

<b>Title of Document</b>	<b>Absence Management Policy</b>		
<b>Name of Department</b>	<b>People Team</b>		

<b>What type of document is this?</b>	<b>Policy</b>		
<b>Which Helping Hands POL/SOP/W.I does this document relate to?</b>		<b>Reference number of POL/SOP/W.I</b>	

<b>Which Operational Priority/Priorities does this document link to?</b>	Governance Framework	Superior Client Care	People, Performance & Culture	Business Growth

<b>Custodian of document</b>	Chief People Officer	<b>Committee/Group responsible for this document</b>	Policy Committee	
<b>Approval date and committee chairperson signature</b>	30.05.25	<b>When is its next scheduled review?</b>	30.05.28	

<b>Who does it apply to?</b>	All Helping Hands staff at the facility				
	<b>Does it apply to bank workers?</b>	No	<b>Does it apply to agency staff?</b>	No	<b>Does it apply to third party contractors?</b>

<b>Purpose of the Policy</b>	Helping Hands is committed to the health, safety and wellbeing of our employees. This policy aims to provide a fair and consistent framework for handling absence, and ensuring any employee, genuinely absent from work due to ill health receives all the necessary support that Helping Hands can reasonably provide.				
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## Summary of Key POL Requirements

### ROLES AND RESPONSIBILITIES

Role	Responsibility
<b>Chief People Officer</b>	Is responsible for reviewing and updating this policy and ensuring that the policy is communicated across the company through the Senior Management Team(s)
<b>Helping Hands Managers</b>	Is responsible for implementing and embedding this policy within all teams across the company
<b>Helping Hands Employees</b>	Is responsible for adhering to this policy as directed by line managers

### 1. Introduction

Helping Hands is committed to the health, safety and wellbeing of our employees.

This policy aims to provide a fair and consistent framework for handling short term and long-term absence, and ensuring any employee, genuinely absent from work due to ill health receives all the necessary support that Helping Hands can reasonably provide.

Short term absence is defined as an absence lasting one to twenty-seven calendar days. Where an employee is on long-term sickness absence, defined as twenty-eight calendar days and longer.

The reporting procedure will enable us to monitor absences and identify any trends or issues to support employees to maintain their attendance levels. It will also enable us to ensure appropriate cover within teams for the duration of the absence.

This policy applies to employees employed by us. It does not apply to workers, contractors, consultants or any self-employed individuals working for the organisation.

This policy does not form part of any employee's contract of employment, and we may amend it at any time. We may also vary this procedure, including any time limits, as appropriate in any case.

### 2. Confidentiality

Each matter will be treated with respect and sensitivity, all absence matters must remain confidential throughout the process.

### 3. GDPR (General Data Protection Regulations)

When dealing with absence we will process any personal data collected in accordance with our Data Protection Policy which can be found on collaborate. In particular, we will record only the personal information required and keep the information for only as long as necessary.

#### 4. Medical conditions and health concerns

We encourage employees to notify their Line Manager of any diagnosed medical condition or health concerns (physical, mental or neurodiverse) which may impact on their ability to perform in their role, so that any reasonable adjustments may be considered to support them, their attendance and for them to carry out their full duties.

In order for line managers to support employees with their medical conditions, it is essential that a medical questionnaire is completed, which can be found on Collaborate within HR Forms section. If any employee needs support with completing this, they can contact the People Team at [Peopleservices@helpinghands.co.uk](mailto:Peopleservices@helpinghands.co.uk).

Any employees who have underlying health conditions can be referred to occupational health to ensure we have a full understanding of the condition and how to support this employee at work. Employees should also inform their line manager of any prescribed medication they are regularly taking, and any side effects they may be experiencing from this. Employees may need to seek advice from their GP, alternatively we can request an occupational health referral.

#### 5. Pregnancy-related absences

Absences that are due to a pregnancy related illness, will be discounted for the purposes of absence management. And will not count towards absence triggers.

#### 6. Disability

Employees are not required to notify their line manager if they have a disability. However, we do encourage employees to share any medical conditions so that we can ensure that appropriate support is provided. This may include, but is not limited to, adjustments to the premises, aspects of their role and/or the absence triggers.

If a sickness absence is due to a disability, the line manager should discuss any potential reasonable adjustments which may help the employee return to work or support them when they have returned.

#### 7. Short Term Absence reporting procedure

If an employee becomes ill at work, they should notify their Line Manager. The employee and their Manager will agree the best course of action.

If an employee is unable to attend work due to illness or injury, they must telephone their Line Manager at least 60 minutes before their expected start time. Text messages and emails are not an acceptable form of communication when reporting absence.

The following details should be provided when reporting an absence:

- The nature of their illness or injury

- The expected length of their absence from work
- Contact details
- Any outstanding or urgent work that requires attention

Managers should ensure that:

- Any absence that is notified to them is recorded on our internal systems (Select HR/ People Planner).
- Arrangements are made, where necessary, to cover work and to inform employees and clients (while maintaining confidentiality)

An employee must telephone their Line Manager on each day of their absence for the first seven calendar days, to provide:

- An update on their illness or injury
- The expected return to work date

## 8. Evidence of Absence

For absences of more than seven calendar days an employee must obtain a medical certificate from their doctor (a Med3 or "Statement of Fitness for Work") stating that they are not fit for work and the reason(s) why. This should be forwarded to their Line Manager as soon as possible. If the employee's absence continues, further medical certificates must be provided to cover the whole period of absence.

If their doctor provides a certificate stating that they "may be fit for work" the employee should inform their Line Manager immediately. The People Team can be contacted ([peopleervices@helpinghands.co.uk](mailto:peopleervices@helpinghands.co.uk)) to discuss any additional measures that may be needed to facilitate a return to work, taking account of the doctor's advice or where appropriate, the line manager may refer the employee to occupational health. This discussion will take place at a return-to-work meeting. If appropriate measures cannot be taken, the employee will remain on sick leave, and the line manager will set a date to review.

## 9. Unauthorised absence

Where employees have failed to follow the absence reporting procedure or the company have reason to believe that their absence is not genuine, this will be treated as unauthorised unpaid absence and may be dealt with under our disciplinary policy or the additional time off policy as AWOL.

## 10. Sick pay

Unless specified in an employee's individual contract, we do not offer company sick pay.

An employee may be entitled to Statutory Sick Pay (SSP) if they meet the relevant statutory requirements. The rate of SSP is set by the Government in April each year. No SSP is payable for the

first three consecutive days of absence. SSP commences on the fourth day of absence and may be payable for up to 28 weeks. Payroll will notify employees who are not eligible for SSP or if their SSP entitlement is coming to an end.

We will continue to make pension contributions based on an employee's normal pay during any period of paid sickness absence (including SSP). The contributions that an employee may make will be based on the actual pay that you receive during your sickness absence

The organisation's pension contributions will cease during any period of unpaid sickness absence.

## 11. Sickness and annual leave

Where sickness coincides with prebooked annual leave, employees must notify their Line Manager and provide a Med3 (Statement of Fitness for Work) to cover the sickness period. Annual leave will be cancelled in place of sickness, unless otherwise agreed.

Annual leave entitlement continues to accrue during periods of sick leave.

If an employee has a period of sick leave which spans two holiday years, or if they return close to the end of the holiday year, they must take their remaining annual leave prior to their return if reasonable to do so. This will be dealt with on a case-by-case basis.

## 12. Keeping in touch

Helping Hands expect employees to remain in regular contact (e.g telephone, email and teams calls) with their line manager throughout their absence.

Where absence continues, employees will need to make every effort to attend arranged welfare meetings with their Line Manager. Employees do not have the right to bring a companion to a welfare meeting.

In cases of long-term absence, where the absence spans for more than 27 days, the line manager will liaise with the employee and agree how regularly keeping in touch calls are required. Keeping in touch calls are important to ensure the employee is comfortable in returning to work, but also the line manager understands the likely duration of absence.

The line manager may also recommend an occupational health referral where the employee can be assessed by a medical clinician. This is important to ensure the line manager is aware of how to support the employees return and whether any adjustments need to be arranged, such as a phased return.

The line manager may also request medical reports, if they are required, to ensure the relevant support is provided to the employee during their short term and long term absence.

If an employee cannot attend the welfare meeting for any reason, they should advise their Line Manager as soon as possible and agree a new meeting date. If they do not make contact or refuse to

attend a welfare meeting without an appropriate reason, the Line Manager may make decisions based on the information they have, which could be detrimental to the employee.

### **13. Returning to work**

If an employee has been absent for any reason, a return-to-work meeting will be scheduled to ensure they are fit to return to full duties (subject to any adjustments agreed following medical advice).

A return-to-work meeting is required to confirm the details of the absence. It also gives the employee an opportunity to raise any concerns or questions they may have, and to bring any relevant matters to our attention.

The return-to-work form can be found on Collaborate under HR forms. If further support is required, please contact the People Team at [peopleservices@helpinghands.co.uk](mailto:peopleservices@helpinghands.co.uk)

### **14. Absence management triggers**

Persistent and high levels of absence impact the quality of service provided to our customers, it is therefore important that absence triggers are used to identify when absence becomes unsustainable.

Absence triggers will be reviewed on a rolling 52-week period based on:

- 4 or more occasions of absence and/or.
- 12 working days of consecutive absence and/or.
- Where the number of absences in a short period warrants immediate action (e.g. 3 episodes or 9 days in 6 months).
- A pattern of absence which is causing concern (e.g. absences regularly occurring on a particular day/week, pre/post annual leave, school/public holidays)

For part-time employees the trigger points will be pro-rata to the number of days worked, but not the number of occasions.

### **15. Absence Management Procedure**

The absence management procedure is the formal process to address absence which has met one or more of the company trigger points. The aim is to ensure that high levels of absence are managed and where possible brought to a sustainable level. The procedure is designed to be supportive and does not question the validity of sickness absence. And the reasons for all absences will be considered

The absence management procedure is formed of 3 stages;

## 16. Stage 1 Absence Management

At the stage 1 hearing the chairperson will discuss:

- I. The Absence record and explore the reason(s) for each absence;
- II. The employee will be given the opportunity to comment on this and to advise if there is any relevant information which should be taken into account prior to any outcome being issued;
- III. The chair person may consider seeking medical evidence or advice before making a decision.

If as a consequence of the hearing, the chairperson concludes that the absence record is a matter of concern then this will be made clear to the employee. The employee will be advised that the absence record has reached an unacceptable level and is bringing into question their ability to fulfil their contract of employment.

The employee will be informed that an improvement in their overall attendance is required with a First Written Warning being applied to their personnel file for absence. This will remain in force for a period of six months. The chairperson may also recommend additional welfare support where appropriate.

The decision will be confirmed in writing within seven calendar days of the hearing.

If during the period of six months there are no further absences, then the First Written warning will be disregarded for future absence management purposes, after this period subject to satisfactory improvement during that time but will form a permanent part of the employee record. Should further absences occur a Stage 2 Absence Management Hearing will be required.

## 17. Stage 2 Absence Management

If whilst on a first written warning for absence an employee fails to show the required improvement in their attendance a stage 2 hearing will be scheduled.

At the stage two hearing the Chairperson will discuss:

- I. The latest absence(s), and explore whether there may be any underlying reason for this
- II. The employee will be given the opportunity to comment on this and to advise of any relevant information, which should be considered prior to any outcome being issued
- III. The Chairperson may consider seeking medical evidence or advice before making a decision on the outcome.

If as a consequence of the hearing, the Chairperson concludes that the absence record is a matter of concern then this will be made clear. The employee will be advised that their absence has remained at an unacceptable level and continues to bring into question their ability to fulfil the contract of employment.

The employee will be informed that an improvement in their overall attendance is required and a Final Written Warning will be applied to their personnel file for absence. This will normally remain in force for a period of twelve months.

The decision will be confirmed in writing within seven calendar days of the hearing.

Provided that there is satisfactory improvement during the twelve month period, the Final Written Warning will be disregarded for absence management purposes but will remain a permanent part of the employee file. Should further absence occur during this period, a Stage 3 Absence Management Hearing will be required.

## 18. Stage 3 Absence Management

If whilst on a final written warning for absence an employee fails to show the required improvement, a Stage 3 Hearing will be scheduled.

- I. In these circumstances it is important for the Chairperson, in discussion with the People Team, to consider if an Occupational Health or Access to Medical Report Request should be made
- II. During the Stage 3 meeting the Chairperson will discuss the latest absence(s) and the contents of any medical report.
- III. The employee will be given the opportunity to comment on this and to advise of any relevant information that should be considered prior to any outcome being issued.

At the end of the Stage 3 hearing the Chairperson will adjourn and take some time to decide how to proceed with the case, there are three options available to them:

- I. To extend the period of monitoring applied under the Stage 2 of this procedure. This course of action will normally only be taken in exceptional circumstances.
- II. Dismiss the employee on grounds of absence levels
- III. To refer the case to the Capability (Ill Health) Policy and Procedure to determine whether the employees contract should be terminated on the grounds of capability.

Any decision will be confirmed in writing within seven calendar days of the hearing. Where employees have been referred under the Capability (Ill Health) Policy and Procedure a separate hearing will be scheduled to review the case to date.

## 19. Notification of Absence Management Hearings

Where a formal Stage 1-3 hearing is required an employee will be notified with the time, date and location of the meeting in writing along with confirmation of their right to be accompanied by a Trade Union Representative or Work Colleague.

The invite letter will contain details of the absences which have caused the concern and the possible outcome from the meeting.

The meeting will usually be Chaired by the employee's line manager and they will be accompanied by a company representative to take minutes.

## 20. The Right to Be Accompanied

Employees are entitled to bring a Trade Union Representative or Work Colleague to the formal meeting. The employee must notify the Chairperson of the identity of their companion 24 hours prior to the meeting so that arrangements can be made for them to attend.

At the hearing the companion may make representations and ask questions but should not answer questions on the colleagues behalf. The employee may talk privately with their companion at any time during the meeting.

It is the employees responsibility to arrange for their companion to attend. Acting as a companion is voluntary and there is no obligation to do so. A companion will be granted reasonable time off duties without loss of pay.

If the chosen companion is unavailable at the time the meeting is scheduled for and is not available for a further seven calendar days, we may request that another companion is identified.

We reserve the right to refuse or request an alternative companion where there is a concern that their presence may impede the procedure.

## 21. Right of Appeal

If an employee feels that their case has not been fairly considered under the Helping Hands Disciplinary Policy they may request an appeal of the original decision. All appeals should be submitted in writing, stating the full grounds of appeal. The appeal should be sent to the named manager in the outcome letter within seven days of the outcome letter.

In the appeal submission the employee should clearly set out the full grounds detailing any new evidence or inconsistency in the procedures used. The right of appeal is not on the basis of the outcome being 'unfair' and employees must outline (and provide) evidence the original chairperson has not considered, or been aware of, which would have impacted their original decision.

Following receipt of the written appeal the chairperson will arrange an appeal meeting and a letter will be sent to the employee confirming the date, time and location of the appeal meeting, providing a minimum of 48 hours notice.

Where an employee cannot or fails to attend an appeal hearing in person, the meeting may be rescheduled or they may provide a written submission to the appeal chair for consideration. Where an employee fails to attend on more than one occasion without providing a reason in advance, the hearing will take place in their absence and a decision made based on the evidence available to the appeal chair.

The appointed chair will be a more senior manager who has not dealt with the original matter. The chairperson will be accompanied by a company representative to take minutes of the meeting.

If the employee raises any new matters in their appeal, the chairperson may adjourn the meeting to carry out further investigation. If any new information comes to light, this will be provided to the employee with a summary including where appropriate, copies of additional relevant documents and witness statements. The employee will have a reasonable opportunity to consider this information before the appeal hearing, and they or their companion may comment on any new evidence arising before any decision is made.

The appeal chair may adjourn the meeting to enable them to consider the information presented before they deliver a decision. In any event written notification of the outcome will be sent to the employee within seven calendar days of the hearing, or as soon as a decision has been reached.

The chairperson may decide to;

- I. Confirm the original decision
- II. Revoke the original decision; or
- III. Substitute a different sanction.

Following the completion of the appeal process there will be no further right of appeal.

## 22. Long Term Absence

Long term absence is defined as a continuous period of absence of 28 days and over. We are committed to dealing fairly with and sympathetically with colleagues who are absent from work for long periods because of ill health.

We aim to strike a reasonable balance between the pursuit of operational needs and the needs of colleagues to take time off work because of ill health.

Line managers should use supportive measures such as keeping in touch to maintain levels of contact with colleagues on long term sick.

Occupational health reports, Statement of Fitness for work and medical reports may provide helpful information to enable us to support an employee back to work and better understand the impact of their condition on them. Line Managers should ensure that they are discussing these with colleagues and requesting permission to get a report when appropriate. It is recommended that an occupational health report or medical report is gathered before progressing to the Capability (Ill Health) Procedure.

Where there are concerns that a colleague is unable to fulfil their contract of employment because of long term sickness absence the correct procedure is available in the Capability (Ill Health) Policy and Procedure.

## 23. Notification of a Capability Hearing

There are occasions in which we need to take formal steps under this procedure if it becomes apparent that an employee is unable to return to work and fulfil the duties of the role due to ill health capability.

We will provide at least 48 hours written notice of the date, time and location of a capability hearing.

The hearing will usually be conducted by the colleagues Line Manager (Chair), and will be accompanied by a company representative to take minutes of the hearing.

## 24. Right to be Accompanied

Employees are entitled to bring a Trade Union Representative or Work Colleague to the formal meeting. The employee must notify the Chairperson of the identity of their companion 24 hours prior to the meeting so that arrangements can be made for them to attend.

At the hearing the companion may make representations and ask questions but should not answer questions on the colleagues behalf. The employee may talk privately with their companion at any time during the meeting.

It is the employees responsibility to arrange for their companion to attend. Acting as a companion is voluntary and there is no obligation to do so. A companion will be granted reasonable time off duties without loss of pay.

If the chosen companion is unavailable at the time the meeting is scheduled for and is not available for a further seven calendar days, we may request that another companion is identified.

We reserve the right to refuse or request an alternative companion where there is a concern that their presence may impede the procedure.

## 25. Capability (ill Health) Hearings

Employees will be provided with an opportunity to present their case and raise any mitigating factors they wish us to take into consideration

Where a employee cannot or fails to attend a capability hearing in person, they may provide a written submission to the chair. Where a employee is unable to attend on more than one occasion, the hearing will take place in their absence and a decision will be made based on evidence available to the chairperson.

At the capability hearing we will go though the occupational health report and any other evidence which has been gathered to date regarding the case

We may adjourn the capability hearing if we need to carry out any further investigations such as reassessing capability or obtaining medical evidence in the light of any new points that have been

raised at the hearing. Employees will be given a reasonable opportunity to consider any new information obtained before the hearing is reconvened.

Following the adjournment, and after careful consideration, Chair will issue their decision.

Any decision will be confirmed in writing within seven calendar days of the hearing which will also include the right to appeal.

## 26. Capability (ill health) Hearing Stage 1

At the hearing the Chair will discuss:

- I. The employees ill health capability and the prognosis for the future
- II. The option of seeking a medical opinion on likelihood of return to work
- III. Reasonable adjustments to the role to assist with a return to work
- IV. Absence to date and assessment of the impact on the business
- V. Next steps

If, as a consequence of the hearing, the Chair concludes that the employee's health capability remains a matter of concern this will be made clear.

Should there be no reasonable return to work date the employee will then be invited to attend a stage 2 meeting.

The decision will be confirmed in writing within seven calendar days of the hearing which will also include the right to appeal.

## 27. Capability (ill health) Hearing Stage 2

At the hearing the Chair will discuss:

- I. The employees medical condition and the prognosis for the future
- II. Expected recovery based on medical evidence
- III. Review discussions regarding reasonable adjustments
- IV. Next steps

The Chair may conclude that despite measures taken, that there is still no likelihood of a return to work, and a possible outcome will be dismissal on the grounds of ill-health capability.

Any decision will be confirmed in writing within seven calendar days of the hearing.

## 28. Right to Appeal

If an employee feels that their case has not been fairly considered under the Helping Hands Disciplinary Policy they may request an appeal of the original decision. All appeals should be submitted in writing, stating the full grounds of appeal. The appeal should be sent to the named manager in the outcome letter within seven days of the outcome letter.

In the appeal submission the employee should clearly set out the full grounds detailing any new evidence or inconsistency in the procedures used. The right of appeal is not on the basis of the outcome being 'unfair' and employees must outline (and provide) evidence the original chairperson has not considered, or been aware of, which would have impacted their original decision.

Following receipt of the written appeal the chairperson will arrange an appeal meeting and a letter will be sent to the employee confirming the date, time and location of the appeal meeting, providing a minimum of 48 hours notice.

Where an employee cannot or fails to attend an appeal hearing in person, the meeting may be rescheduled or they may provide a written submission to the appeal chair for consideration. Where an employee fails to attend on more than one occasion without providing a reason in advance, the hearing will take place in their absence and a decision made based on the evidence available to the appeal chair.

The appointed chair will be a more senior manager who has not dealt with the original matter. The chairperson will be accompanied by a company representative to take minutes of the meeting.

If the employee raises any new matters in their appeal, the chairperson may adjourn the meeting to carry out further investigation. If any new information comes to light, this will be provided to the employee with a summary including where appropriate, copies of additional relevant documents and witness statements. The employee will have a reasonable opportunity to consider this information before the appeal hearing, and they or their companion may comment on any new evidence arising before any decision is made.

The appeal chair may adjourn the meeting to enable them to consider the information presented before they deliver a decision. In any event written notification of the outcome will be sent to the employee within seven calendar days of the hearing, or as soon as a decision has been reached.

The chairperson may decide to;

- V. Confirm the original decision
- VI. Revoke the original decision; or
- VII. Substitute a different sanction.

Following the completion of the appeal process there will be no further right of appeal.

## 29. Terminal illness

If an employee is suffering from a terminal illness, the line manager will endeavour as far as possible to accommodate the employee's wishes and to provide the most financially advantageous arrangements for them and their family. This includes discussion of the possibility of ill-health retirement or the termination of employment with a lump-sum payment under the employee's pension scheme where relevant.

While we will support employees who wish to continue working, if there has been a terminal illness diagnosis, the employee should bear in mind that there may come a time when they will be unable

to continue working. In this case, the line manager will discuss the options with them under stage 3 of the sickness absence management procedure.

If an employee has a terminal illness and chooses to continue working, they should bear in mind that while there is no obligation to inform the organisation or any colleagues about their illness, however it is normally better to do so to ensure that adequate support can be provided.

### 30. Employee assistance programme

Help and support is available through our employee assistance programme (EAP). You can use our EAP to speak to an independent adviser on a confidential basis about any issue that is troubling you. To access the EAP website, go to;

[www.carefirst-lifestyle.co.uk](http://www.carefirst-lifestyle.co.uk) and entering these details:

**Username:** HH

**Password:** employee

### 31. Unauthorised absence

If an employee fails to attend work without permission, or they do not comply with the sickness absence reporting procedure or the evidential requirements set out in this policy, this will be treated as a disciplinary offence and dealt with under our disciplinary procedure.

#### TRAINING

<b>Is training required?</b>	No
<b>Details of training</b>	Refer to the People Team for advice and guidance

#### COMPLIANCE

<b>How is compliance with the POL going to be monitored</b>	Compliance will be monitored through monitoring of absence management procedures, including review of relevant documents as part of the absence process.
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#### EQUALITY IMPACT ASSESSMENT AND PROCEDURAL INFORMATION

	<b>Positive / Negative N/A</b>	<b>Comments</b>
Does the document have a positive or negative impact on one group of people over another on the basis of their:		
• age?	N/A	
• disability?	N/A	
• gender reassignment?	N/A	

• pregnancy and maternity (which includes breastfeeding)?	N/A	
• race (including nationality, ethnic or national origins or colour)?	N/A	
• marriage or civil partnership?	N/A	
• religion or belief?	N/A	
• sex?	N/A	
• sexual orientation?	N/A	
If you have identified any potential impact (including any positive impact which may result in more favourable treatment for one particular group of people over another), are any exceptions valid, legal and/or justifiable?	N/A	
If the impact on one of the above groups is likely to be negative:		
• Can the impact be avoided?	N/A	
• What alternatives are there to achieving the document's aim without the impact?	N/A	
• Can the impact be reduced by taking different action?	N/A	
• Is there an impact on staff, client or someone else's privacy?	N/A	<i>If yes, privacy impact assessment required</i>

What was the previous version number of this document?	Version 05	
Changes since previous version	<ul style="list-style-type: none"> <li>Clause 5 added pregnancy related absences</li> <li>Clause 6 added disability related absences</li> <li>Clause 10 re sickness and annual leave- removed formal welfare meetings</li> <li>Cause 26-28 added to incorporate capability ill health procedure</li> <li>Clause 29 Terminal illness added</li> <li>Added in Occupational health, medical reports, medical questionnaire (prescribed medication).</li> <li>Reordered to allow flow</li> </ul>	
Who was involved in developing/reviewing /amending the POL?	ER Development Lead Senior People Business Partner Chief People Officer	
How confidential is this document?	Restricted	Can be shared freely within Helping Hands but NOT outside

References	ACAS Code of Practice
Associated Documents	<a href="#">Return to work</a> <a href="#">Absence Management letter templates</a> <a href="#">Meeting notes document</a>