

Glasgow Life

Supporting Attendance Employee Guide

ER V02 May 2026
Review Date May 2027

Contents

1. Introduction.....	4
1.1 Our policy	4
1.2 Purpose of the guide	4
2. Why Manage Attendance	4
3. Roles and Responsibilities	5
3.1 Your role	5
3.2 Your manager's role	5
4. The Procedure	6
4.1 Reporting absence	6
Making contact	6
4.2 Questions your manager will ask	6
4.3 Continued sickness absence	7
Maintain Contact.....	7
4.4 Sick pay	8
4.5 Return to work discussion	8
5. Managing Attendance	9
5.1 Wellbeing Support Meeting	9
5.2 Short term intermittent absence	10
5.4 Long Term Absence	11
5.5 Long Term Absence Meeting	11
6. Supporting Your Wellbeing	12
6.1 The role of Occupational Health Service (OHS)	12
6.2 OH medicals	12
6.3 Physiotherapy	12
6.4 Reasonable adjustments	13
6.5 Access to work (ATW)	13
6.6 Who Can Get Help?	13
6.7 What Help is Available?	14
6.8 How will my needs be assessed?	14
6.9 How do I Apply?	14
	2

6.12 Unpaid leave of absence15

7. Termination of employment16

7.1 Ill health retiral.....16

7.2 Capability dismissal.....16

1. Introduction

1.1 Our policy

Every day, you act as the 'face' of Glasgow Life, often coming into contact with the people who live in and visit the City. Our reputation and success depends on the services you deliver. As a result, we expect a high level of attendance from you in order to deliver an efficient and effective service to all our customers.

We recognise the importance of your health, safety, and wellbeing. Our Supporting Attendance Policy provides a framework which allows us to support your attendance, and to assist you with any health problems at an early stage. We're committed to supporting employee attendance and improving employee health and wellbeing. This is demonstrated by the professional services we have available, such as our Employee Assistance Programme (EAP) and occupational Health Service (OHS).

1.2 Purpose of the guide

This guide outlines your responsibilities under our policy and takes you through the process you'll need to follow when reporting absent. It also outlines the support available to you, and the steps that your manager will take in helping you to maintain your attendance at work.

2. Why Manage Attendance

High levels of sickness absence levels are costly and can have a significant impact on the services provided to citizens who rely on Glasgow Life services. Therefore, there are many reasons why it's important to manage attendance within Glasgow Life as it can:

- Impact on service delivery and the reputation of Glasgow Life
- Cause additional pressure on employees, affecting morale and levels of stress, impacting on employee engagement levels.

Managers have an important role in supporting staff with health conditions and help improve attendance levels. They will adopt a proactive and compassionate approach to managing attendance, by having open and honest discussions with employees, about any health conditions or concerns that may impact on an employee's ability to perform their role or maintain regular attendance. This allows managers to:

- Support employees at an early stage if they have any health problems or concerns at work
- Provide the right help and support by making employees aware of the extensive range of supports available
- Create a culture of health and wellbeing for employees across Glasgow Life
- Respond well to problems with service delivery that could or do happen
- Manage any impact on employees who continue to provide support to service users who continue to rely on Glasgow Life services

- Improve customer service and satisfaction

3. Roles and Responsibilities

3.1 Your role

You have a key role to play in making sure that your attendance stays at an acceptable level.

You should:

- Attend work unless you're not fit to do so.
- Take personal responsibility for your health, attendance, and wellbeing.
- Tell your manager about any illness or condition that may affect your ability to come to work or to do your job.
- Seek medical advice and treatment early on to either maintain your attendance or aid an early return to work.
- Raise any concerns with your manager. You should tell your manager about any potential solution you feel may help, if you believe that your job is affecting your health or contributing to your illness.
- Telephone your manager to report absence and keep in regular contact with them while you're off.
- Tell your manager as soon as you're fit for work.
- Complete a self-certificate and 'Part A' of the return to work form on your return to work or, if appropriate, supply a statement of fitness for work ('fit note') from your doctor.
- Attend sickness absence meetings, including return to work discussions, giving your manager details of your absence.
- Make use of our Employee Assistance Programme, where appropriate.
- Engage fully in consultations with our Occupational Health (OH) provider, as requested.

3.2 Your manager's role

Your manager will review and manage your attendance in line with our policy, taking appropriate action to as required.

They will:

- Tell you about Glasgow Life and service attendance targets.
- Regularly review attendance levels within your section or team.
- Advise you of the high level of attendance that's expected from you.
- Outline the impact that absence can have on your colleagues and on the services we deliver.
- Make sure that you're aware of and follow the correct procedures for reporting absence, and the forms you need to provide.

- Discuss any periods of absence with you, carrying out return to work and attendance review meetings as appropriate.
- Encourage you to seek help at an early stage if you have any issues that may impact on your health or ability to attend work.
- Consider reasonable adjustments to support you in the workplace.
- Speak to you if they have concerns about your level of attendance if appropriate outlining the potential consequences of this.

Arrange a referral to our OH provider as appropriate.

4. The Procedure

4.1 Reporting absence

Making contact

If you're unable to attend work due to illness, you must contact your manager as soon as possible on the first day. The latest time you can do this will depend on local arrangements operating within your Service, and your manager will be able to advise you of this.

You must contact your manager directly to report absence. If they're not available, you should leave a message and provide contact details for your manager to call you back.

It's not sufficient to:

- leave a message with a colleague
- leave a recorded message on an answer phone; or
- send an e-mail or text message or using social media networks.

In exceptional circumstances, a family member or friend may make contact with your manager on your behalf (for example, if you're in hospital and are physically unable to make the contact yourself).

4.2 Questions your manager will ask

Your manager will need to ask you some questions when you report absence. This is to help them assess whether they can offer you any support and assistance, and to make arrangements to cover your duties in your absence.

Your manager will ask you questions such as:

- What is the reason for your absence?
- How long do you expect to be absent?

- What action have you taken to improve your condition? (for example, pharmacy or taken over the counter medication).
- Do you intend to visit your GP?
- Is there anything that can be done to assist you?
- Are there any workplace issues contributing to your absence?
- What work is outstanding?
- Are there any pending deadlines or meetings that need to be rearranged?
- Are there any issues that are likely to come up while you're off?

Your manager will also ask if there's anything else that they need to know and will confirm when you should next make contact.

If you return to work within 7 days, you must complete a sickness absence certificate (self-certification) as soon as you come back.

4.3 Continued sickness absence

Maintain Contact

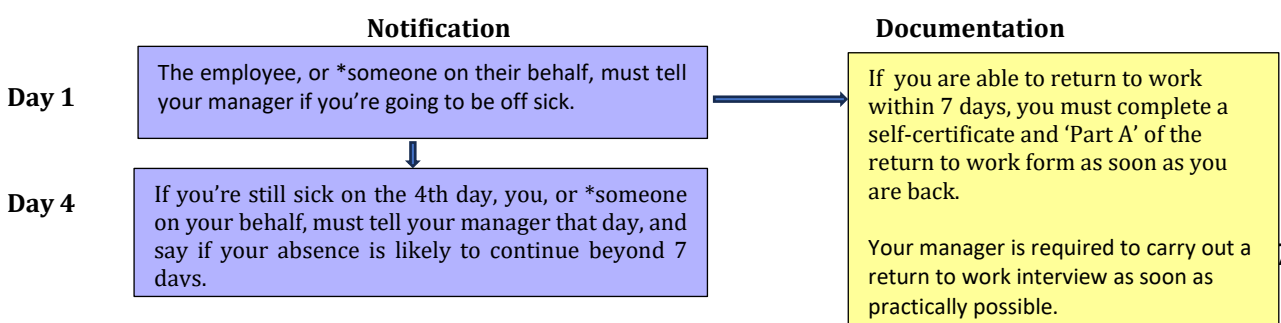
If your absence from work continues, you'll need to contact your manager on the 4th day and again on the 7th day of your absence. These are based on calendar days and not work days. You should keep in regular contact with your manager to provide updates in your absence.

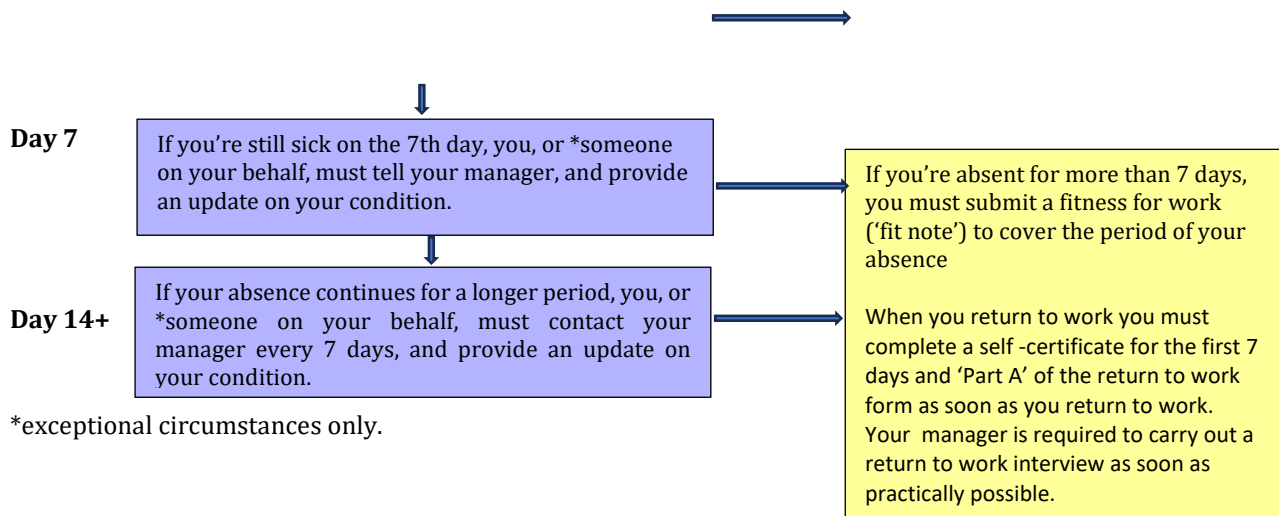
You must make contact every 7 days where your absence continues beyond a calendar week. You'll also need to submit a statement of fitness for work (or 'fit note' as it's commonly known) from your doctor for any absence that lasts for more than 7 days.

Your absence may be considered unauthorised if you don't do this. Unauthorised absence is any period of absence which isn't reported under our supporting attendance policy. It's considered to be misconduct under our code of discipline, disciplinary and appeals procedure.

Your manager will arrange to meet with you regularly on a face-to-face basis during your absence, if appropriate. You also have a responsibility to maintain weekly telephone contact under our absence reporting procedures.

We've summarised this process for you below.





4.4 Sick pay

You will normally receive a 'sickness allowance' if you are absent due to sickness. This allowance is made up of Occupational Sick Pay (OSP) from Glasgow Life and Statutory Sick Pay (SSP) from the government. You may receive full and half pay, each up to a maximum of 26 weeks, depending on your length of service as shown in the following table:

Length of service at start of absence	Full allowance for	half allowance for
Less than 1 year	5 weeks	5 weeks
1 year, but less than 2 years	9 weeks	9 weeks
2 years, but less than 3 years	18 weeks	18 weeks
3 years, but less than 5 years	22 weeks	22 weeks
5 years or more	26 weeks	26 weeks

4.5 Return to work discussion

Your manager will carry out a return to work discussion and complete a return to work form with you when you return to work after any period of absence. This will normally take place on the day you return. You will also need to complete a sickness absence certificate (self-certification).

The purpose of the return to work discussion is to:

- Welcome you back and confirm that you're fit to be back at work.
- Confirm and discuss the nature and reason for your absence.
- Offer any relevant help and support.
- Update you on any developments or changes that may have taken place while you were absent.

- Confirm whether any further action is required, for example, an attendance review meeting (formal/follow up), short term intermittent capability meeting or referral to occupational health.
- Advise you of the consequences of further absences where your manager considers that your attendance is reaching an unacceptable level.
- If necessary, agree with you the actions you will take to improve your attendance.

5. Managing Attendance

5.1 Wellbeing Support Meeting

Where you report absent, and the reason for your absence is because of a psychological condition or musculoskeletal (MSK) condition, your manager will arrange for a Wellbeing Support meeting to take place usually within 2 weeks of reporting absent. This allows for intervention at the early stages of your absence to identify and put in place appropriate supports.

Musculoskeletal Conditions

Musculoskeletal conditions include, but are not limited to:

- Back pain
- Neck and shoulder pain, including whiplash,
- Limb problems

In this instance, your manager may refer you to physiotherapy provided through our Occupational Provider. This will allow them to get further information such as information about your condition, the impact that this may have on your ability to do the role, adjustments that can be made and timescales of recovery.

Psychological Conditions

Psychological conditions include, but are not limited to:

- Stress
- Depression
- Anxiety

Where your absence is classed as psychological, your manager will discuss with you the services available through our Employee Assistance Provider (EAP) and establish what other forms can provide support.

For cases in which the absence is due to work-related stress, your manager will carry out with you a Stress-Risk Assessment. This is useful as it can often aid in identifying the stressors and allows for your manager to put strategies in place to tackle the causes of stress.

Following the meeting, you will be provided with an outcome letter which will note the points of discussion and any actions which were agreed within the meeting.

5.2 Short term intermittent absence

Short term intermittent absence is defined as any period of sickness absence of up to 19 days. This can include absences that are covered by a sickness absence certificate and/or a statement of fitness for work ('fit note').

Short term absence is routinely managed via the Attendance Review process.

Through this process your manager will try to better understand the reasons for absence and establish if there is any assistance which can be provided to support your attendance at work.

If you experience regular spells of absence, your level of attendance may be deemed to be unsustainable. Your manager will discuss and implement actions in an effort to assist you to improve your attendance. However failure to achieve a sustained improvement in attendance may result in your attendance being regarded as unacceptable and managed as a capability issue as described in section 7.

5.3 Attendance Review

Your manager will meet with you to review your attendance record if it falls into any of the following categories, also known as Review Thresholds :

- 3 certified (Self Certified (SC) or Medically Certified (MC)) absences within 6 months or 5 certified (SC or MC) absences within 12 months. Note: This criteria is not applied on a pro rata basis.
- 6 working days or 42 hours within 6 months or 8 working days or 56 hours within 12 months (applied on a pro rata basis); or
- any period of unauthorised absences*

*Note unauthorised absence will be managed as a conduct issue under the Discipline & Appeals Procedure.

Prior to the meeting your manager will:

- Confirm the arrangements for the meeting.
- Advise you of your right to be accompanied by a colleague or trade union representative. It is your responsibility to make these arrangements.
- Arrange for the interview to take place in a private setting.
- Allow enough time for all the issues to be discussed.

At the meeting

Your manager will:

- Confirm the review threshold you have met .
- Explore the reasons for your absence and your overall level of attendance.
- Advise you of the impact of your absence and the effect this has on service delivery, your team and workload levels.
- Identify any areas of support and concern.
- Consider referring you to the Occupational Health Service (OHS) or Employee Assistance Programme (EAP) if appropriate.

Your manager will listen to and consider your responses, making sure that our policy is applied fairly and consistently when deciding on the appropriate outcome. Following the meeting you will receive an outcome letter confirming the points of discussion and any actions that were agreed.

5.4 Long Term Absence

This is defined as any period of absence lasting over 19 days.

You should maintain regular contact with your manager during your absence. Remember that you'll also need to submit a statement of fitness for work ('fit note') once you've been absent for more than 7 calendar days.

5.5 Long Term Absence Meeting

Your manager will arrange to meet with you around the fourth week of your absence, and normally every 4 – 6 weeks or so after that, where appropriate.

You have the right to be accompanied by a colleague or trade union representative at these meetings, and you should arrange this.

These meetings will take place at your work location, at an alternative Glasgow Life venue or via Microsoft Teams. However, if you're unable to travel you may in exceptional circumstances, ask that the meeting takes place somewhere else. This could be at your home or another location that you and your manager both agree on.

The main purpose of the meeting is to:

- Fully discuss your health situation.
- Ensure steps are taken to establish the medical position.

- Offer support and assistance in helping you to return to work. If a return to work cannot be achieved, other available options will be explored, if appropriate.

6. Supporting Your Wellbeing

Glasgow Life are committed to the health and wellbeing of our staff with our Supporting Attendance policy and partnership arrangements such as Occupational Health, Employee Assistance Programmes, Able Futures and Access to Work.

We recognise that some periods of absence due to sickness are inevitable. However, we believe the promotion of targeted initiatives and events together with the aforementioned partnership working arrangements, will better support employees to manage their health and wellbeing and help to support the maximisation of attendance.

6.1 The role of Occupational Health Service (OHS)

Your manager may need to refer you to our OHS. The purpose of this will be to seek advice and information regarding your health condition, and how it affects your ability to attend work and carry out your duties. Your manager will tell you that they're referring you to Occupational Health and the reasons for this.

You'll be required to engage with the OHS consultation process and discuss your health situation with a nurse or doctor. You may be charged a fee if you don't attend your consultation or are late, depending on the circumstances.

Your manager will receive a report after your consultation and will arrange to meet with you to discuss it.

6.2 OH medicals

Your manager may refer you to OHS more than once during the course of your absence, in order to get the most up to date medical information on your condition. Your manager will arrange to meet with you after each OHS consultation to discuss the content of the report.

6.3 Physiotherapy

The aim of the physiotherapy service is to:

- provide fast and effective treatment of musculoskeletal problems; and
- speed up recovery from musculoskeletal injuries.

We will normally give priority to employees who are absent from work with a musculoskeletal problem as a result of an industrial injury which would improve following physiotherapy treatment and support an earlier return to work.

If your manager refers you to physiotherapy, they'll receive a report including advice on:

- the impact of your condition on your ability to perform your full range of duties; and
- any reasonable adjustments or adaptations considered.

6.4 Reasonable adjustments

Your manager will consult with you in considering all reasonable adjustments to aid your return to work, taking into account any recommendations made by OHS or your doctor in the statement of fitness for work (the 'fit note').

This may include:

- Adaptations to equipment or aids.
- Flexible working hours
- Phased return (this is where your hours or days increase gradually, normally over a period of no more than 4 weeks, until you're back to your normal working pattern).
- Redesigning the job or giving some of your duties to another employee.
- Additional training and/or retraining.
- Alternative work or lighter duties.

6.5 Access to work (ATW)

If you have a disability, you may find that practical obstacles stop you from making the most of your opportunities at work. ATW is a government grant-funded programme that can help by providing you with advice and financial assistance to help overcome obstacles which stop you from making the most of your opportunities at work.

We are committed to doing everything we can to support employees with a disability or who develop a disability.

6.6 Who Can Get Help?

You can get help from ATW if:

- Your disability or health condition affects the kind of work you can do and is likely to last for 12 months or longer then you may be able to receive help from ATW through a self-referral.
- You are starting work, or are already in work
- You receive payment for your job, working part-time or full time, temporary or permanent.

6.7 What Help is Available?

As well as giving advice and information, ATW can help pay for a range of supports including:

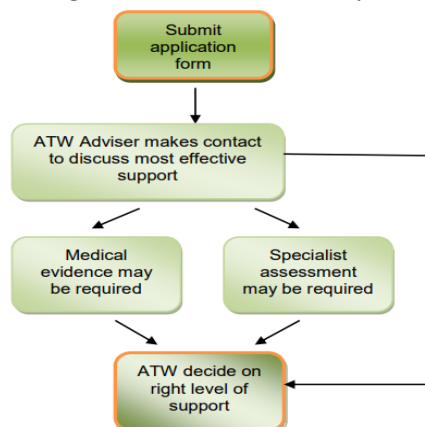
- Specialist aids or equipment
- Adaptation to premises or work environment
- Cost of travelling to work if you cannot use public transport

6.8 How will my needs be assessed?

You should submit an application to ATW and an ATW Adviser will contact you by phone or arrange a visit if necessary to discuss the most effective support for you.

6.9 How do I Apply?

You can get more details on this process from [Access to Work](#) or by contacting your Manager or HR team.



6.10 Mental Health Support

You can get support to manage your mental health at work, which might include:

- a tailored plan to help you get or stay in work
- one-to-one sessions with a mental health professional

You can apply directly to either [Able Futures](#) or [Maximus](#)

6.11 Employee Assistance Programme (EAP)

Our independent EAP is designed to provide you with advice and support, and is available 24 hours a day, every day of the year. You can receive help with a range of problems from practical everyday matters to more sensitive or emotional issues.

You can access counselling support over the telephone, online or face-to-face. A summary of the types of services available include:

- Access to confidential, independent support.
- Practical and emotional support on a wide range of work, personal and family issues.
- In-house expertise including accredited counsellors, solicitors, debt advisors and education experts.
- Relationship or bereavement counselling.
- A comprehensive debt management programme.
- Specialist information on child, elder and disability/illness care issues, plus tailored searches for local care providers.
- Legal advice on criminal and civil matters.
- Web-based service, including access to online fact sheets, consumer tips, debt surgery, care locator, self-assessment tools and online counselling.

You can contact our Employee Assistance Programme, PAM Assist, by phone, email or via the PAM Assisted Portal or App as follows:

FREEPHONE – 0800 247 1100

WEBCCHAT – pam-assist.co.uk

Email – Counsellingteam@pamassist.co.uk / info@pamwellbeing.co.uk

Online: pam-assist.co.uk

Follow these simple steps to download the PAM Assist Wellbeing App to your personal mobile device:

1. Go to pam-assist.co.uk
2. Insert your organisational code: GCC
3. Create your login account details using your email address and a secure password
4. Validate your account via the notification email
5. Download the app and Login using the email address and password created when registering

6.12 Unpaid leave of absence

In exceptional circumstances, your Head of Service may grant you a period of unpaid leave, if appropriate, if you run out of sickness allowance during your absence.

This will be reviewed on a regular basis (at least every three months), and won't last for longer than 12 months, unless in exceptional circumstances.

You should continue to submit a statement of fitness to work (“fit note”) during this time and advise your manager when you are likely to return to work.

7. Termination of employment

Your manager will fully explore all options in helping you to return to work and sustain an acceptable level of attendance, confirming details in writing. However, they will also advise you of the potential outcome in cases where you’re unable to return to work or improve your level of attendance. They may have to consider your continued employment with us, which could result in termination of employment.

In such cases, your manager will first explore whether ill health retiral may be an option.

7.1 Ill health retiral

Ill health retiral is only available to employees who are current members of Strathclyde pension fund and have at least 2 years pensionable service. It’s granted in cases where OHS assess that:

- you’re unlikely to work again before age 65 (tier 1); or
- you have a reasonable prospect of working again before 65 (tier 2).

Approval must be sought from your GP and a qualified medical practitioner on whether you meet the criteria for ill health retirement.

You can appeal against a decision not to grant ill health retiral. You can get details on the procedure for this from [Pensions](#) or by contacting your HR team.

7.2 Capability dismissal

Your manager may have to consider the option of dismissal on capability grounds where:

- you’re unable to return to work or maintain an acceptable level of attendance.
- they have explored all options of support; and
- you don’t meet the criteria for ill health retiral;

Before considering capability dismissal, your manager will have:

- Met with you face to face on a regular basis.
- Given you the opportunity to put your side forward.
- Issued letters confirming the discussions that have taken place at these meetings.
- Sought advice from OHS.
- Explored reasonable adjustments that may enable a return to work.

- Explored whether you're eligible for ill health retiral.
- Advised you in writing that dismissal is being considered and is a potential outcome.

You have the right to appeal against a decision to dismiss you on capability grounds. The appeal will be heard by members of the Glasgow Life Directorate.

You can find full details in our Code of Discipline, Disciplinary and Appeals procedure.