return to work interview should be conducted on the first day back, if not then it should be conducted within **7** days of the employee returning to work.

A return to work interview is a pivotal tool in building a relationship with the employee and establishing if there are any underlying problems and identifying if further ongoing support is required. It may be that other Council policies may apply and need to be discussed with the employee for example, reasonable adjustments, domestic violence, and leave of absence. The manager must update the Vision system with all details by completing the return to work form.

Please refer to the '**Returning to Work Guide**' available on RCT Source for more information on what return to work interviews should include;

#### **3.4.1 REHABILITATION**

Employees may have sickness absences because of a variety of physical, psychological and social issues. A well managed return to work helps employees manage their symptoms or reduce their impact. Their rehabilitation may require temporary or permanent adjustments to their work, these may include:

- Different or reduced working hours
- Reorganisation or redesign of their role
- Introduction of supportive software or equipment
- Rehabilitation plan to return to work

- Training or retraining
- Redeployment to another role

Managers must be mindful that Occupational Health advice in relation to a rehabilitation programme is a **recommendation only** and managers should form their own judgements based on all the facts available to them. Further advice and guidance can be sought from Human Resources.

Please refer to the '**Reasonable Adjustments, Workplace Adjustments and Rehabilitation Guide**' available on RCT Source for more information about rehabilitation.

### **3.5 WHERE AN EMPLOYEE CANNOT RETURN TO WORK DUE TO ILL HEALTH**

If the employee cannot return to work, the employer will decide how reasonable it is to maintain an employee's sickness absence. In arriving at this decision the Chief Officer will need to take into account;

- Whether, and for how long, other team members can cover the employee's workload
- Disruption caused by the employees absence
- Whether or not a temporary replacement can be recruited and how much this will cost
- The level of specialist skills

Should the Chief Officer determine that the employee's absence cannot be sustained after all other options have been exhausted then their employment will be considered under the Council's disciplinary rules.

### **3.6 ILL HEALTH PROCESS**

In some circumstances it may be determined that the employee may no longer be capable of returning to work in any capacity. In such circumstances the employee will be referred to an Independent Registered Medical Practitioner (IRMP) for a medical viewpoint on the impact of their health on their continued employment. The Council will then determine whether to terminate the employee on the grounds of ill health based on all information available.

This process will apply to both pensionable and non-pensionable employees.

Please refer to '**Long Term Sickness Absence Guide**' available on RCT Source for more information on the ill health process.

#### 4. **THE EQUALITY ACT 2010**

The Council is aware that sickness absence may be disability related. At each stage of the absence management process, particular consideration will be given to whether there are reasonable adjustments that could be made to the requirements of a job or other aspects of working arrangements that will provide support at work/or assist a return to work. Employers have a statutory duty to seek to make reasonable adjustments, what is deemed as reasonable extends beyond physical adjustments, for example, an employer funding counselling to support an employee dealing with work pressures. Any employee who considers that they are affected by a disability or a medical condition which affects their ability to undertake their work should inform their Manager. It is recognised that some employees may not know they have a disability or may choose not to disclose that they have a disability, therefore, managers should be alert to changes in the employee's behaviour or performance and have appropriate discussions with them.

Reasonable adjustments whether they are permanent or temporary arrangements must be reviewed on a regular basis to ensure they are suitable.

Please refer to the '**Reasonable Adjustments, Workplace Adjustments and Rehabilitation Guide**' available on RCT Source for more information about the reasonable adjustment policy and process.

#### 5. **DISABILITY RELATED SICKNESS ABSENCE**

The Council is aware of its responsibilities towards disabled employees in the management of disability related sickness absence and the need to ensure sickness absence procedures do not discriminate against disabled employees. This will be taken into account when operating this procedure.

As a result, on day 1 of a sickness absence, the employee will be asked whether they consider the sickness to be related to a disability. If so, then the absence will be recorded on the Councils Vision system as a disability related sickness absence. This information may be used for statistical purposes.

***Note - details of an employee's disability are deemed sensitive personal data for the purpose of the Data Protection Act and information will not be shared with another party without the employee's consent (unless there is a statutory or legal requirement to do so).***

Please refer to the '**Disability Related Sickness Guide**' available on RCT Source for more information about identifying and recording disability related sickness absence.

## 6. SELF AND MEDICAL CERTIFICATION

Employees must cover all sickness absences with certification from day 1 of the sickness absence to ensure that access to statutory and occupational sick pay is not affected.

**Day 1 to day 7** (calendar days), must be covered by the employee via completion of a self certification form (SA3) available from their Manager which should be offered in Welsh, if their absence is not already covered by a “fit note” medical certificate.

**Day 8** onwards must be covered by medical certification known as a statement of fitness for work (fit note) issued by the employees GP. If the employee has been referred by their GP to the fit for work service, the employee must still provide a **fit note** to cover all periods of absence (**see section 6.2 Fit for Work service**).

Employees should ensure that medical certificates are produced to cover all periods of absence, with no gaps in cover. All certification should be provided to their Manager on time, as failure to do so may affect sick pay entitlement.

### 6.1 **Fitness for Work (Fit Note)**

An employee’s GP produces a statement of fitness for work or “fit note” which allows for the GP to advise the employer that an employee is either:

- **Not fit for work**
  - An individual is not fit for work of any kind.

Or

- **May be fit for work taking account of the following advice;**
  - individuals may be fit for work, taking account of the doctor’s advice in the fit note. This does not necessarily mean doing their current job. G.P’s may suggest ways of assisting the employee to return to work such as:
    - A rehabilitation plan to return to work
    - Altered hours
    - Amended duties
    - Workplace adaptations.

## 7. MONITORING OF ATTENDANCE

Monitoring the attendance of all employees is very important, it allows the early identification of an employee whose level of attendance has become unacceptable and who may need further attention.

Managers are required to record and monitor an employee's sickness absence using the Council's Vision system, via on going communication, welfare visits and through return to work interviews. Should a manager have concerns about an individual's level of absence then they have a number of options available to them depending on the employee's circumstances. However, the focus should always be on supporting the employee to improve their attendance at work.

## **7.1 TRIGGER POINTS**

The Council has set the following trigger points as a guide to assist Managers when dealing with frequent and intermittent absence. Where an individual's absence level meets one of the following trigger points, the Manager will review the absence levels with the employee:

- 3 or more instances of sickness absence in any **rolling** 12 month period
- 10 or more days sickness absence within any **rolling** 12 month period
- any other recognisable patterns, such as frequent absenteeism on a Friday, Monday or weekends. It should be noted that these trigger points are only a guide to Managers and other patterns of absence which also cause concern can be addressed.

## **7.2 MANAGING SHORT TERM AND FREQUENT ABSENCES**

There are three steps to managing short term and frequent absences in the Council, these are:

**Stage 1 – The Return to Work Interview**

**Stage 2 – Referral to Designated Officer for Review**

**Stage 3 – Disciplinary Action**

Please refer to the '**Short Term Sickness Absence and Frequent Absence Guide**' available on RCT Source for more information on managing frequent and short term absence.

## 8. REFERRAL TO THE OCCUPATIONAL HEALTH AND WELLBEING UNIT

In order to support an employee to prevent ill health occurring or to facilitate a return to work employees should be referred to the Council's Occupational Health and Wellbeing Unit at the following stages:

<b>Time Period</b>	<b>Referrals</b>
At any time	Whilst an employee is still in work and there are health concerns and/or support interventions required.
Day 1 of absence	Where support is required and for referrals for Musculoskeletal or Mental Health conditions.
Day 14 of absence	Referral for assessment.
Triggers have been met	<ul style="list-style-type: none"><li><input type="checkbox"/> 3 or more instances of sickness absence in a 12 month period.</li><li><input type="checkbox"/> 10 or more days of sickness absence in a 12 month period.</li><li><input type="checkbox"/> Frequent absenteeism forming recognisable patterns.</li></ul>

***N.B. All referrals should be made using the online referral process.***

The Council's Occupational Health and Wellbeing Unit specialises in providing assessments and support interventions for employees. It is important that, when dealing with an employee's sickness absence or ill health, medical advice is sought wherever possible in order to help inform the decisions that are being made relating to employment.

It is a condition of employment that the Council may, at any time, require an employee who is unable to perform their duties as a consequence of illness, to attend an assessment by the Council's Occupational Health and Wellbeing Unit. If an employee fails to attend this appointment, a charge for non attendance will be incurred and may be passed on to the employee.

Furthermore, should an employee fail to attend an assessment, more formal action may be taken via a disciplinary process.

For further information on the role and range of services available through the unit please refer to '**Occupational Health and Wellbeing Guide**' available on RCT Source for more information.

## 9. **PAY ENTITLEMENT**

As part of this policy, employees may (subject to a limited number of exceptions) continue to be paid full or part salary for defined periods of time while absent.

Employees, who follow the correct sickness absence reporting procedures and provide fit notes as required, may receive occupational sick pay dependant on their continuous service, in accordance with the following scale:

<b>Length of service</b>	<b>Full Pay</b>	<b>Half Pay</b>
0 to 4 months	1 month	none
4 to 12 months	1 month	2 months
During 2 <sup>nd</sup> year of service	2 months	2 months
During 3 <sup>rd</sup> year of service	4 months	4 months
During 4 <sup>th</sup> year of service	5 months	5 months
During 5 <sup>th</sup> year of service	5 months	5 months
After 5 years service	6 months	6 months

In calculating your entitlement, all previous sickness absence for the preceding twelve months will be deducted from your maximum entitlements. Any full or half pay entitlements are subject to deductions of sickness benefit or Statutory Sick Pay, which you may receive.

## 10. **ANNUAL LEAVE AND SICKNESS**

### 10.1 **SICKNESS DURING HOLIDAY**

Where an employee falls sick or is injured while on holiday, they will be allowed to transfer annual leave to sick leave and take replacement days for holiday at a later time. This should be recorded in the Vision system and is subject to the following strict conditions:

- The total period of incapacity must be fully certificated by a qualified medical practitioner, self certification is not appropriate in this situation
- The employee must contact their manager by telephone, on the first day of any period of incapacity during a holiday, in accordance with the Council's normal sickness procedure. Notification would usually be made by telephone calls however, alternative methods may be agreed with their manager if there are particular circumstances that necessitate alternative methods of communication, these must be agreed with the manager in advance
- Should the period of sickness extend beyond the first day, then the employee will be required to follow the normal reporting process



- The employee must submit a written request no later than 10 days after returning to work setting out how much of the holiday period was affected by sickness and the amount of leave that they wish to take at another time

Where the employee is overseas when he/she falls ill or is injured, evidence must still be produced that they were ill by way of either a medical certificate or proof of a claim on an insurance policy for medical treatment received at the overseas location

All costs of medical certification are to be borne by the employee

- Any prebooked leave or leave taken while absent due to sickness will be deducted from the leave entitlement. If the employee is unable to take the leave then it is their responsibility to inform their manager. This leave would then be cancelled.
- If the employee is not available for meetings/appointments while absent then this time should also be taken as annual leave.

## **10.2 HOLIDAY ENTITLEMENT AND LONG TERM SICK LEAVE**

An employee who is absent on sick leave will continue to accrue his/her contractual holiday entitlement. In addition, where the employee returns to work following long term sick leave, contractual holiday entitlement accrued should be taken in the same leave year where practicable.

However, where the employee is absent for the whole leave year or there is insufficient time for the leave to be taken in the same year, the employee will only be permitted to carry forward the statutory element of any untaken accrued leave in to the next leave year. This should be recorded in the Vision system.

Employees on paid or unpaid sick leave are permitted to travel for holidays or other purposes, as long as this is not inconsistent with their stated reasons for sickness absence and is aimed at assisting with their recovery. Should this result in worsening of their illness or prolonging their absence, then the relevant Chief Officer, in consultation with the Director of Human Resources (or their representative), reserves the right to stop statutory sick pay and/or occupational sick pay, and in some cases this could result in disciplinary action.

## **11. ELECTIVE SURGERY**

Elective surgery is surgery that is not considered to be medically necessary. This includes cosmetic surgery, which is concerned with the enhancement of appearance through surgical and medical techniques, e.g. face-lifts or breast implants. It also includes other medical procedures such as laser eye treatment.

Time off for elective surgery will be unpaid or the employee can take leave. The time off requested will cover both the procedure and post operative recovery time.

However, where the employee suffers an unexpected injury/illness as a result of the procedure, then the Council's normal sick pay will apply, following receipt of the relevant fit note certificate.

This policy does not cover gender reassignment surgery, which is dealt with under a separate policy.

## **12. CONCLUSION**

The management of sickness absence can be time consuming and complex. Effective communication between all parties is essential in managing the impact of sickness absence both on the individual and the organisation and can be key to reducing the impact of absenteeism on the Council.