



CLYDESDALE HOUSING ASSOCIATION LIMITED

Policy: Attendance Management Policy
Date: 26 November 2025
Lead Officer: Chief Executive
Review Date: 26 November 2028

Regulatory Standard 5: The RSL conducts its affairs with honesty and integrity.

- 5.1 The RSL conducts its affairs with honesty and integrity and, through the actions of the governing body and staff, upholds the good reputation of the RSL and the sector.
- 5.2 The RSL upholds and promotes the standards of behaviour and conduct it expects of governing body members and staff through an appropriate code of conduct. It manages governing body members' performance, ensures compliance and has a robust system to deal with any breach of the code.

Clydesdale Housing Association will provide this policy on request at no cost, in large print, in Braille, in audio or other non-written format, and in a variety of languages.



1. Introduction

- 1.1 Clydesdale Housing Association (CHA) recognises that on occasions it may be necessary for employees to be absent from work. However, it is important that employees are supported to maintain good levels of attendance at work, to ensure we provide a reliable service for our customers.
- 1.2 This policy is designed to help all employees achieve good attendance, and to ensure that a consistent and fair approach in managing attendance and absence is adopted throughout the organisation.

2. Aims of the Policy

- 2.1 To manage attendance in a way that is centred around employee wellbeing and reflects genuine concern for employees.
- 2.2 To develop a positive attitude towards attendance throughout the organisation.
- 2.3 To set clear expectations for standards of attendance that we require from our employees.
- 2.4 To separate two processes: attendance and absence management and provide guidelines for employees and managers in the implementation of these.
- 2.5 To establish monitoring processes to look at the causes of absence and, where possible, develop a programme of supportive and preventative measures.
- 2.6 To ensure training and support is available to both managers and employees.

3. Definitions

- 3.1 Absence: Managing absence relates to managing an employee back to work by making reasonable adjustments, where possible, and dealing with the ability to carry out their work duties, taking into consideration any medical advice, the employee's comments and the business needs.
- 3.2 Attendance: Managing attendance refers to dealing with unacceptable levels of short term, frequent absences, with no reference to any particular absence or medical condition. We will follow this route in line with our absence management and disciplinary procedure.

4. Principles

- 4.1 If your level of attendance is unsatisfactory you will be informed what improvement is required and possible consequences of failure to do so (which may include disciplinary action, up to and including dismissal).
- 4.2 The attendance management process is not concerned with reasons for absence but with number of periods of absence/ days absent (excluding underlying health conditions protected under the Equality Act 2010 and pregnancy related absences, including employees undergoing fertility treatment, who have had an embryo transfer and may be pregnant.).
- 4.3 If an underlying health condition is causing absence(s), then we will seek advice if appropriate and consider any reasonable adjustments suggested.
- 4.4 Managers will conduct return to work interviews for every period of sickness absence, to ensure an employee's fitness for work and to discuss any wellbeing

concerns.

- 4.5 You need to adhere strictly to our absence reporting procedures. Failure to do so may result in disciplinary action and occupational sick pay being withheld.
- 4.6 Managers will maintain accurate, up-to-date records for all employees to manage sickness absence effectively.

5. Absence Monitoring

- 5.1 It is important to ensure that records of sickness absence are maintained to allow accurate recording of information required for sick pay and management purposes. Combined with this good information allows patterns to be identified and can be an early indication of underlying health conditions. If issues are identified and acted upon early, it is more likely that a successful conclusion for both parties can be achieved.
- 5.2 CHA will keep the following records on employee absence securely in employee files:
 - 5.2.1 Absence dates: start and end dates of each absence;
 - 5.2.2 Reason for Absence: Sickness, holiday, personal leave, etc.
 - 5.2.3 Medical Certificates: Doctor's notes or fit notes if applicable.
 - 5.2.4 Return-to-Work Interviews: Notes from any meetings held upon the employee's return.
 - 5.2.5 Absence Patterns: Any recurring patterns or trends in absences.
 - 5.2.6 Absence Duration: Total number of days absent.
 - 5.2.7 Notification Records: How and when the employee notified the employer of the absence.
- 5.3 Anonymised aggregated statistics will be used for monitoring purposes of absence levels and causes of sickness absence within the organisation. Individual cases will not be discussed as they are a confidential record between an employee and those involved in managing the case. This will be represented by CHA calculating the percentage of days lost through staff sickness absence during a reporting period and comparing performance with benchmarking data – this will be calculated in accordance with Scottish Social Housing Charter Technical Guidance issued by the Scottish Housing Regulator the reporting year.

6. Absence Reporting Procedures

- 6.1 Reporting: Employees that cannot attend work, either due to illness or for any other reason, not previously authorised, must contact their line manager (or, if not available, another manager) as soon as is reasonably possible. It is expected that contact is made as soon as possible before their usual start time. If this is not possible, contact should be made within one hour of their starting time. In the event of an emergency where an employee cannot make contact on day one of their absence, they should ensure that someone else makes contact on their behalf.
- 6.2 Certification: For every period of sickness absence employees are required to

complete a self-certification form. If they are absent for seven days or less this is all the certification that is required.

- 6.3 If an employee continues to be absent for more than seven consecutive days, they must provide a fit note (which can be obtained from identified healthcare professionals) to their line manager as soon as possible.
- 6.4 The fit note will indicate whether the employee is 'not fit for work' or 'may be fit for work'. If the 'may be fit for work' box is selected, the employee will be contacted by their line manager and asked to attend a meeting to discuss any adjustments suggested. Employers are not obliged to follow the suggested adjustments, however if these are discussed and are not possible the employee will be treated as not fit for work. If appropriate clarification may be sought from occupational health or the health professional that issued the fit note.
- 6.5 If a phased return to work is agreed, the days that an employee remains absent within the agreed period will count as one period of absence.
- 6.6 An employee is able to return to work on the expiry or before the expiry of their fit note as long as the fit note does not state that a further assessment of their health is required before returning to work. If an employee requests to return to work before the expiry of their fit note, we will carry out a risk assessment which may involve seeking professional advice.

7. Keeping in Touch

- 7.1 It is important that the employee and line manager agree the best method, contact details and frequency of keeping in touch during periods of sickness absence. During contact and meetings, the employee is expected to keep their line manager up to date about the following points:
 - 7.1.1 the reason for their absence;
 - 7.1.2 the predicted recovery and/or treatment;
 - 7.1.3 when they expect to return to work.
- 7.2 Keeping in contact is an important part of CHA ensuring wellbeing of their employees who are on sickness absence. Therefore, if contact is not maintained as agreed, a manager will make all efforts to contact the employee.

8. Failure to Comply

- 8.1 Where an employee does not follow reporting, certification, or keeping-in-touch arrangements occupational sick pay may be withheld. Failure to comply with these requirements may also lead to disciplinary action against an employee in accordance with the disciplinary procedure. If we suspect that an employee has falsified their absence or has deliberately misled the organisation, this will be investigated which may result in disciplinary action up to and including dismissal.

9. Return to Work

- 9.1 A detailed return to work meeting will be carried out after every period of unplanned sickness absence. The purpose of a return-to-work meeting is to establish if an employee is fit to return to work and to discuss any wellbeing concerns. This meeting will be carried out by the employee's line manager (or

another manager if they are not available) on the first day of your return to work. Return to work meeting forms contain confidential information and will only be viewed by those involved in managing the case.

10. Statutory Sick Pay (SSP)

- 10.1 If an employee meets the eligibility criteria to SSP they will receive this. The scale of entitlement to SSP is reviewed by the government and details of this can be found at the following link. www.gov.uk/statutory-sick-pay.
- 10.2 If an employee is no longer entitled to SSP, they may be entitled to relevant benefits. You can enquire about this at their nearest job centre or through this link - www.gov.uk/contact-jobcentre-plus
- 10.3 Employees will be informed if they are not entitled to SSP and provided with the appropriate government form. It is the responsibility of individual employees to claim any Government benefit/s that they may be entitled to.

11. Occupational Sick Pay

- 11.1 In any one period of 52 weeks, we will pay a sickness allowance in line with the following scale.

Continuous service at the date sickness starts	Full allowance paid for:	Half allowance paid for:
Up to 1 year	5 weeks	5 weeks
Over 1 and under 2 years	9 weeks	9 weeks
Over 2 and under 3 years	18 weeks	18 weeks
Over 3 and under 5 years	22 weeks	22 weeks
Over 5 years	26 weeks	26 weeks

12. Attendance Management

- 12.1 The organisation will aim to assist you in maintaining good attendance levels. This will involve maintaining good records, ensuring return to work meetings are completed and discussing support for any identified underlying causes of sickness absence.
- 12.2 If an employee's attendance does not improve, the organisation will manage this in line with the disciplinary procedure up to and including dismissal.
- 12.3 If at any stage during this process it is identified that the employee has an underlying health condition is, medical information will be sought, and further discussion will take place prior to deciding the next steps.
- 12.4 Absence periods related to pregnancy, including employees undergoing IVF, who have had an embryo transfer and may be pregnant or underlying health conditions classed as a disability under the Equality Act 2010 will not be considered for the purposes of the attendance management process.

13. Absence Management

- 13.1 CHA will adopt a sympathetic and supportive approach to employees with a long-term and/or underlying health condition.

13.2 The following points will always be considered in relation to these conditions:

- 13.2.1 The nature of the illness and any contributing factors;
- 13.2.2 The likely duration and/or frequency of absence(s);
- 13.2.3 Any actions that can be taken by the employee;
- 13.2.4 Any reasonable adjustments that the organisation can make;
- 13.2.5 The nature of the duties carried out by the employee in relation to their health conditions;
- 13.2.6 The needs of the business and the impact that the employee's absence may have upon this;
- 13.2.7 The employee's entitlement to statutory and/or occupational sick pay;
- 13.2.8 Any external advice provided in relation to the case.

14. Reasonable adjustments

- 14.1 If a healthcare professional makes suggestions for reasonable adjustments, the line manager will discuss these with the employee prior to their return to work. The purpose of this discussion will be to determine if adjustments can be accommodated, and to consider any suggestions made by the employee or line manager. Employers are not obliged to follow the suggested adjustments, however, any adjustments suggested will always be given thorough consideration by the organisation. If reasonable adjustments are agreed they will be accompanied by set time scales and reviews to assess if they are still required and suitable.
- 14.2 When managing a long-term absence, it is possible that termination of employment for the reason of ill health capability may be considered. Prior to this any possible redeployment opportunities for the employee will be considered. This decision will only be taken where all other options have been exhausted, and the organisation can no longer sustain the absence. The organisation will seek the appropriate advice if and when necessary.

15. Dishonest absence

- 15.1 If the employee is found to falsify or exaggerate their absence, this will be treated as gross misconduct. An investigation will be carried out in accordance with our disciplinary procedure and the employee may be subject to disciplinary action up to including dismissal.

16. Absence and holidays

- 16.1 If during an authorised period of annual leave, the employee falls ill, and provides a self-certificate or fit note, we may count the period as sick leave and not as annual leave. The employee must speak to their line manager on the first day of their return to work or earlier.
- 16.2 If there is a public holiday during an employee's period of sickness, and they provide a self-certificate or fit note this will be counted as sick leave, and the holiday will not be deducted from their overall allowance.
- 16.3 Employees continue to accrue their full holiday entitlement when on sickness

absence. If an employee is unable to take their full holiday entitlement due to long-term sickness absence, any remainder will be carried over to the next holiday year.

- 16.4 Employees who are on sickness absence may be fit enough to go on holiday. In this case they should contact their line manager to discuss and agree how this is processed, either as sick pay or using their annual leave entitlement.

17. Medical and dental appointments

- 17.1 Where possible medical and dental appointments should be arranged out with working hours. If this is not possible, a request for time off should be submitted to the line manager. Arrangements could include using annual leave, TOIL or unpaid leave. In some circumstances, managers may also use their discretion and consider giving paid time off.

18. Conduct whilst off sick

- 18.1 When an employee is on sickness absence, they are still bound by their contract of employment and all organisational policies including Code of Conduct. The organisation expects that you do not participate in activities that are conflicting with the reason for their ongoing absence. Any breach in respect of this will be managed using the disciplinary procedure. This includes conduct on social media sites as well as any other publicly made remarks regarding our customers, work colleagues, partners and anyone else who is connected with the organisation.

19. Cosmetic procedures

- 19.1 Absence due to cosmetic procedures (whether carried out in the UK or abroad) will not fall under the sick leave or pay unless it is recommended by health professionals. The employee will discuss this with their line manager and provide the relevant evidence of this. If the treatment is not recommended by a health professional, employees should therefore request time off and agree with their line manager how the absence will be processed, e.g. annual leave or unpaid leave.

20. Fertility treatment

- 20.1 There are a wide range of fertility treatments available, and absences relating to these will be processed as sickness absence or leave for medical appointments.

21. Stress related absences

- 21.1 If an employee is on sickness absence due to stress, their manager will endeavour to find out the underlying cause so that appropriate actions can be taken (if any) and in particular to determine whether work factors are contributing to the employees' stressors. The line manager will consider with the employee whether steps can be taken to support them to return to work. The line manager will follow procedures as outlined in the stress management policy.

22. Good Attendance Rewards

- 22.1 Where an employee has had 100% attendance for a 12-month period since their last period of absence, they will be entitled to an additional days leave.
- 22.2 The scheme is at the discretion of the Management Committee and not a contractual benefit and can be withdrawn at any time.

23. General Data Protection Regulations

- 23.1 Any information that we hold regarding an individual must be treated lawfully and correctly in line with the safeguards outlined in the General Data Protection Regulation 2016 (GDPR) which requires data to be:
- 23.1.1 lawfully, fairly and transparently processed;
 - 23.1.2 processed for limited purposes;
 - 23.1.3 adequate, relevant and limited to what is necessary in relation to the purposes for which it is processed;
 - 23.1.4 accurate and kept up to date;
 - 23.1.5 kept no longer than the period necessary; and,
 - 23.1.6 kept securely against unauthorised or unlawful processing and protected against accidental loss, destruction or damage.
- 23.2 The processing will be carried out in a way that ensures compliance with the rights of data subjects, including:
- 23.2.1 the right to be informed;
 - 23.2.2 the right of access;
 - 23.2.3 the right to rectification;
 - 23.2.4 the right to erasure (so far as applicable);
 - 23.2.5 the right to restrict processing;
 - 23.2.6 the right to data portability (so far as applicable);
 - 23.2.7 the right to object to processing (including profiling); and,
 - 23.2.8 the right not be subject to fully automated decision-making including profiling.

Approved by the Committee of Management on:	
Signed:	Signed:
Secretary/Chairperson	Chief Executive/Senior Staff Member