



Maximising Attendance Procedure

1. Introduction

- 1.1 In accordance with the Maximising Attendance process, this procedure aims to outline how sickness absence is managed fairly and consistently across Hanover.
- 1.2 Accompanying both the policy and this procedure is a Maximising Attendance process flowchart and management guidance, both of which can be found at the end of this document.

2. Guidelines for managers

- 2.1 As managers, you are responsible for ensuring that you:
 - Manage attendance and absence fairly and consistently.
 - Keep accurate and confidential records of all sickness absences.
 - Review absence patterns and addressing any concerns promptly and appropriately.
 - Conduct return-to-work meetings and ensuring any necessary adjustments or support are identified.
 - Be empathetic while setting clear expectations about attendance standards.
 - Promote Hanover's wellbeing resources and advocating the importance of employee wellbeing
 - Seek Occupational Health input where necessary to support return to work.
 - Consult with your People Partner for guidance on complex situations or adjustments, such as those related to disability or pregnancy.

3. Guidelines for employees

You are responsible for:

- Notifying your manager if you are unwell and unable to attend work.
- Keeping in touch throughout your absence and providing updates as agreed.
- Providing medical evidence for any absence lasting more than seven calendar days.
- Attending return-to-work meetings after every period of sickness absence.
- Informing your manager about any factors affecting your attendance, such as health issues or personal challenges.
- Cooperating with any adjustments made to your role or working conditions to support your return.

4. Absence Reporting

4.1 If you are unwell and unable to attend work, you must notify your manager by phone as soon as possible. During the call, you should provide:

- The reason for your absence and an estimate of its duration.
- Your contact details for follow-up communication.
- Information about any urgent tasks or commitments requiring action in your absence.

4.2 If your manager is unavailable, you must contact the next manager in the structure. Texts, emails, or messages from others will only be accepted in exceptional circumstances. If you become unwell while at work and need to leave, you must inform your manager immediately.

4.3 It is important that you follow the Absence Reporting procedure for every absence. Failure to follow, maintain the agreed contact required or submit medical certificates within a reasonable time frame may be viewed as an unauthorised absence, which may result in your pay being withheld. This may also be viewed as a personal conduct matter, which may lead to action being taken against you under the Disciplinary Policy.

5. Keeping in Touch

5.1 Staying in regular contact with your manager throughout your period of absence, whether it be short or long-term, is crucial to how we can best support you. As mentioned above, your manager will confirm how often you should make contact with them during your absence. The level of contact will depend on the type of illness and how long it is expected to last.

5.2 In general, it is recommended that you inform your manager of any new updates regarding your sickness and make contact prior to a medical certificate expiring so we can make plans for your return to work, if applicable.

2.1 Sickness Certification

Whilst the first seven calendar days of sickness can be self-certificated, all absences that lasts longer than this requires you to submit medical evidence to cover from the eighth day onwards. This will normally be in the form of a doctor's fit note, also known as a 'statement of fitness for work'.

You should submit either the original fit note or a scanned copy or photograph to your manager prior to the expiry of the period of self-certification or previous fit note. Please note that if you submit a copy, there may be instances where you are asked

to send the original copy during your period of absence. You should also retain the original copy in case you require this for any future statutory sick pay claims.

6. Return to Work

- 6.1 When you are ready to return to work and have notified your manager of your return date, a return-to-work (RTW) meeting will be arranged with you on your first day back. The purpose of this meeting is to find out how you are feeling whether any support or adjustments are required and to update you on anything important you may have missed whilst absent.
- 6.2 The RTW meeting will be held after every period of absence and is intended as a support mechanism whilst identifying potential issues relating to attendance and how these can be addressed.
- 6.3 The return-to-work form (Appendix B) will be completed by your manager during the meeting, providing a summary of the reasons for your absence. Both you and your manager will sign this document.
- 6.4 A return-to-work plan template (Appendix D) is also available so that both you and manager can have a proactive and structured conversation ahead of your return, ensuring all required support needs are considered and actioned. We would strongly advise managers to incorporate this plan, particularly for employees returning from long-term absence.
- 6.5 Your manager will also review your absence history with you at the meeting and inform you if you have reached an absence trigger, in line with Section 5.1. If you have not met a trigger but your manager is concerned about your attendance, they will discuss this with you informally to identify if there are any adjustments or support required.
- 6.6 *Phased Return*

As part of our commitment to supporting you back into work following a period of absence, it may be appropriate for us to consider a phased return to work. This may be discussed with you during the period of 'keeping in touch'. Any agreement to return on a phased basis should be thoroughly discussed with your manager and is contingent on you being fit for work. In more complex medical situations, you may be asked to provide a fit note from your doctor or medical professional, confirming that you are fit to return on a phased basis. The phased return arrangements can be captured in the return-to-work plan.

Once you return to work on a phased basis you are no longer considered to be off sick for the purposes of absence management. However, you will continue to receive pay in line with your entitlement at the time.

All phased returns are to be progressive with respect to working days and hours. In other words, the concept of a phased return is that you build up your days and/or hours over a period before assuming your contracted hours as normal. Therefore, all phased returns should last no more than 4 weeks.

6.7 *Pay During Phased Return:*

Full Pay: Employees on full sick pay before the phased return will continue to receive full pay during the phased return period.

Half Pay: Employees on half sick pay before the phased return will be paid based on the hours worked but will not receive less than half pay. For instance, an employee on a 30-hour contract who is on half pay and works 12 hours during the phased return will be paid for 15 hours (half of their contract hours).

No Pay: Employees who were on no sick pay before returning to work will be paid for the actual hours worked during the phased return.

At the end of the phased return period, the employee's contractual salary will resume as normal.

Hanover would not expect employees to use annual leave during the phased return period.

6.8 *Reasonable Adjustments*

If any adjustments have been discussed and agreed prior to your return, these should be captured within the Return-to-Work documentation. When considering any potential adjustments managers should consult with a member of the People Team, and consider:

- The reason for the adjustment
- The duration of the adjustment
- The operational impact of the adjustment
- The potential cost of the adjustment
- Any Occupational Health guidance

6.9 *Occupational Health Advice*

One way of supporting you during a period of sickness absence is to engage with our Occupational Health provider and subsequently organise a medical assessment. This is often utilised during periods of long-term absence or where there have been frequent, short-term absences for the same reason. For us, it is also utilised to support your ongoing attendance at work.

The purpose of an Occupational Health appointment is to obtain advice on your condition, any adjustments that may help you return to work and to help prevent future occurrences of absence. [Occupational Health](#) may seek input from your own medical practitioners to provide Hanover with more detailed information.

Please be aware that if you do not engage with referrals to Occupational Health, we can only support you and make decisions based on the other information we have available.

7. Sick Pay

- 7.1 When you are absent from work due to sickness you may be eligible to receive Statutory Sick Pay (SSP) and Sick Pay (SP), providing you meet the relevant criteria. Statutory Sick Pay is the legal minimum you must be paid if you are off sick from work. Further information can be found on www.gov.uk/statutory-sick-pay. Sick Pay is a contractual enhanced entitlement that Hanover pays its employees who are unable to work due to sickness. The allowance is in accordance with length of service, as follows:

Service at Commencement of Absence	Payment	Payment
During probation i.e. a period of 6 months (or 9 months if the period is extended) from date of commencement of employment	Employers' Statutory Sick Pay, except for the first 3 days of sickness.	Employers' Statutory Sick Pay, except for the first 3 days of sickness.
<i>Thereafter the following payments apply</i>	<i>Full Sickness Allowance</i>	<i>Half Sickness Allowance</i>
After 6 or 9 months but less than 1 year	2 weeks	2 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 and over	26 weeks	26 weeks

- 7.2 The calculation of Sick Pay is based on a maximum rolling 12-month period. Any absences within the preceding 12-month period will be totalled and offset against the full pay entitlement, followed by half pay. Employees will be notified in writing by a member of the payroll team when they are nearing the point of having exhausted their full and half SP entitlement.
- 7.3 Where SP has been fully exhausted, you must work for a period of 3 months unbroken by sickness absence. If you are absent in this time, you will be paid SSP only and would require a further 3 months free from absence before the SP is reinstated. Your SP will then be reinstated on a staged basis, at 1/12th per month.
- 7.4 Hanover also reserves the right to withhold or suspend Sick Pay under its contractual sick pay scheme at its discretion. Circumstances in which contractual sick pay may be withheld include but are not limited to:
- You fail to comply with the organisation's sickness absence notification and evidence requirements;
 - You refuse to attend a medical examination at the reasonable request of the organisation;
 - You make or produce any misleading or untrue statement or document concerning your fitness to work;

- You have given or received notice to terminate your employment
- You take part in dangerous sports or activities

7.5 You will normally be entitled to receive SSP when contractual sick pay is withheld or suspended. You will be given written notice if your SSP is being withheld or suspended.

8. Short-Term Sickness Absence

8.1 At Hanover we understand that most short-term absences are genuine and unavoidable. However, like many other organisations, it is only right that we have a process in place to fairly manage employee sickness absence.

8.2 Our Maximising Attendance Procedure, as set out in the sections below, is utilised to manage such levels. It allows us to clarify attendance expectations, ensure you are being fully supported to carry out your role and to put reasonable adjustments in place to help you be at work.

8.3 Under the Procedure, you may be required to attend Meetings to explain high levels of short-term absence however, you will be provided with every opportunity to improve in line with the procedure.

8.4 Triggers

Using absence triggers is an important way of managing attendance fairly and consistently across Hanover. We have a set of absence triggers to help us identify short-term and persistent attendance records that give us cause for concern. These are:

Stage	Trigger	Potential Outcome	Live Warning Duration
1	3 periods or a total of 10 days of absence within a 3-month period whichever comes first OR 1 Period of absence lasting longer than 10 days.	Written Warning for unsatisfactory attendance	6 Months
2	Further trigger met as detailed above within the period of the written warning	A second and Final Written Warning	12 Months
3	Further trigger met as detailed above during the final written warning period.	Potential Dismissal	

8.5 The above stages will also be utilised where it is identified that there is a pattern of absences. This may include patterns such as sickness on a particular day, pre or post annual leave, public and school holidays or absence immediately following the end of a warning period or post-holiday.

Triggers will be adjusted for pregnancy and disability related absence in discussion with your manager.

8.6 *Formal Review meeting*

Should you have 2 absences within a 3-month period, your manager will advise you at your return-to-work meeting that a further period of sickness in the same period will trigger a formal review Meeting. If this trigger is reached, the above Stages will be invoked as follows:

- **Stage 1** – When you return from your 3rd sickness absence in 6 months, your manager will invite you to attend a formal review meeting. At this meeting, you will have the opportunity to discuss your reasons for absence and to provide any additional information regarding your absence levels. Based on the information you have provided, you may be issued with a First Written Warning for unsatisfactory attendance, which would remain on your employee file for 6 months.
- **Stage 2** – If you have been issued with a First Written Warning and you then meet the trigger in the following 6 months, you will again be invited to discuss your current absence levels. and depending on the information provided, including any relevant medical reports, you may be issued with a 2nd and final Written Warning. This would remain on your employee file for 12 months.
- **Stage 3** – If there has been no improvement in your sickness absence levels in the 12 months following the Final Written Warning, a further meeting will be arranged. You will again have the opportunity to present the reasons for your absence and relevant medical reports may be utilised prior to a decision being made. An outcome of this meeting may result in the termination of your employment with Hanover if no alternative options are available.

Please note that live warnings may be extended at any Stage of the triggers listed above.

8.7 *Right to be Accompanied*

As each Meeting is considered part of a formal process, you have the right to be accompanied by a trade union representative or colleague to all meetings held under the Maximising attendance procedure.

You will be given at least 5 working days' written notice to attend any meeting and if your companion is unable to attend within this timescale, you should notify your manager of this and another date will be made within the following 5 working day period, the meeting will then go ahead

A People Partner may also be present at any meeting in the Stages listed

8.8 *Appeal*

You can appeal against the outcome of any Stage by submitting the grounds of your appeal in writing, to your manager, within 5 working days of receiving the outcome.

Appeals will be heard by a manager who has not previously been involved in the case and, where possible, will be more senior to your manager. You will be notified of the appeal meeting in writing and will have the right to be accompanied as outlined above. The decision reached within the appeal meeting will be considered final.

9. Long-Term Sickness Absence

Long term absence can be defined as any absence lasting 28 days or more. When absent for this period of time, your manager will make arrangements to schedule a meeting with you to discuss the reasons for your absence, how Hanover can support you and explore other avenues for facilitating a potential return to work. Such meetings will be scheduled regularly throughout your long-term absence.

During your period of absence, you can expect Hanover to arrange Occupational Health appointments outlined in Section 3.3. It is the employee's duty however, to maintain reasonable contact and submit fit notes in a timely manner to cover the whole duration of the absence.

There are several options we may consider to facilitate your return to work, including phased returns, flexible working arrangements and utilising other policies such as hybrid working. However, if it is identified that you are unlikely to return to work within a reasonable timeframe, the Maximising attendance Procedure will be invoked, as set out in Section 5.2.

Any meeting at this point in your absence will be a Stage 3 Meeting. The outcome of this meeting may result in your employment being terminated on the grounds of capability due to ill health.

9.1 Keeping in Touch

9.2 It is important that we maintain regular contact with you while you are absent to:

- see how you are progressing in terms of your health;
- support you and actively maintain your engagement with us;
- provide information to you so that you may make informed decisions (for example, in relation to health-related benefits);
- provide practical support from our occupational health advisers;
- encourage a return to work as early as possible;
- facilitate a phased return to work if required, by making appropriate temporary or permanent adjustments; and

- ensure that you are kept up to date about events in the workplace.

10. Employee assistance programme

- 10.1 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.

11. Long term absence management

- 11.1 The stages set out in this procedure are guidelines only. There are limited circumstances in which it will be appropriate for an employee to skip straight to a stage 3 final formal review meeting. For example, this could be the case where the medical advice is that you will never be able to return to work. When applying the trigger points for each stage of the procedure, the special rules that apply to pregnancy and disability will be considered.

- 11.2 Where it is not possible to hold a face-to-face meeting or hearing under this procedure, we will conduct the process remotely. We will ensure that you and your representative have access to the necessary technology for participating.

11.3 Stage 1

Stage 1 - Trigger point

The trigger point for a stage 1 formal review meeting is:

- 28 calendar days sickness absence; or
- as soon as we have received confirmation that you will be absent for at least 28 calendar days or more (for example, a fit note has signed you off for that period).

Stage 1 - Invitation to formal review meeting

If you reach a stage 1 trigger point, you will be invited in writing to a stage 1 formal review meeting. You will usually be given at least five days' notice of the meeting, to allow you to prepare and to arrange for a companion to accompany you.

You will be entitled to be accompanied by a fellow employee or a trade union rep. The responsibility for finding a companion rests with you.

Stage 1 - The formal review meeting

The stage 1 formal review meeting will be conducted by your manager and a People Partner may also be present.

The purpose of this meeting is to discuss:

- how you are doing and the likely length of your ongoing absence, bearing in mind the advice in your fit note and/or any other medical report;
- whether further medical advice is necessary;
- whether there is anything that we can do to facilitate your return to work (for example, a phased return, amended job duties, altered hours of work, or workplace adaptations) and any medical advice that you have received about this;

- your sick pay entitlement
- the timescale for a follow-up review meeting.

At the meeting, you will be given an opportunity to ask questions and comment on the issues.

Stage 1 - The outcome

The outcome will be confirmed to you in writing as soon as possible and usually within seven working days after the formal review meeting.

The letter will include details of any next steps that have been agreed to help you return to work, as well as any support that we will offer you and the timescale for a follow-up review meeting under this process.

11.4 Stage 2

Stage 2 - Trigger point

The trigger point for a stage 2 formal review meeting is:

- three months sickness absence; or
- as soon as we have received confirmation that you will be absent for three months or more (for example, a fit note has signed you off for that period).

Stage 2 - The formal review meeting

The purpose of this meeting is to discuss:

- how you are doing and the likely length of your ongoing absence, bearing in mind the advice in your fit note and/or any other medical report;
- whether further medical advice is necessary;
- whether there is anything further that we can do to facilitate your return to work (for example, a phased return, amended job duties, altered hours of work, workplace adaptations, temporary redeployment) and any medical advice that you have received about this;
- the possibility of permanent redeployment or dismissal if it appears that you will be unable to remain in your role;
- your sick pay entitlement (and, if applicable, the possibility of making a claim under a permanent health insurance scheme, or similar insurance scheme)

11.5 Stage 3

Stage 3 - Trigger point

The trigger point for a stage 3 final formal review meeting is:

- 6 continuous months sickness absence;
- as soon as we have received confirmation that you will be absent for at least 6 continuous months or more (for example, a fit note has signed you off for that period);

- it is clear from medical advice that you are unable to return to your role in the foreseeable future; or
- all reasonable steps to assist you in returning to work (for example, a phased return, amended job duties, altered hours of work, workplace adaptations, temporary redeployment) have been exhausted.

Stage 3 - Invitation to final formal review meeting

If you reach a stage 3 trigger point, you will be invited in writing to a stage 3 final formal review meeting. You will usually be given at least five days' notice of the meeting, to allow you to prepare and to arrange for a companion to accompany you.

You will be entitled to be accompanied by a fellow employee or a trade union rep. The responsibility for finding a companion rests with you.

Stage 3 - The formal review meeting

The stage 3 final formal review meeting will be conducted by manager authorised to make dismissal decisions, accompanied by a People Partner. You will be entitled to be accompanied by a fellow employee or trade union rep.

The purpose of this meeting is to discuss:

- matters considered at the first and second stage of the process;
- the length of your absence and the likely length of your future absence;
- current medical advice on your condition;
- any further reasonable adjustments that could be made to enable you to return to work within a reasonable timeframe;
- the effect of your continued absence on your colleagues and department; and
- the possibility of you being dismissed by reason of capability.

At the meeting, you will be given an opportunity to ask questions and comment on the issues and any proposal to dismiss you.

Stage 3 - The outcome

The outcome will be confirmed to you in writing as soon as possible and usually within [seven] working days after the formal review meeting.

The outcome of the meeting may be a decision:

- for you to remain on sick leave until you have recovered (typically where an approximate return-to-work date can be identified);
- to make adjustments to your job;
- to redeploy you with your agreement;
- to issue you with a warning that your continued absence is unsatisfactory; or
- to dismiss you.

12. Appeal

- 12.1 You have a right of appeal against a sanction issued under stages 1, 2 or 3 of this procedure.
- 12.2 You should appeal in writing to your managers manager within five working days of being informed of the sanction.
- 12.3 Your letter should set out the grounds on which you believe that the decision was flawed or unfair.
- 12.4 Following receipt of your appeal, we will arrange an appeal meeting within five working days. However, if this is not possible, you will be informed of the reason for any delay.
- 12.5 You are entitled to be accompanied by a fellow employee or a trade union rep.
- 12.6 The appeal meeting will be conducted by a more senior manager than the manager who conducted the original hearing, who will consider the grounds that you have put forward. Where appropriate, a People Partner may also be present.
- 12.7 At the meeting, the decision to impose the sanction will be reviewed and you will be entitled to make representations about the appropriateness of that decision.
- 12.8 The result of the meeting will be either to confirm the sanction or substitute any outcome that was available to the panel conducting the hearing at which the sanction was imposed on you.
- 12.9 Following the appeal meeting, the relevant manager will inform you in writing, usually within seven working days, of the outcome.
- 12.10 If the result of the appeal is that a decision to dismiss you is overturned, you will be reinstated with immediate effect. You will be reimbursed in full for any salary lost since your dismissal.
- 12.11 The outcome of the appeal is final.

13. Absence and Annual Leave

- 13.1 There may be occurrences where you are too unwell to work but are due to be on annual leave. If you fall unwell prior to going on leave and wish to cancel your u upcoming holiday, you can speak to your manager regarding the cancellation at short notice.
- 13.2 If you are unwell during a period of annual leave, this can instead be recorded as sick leave providing you submit a fit note to cover the required period. Please note that this also applies to annual leave periods of 7 days or less.
- 13.3 You will continue to accrue annual leave whilst off sick from work. However, if you are unable to take your full annual leave allowance due to sickness absence, you will be permitted to carry forward the statutory minimum of 28 days, minus any annual leave already taken, into the next holiday year. This will be pro-rata for part time staff and any additional days will be lost.

14. Review

14.1 We will review this policy every three years or earlier as required.

15. Appendices

Appendix A – Maximising Attendance Process Flowchart

Appendix B – Return-to-Work Form

Appendix C – Maximising Attendance Management Guidance

Appendix D – Return-to-Work Plan Template

16. Related Policies and Procedures

- Maximising Attendance Policy
- Maximising Attendance Management Guidance
- Disciplinary Policy and Procedure
- Stress Policy and Procedure
- Alcohol and Substance Misuse Policy and Procedure

Revision History

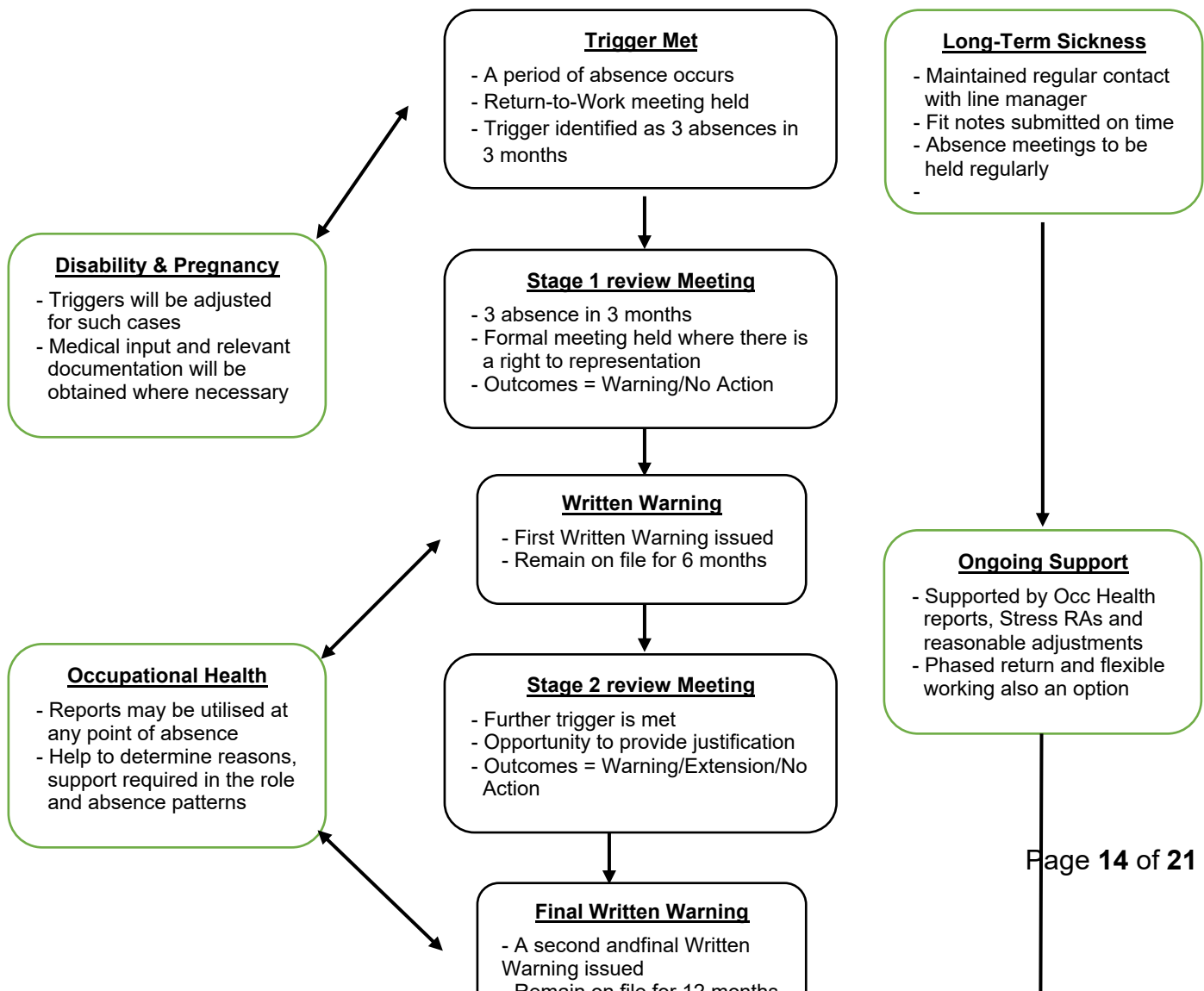
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3				
4				
5				

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Approved By	People Committee
Next Review Due	28/02/2028

Appendix A – Maximising Attendance Process Flowchart



Appendix B – Return-to-Work Form

[Click here to enter policy name](#)

Employee Details	
Name:	Job Title:
Department:	Manager:

Absence Details	
First date of absence:	Last date of absence:
Working days absent:	Correct reporting procedure followed:
Absence reason: <i>Please detail the reason for absence including symptoms experienced.</i>	

Support & Adjustments	
Is the employee fit for work?	Yes/No
Is the employee on a phased return to work?	Yes/No
Is the employee taking any new medication following the absence? (If yes, please give detail)	Yes/No
Was this absence related to an underlying condition? (If yes, please give detail)	Yes/No

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Did the employee complete a Stress Risk Assessment or were they referred to Occupational Health prior to returning? (If yes, please give detail)	Yes/No
Does the employee require any other adjustments or support? (If yes, please give detail)	Yes/No

Absence History	
No. of absences in past 6 months:	No. of absences in past 12 months:
Triggers reached:	Patterns identified:
Action: <i>Please detail whether there is to be no action, or a Sickness Absence Capability Meeting is to be arranged in line with the policy.</i>	

Additional Comments

Acknowledgement	
Employee Signature:	Date:
Manager Signature:	Date:

Please save this form in the employee's file.

Appendix D – Return-to-Work Plan Template

Return to Work Plan – Checklist

For Managers:

- ✓ Has the employee received reasonable notice to discuss the return-to-work plan?
- ✓ Will this give them enough time to prepare for this meeting? Practically and emotionally?
- ✓ Are we holding the return-to-work plan meeting in an appropriate and confidential space?
- ✓ Do you have all the information you need to support the development of the return-to-work plan? For example, absence reports and copies of medical advice and assessments?
- ✓ Have you spoken with your People Partner ahead of this conversation to gain advice and support?
- ✓ Is there anyone else that needs to be at this meeting with you?
- ✓ Are you clear on your legal obligations and duty of care to your employee as their manager?
- ✓ Do you feel that you are aware of any potential bias and will approach the conversation in a supportive, objective, and human way?
- ✓ Do you anticipate any ICT or log-in issues ahead of the employee returning to work?
- ✓ Where ICT-related actions are identified, are you planning to give ICT sufficient notice ahead of the employee's return to work date?
- ✓ Please make sure to share copies of the completed return to work plan with the employee and your People Partner. Request that the employee return a signed copy if they agree to the plan's contents.

For Employees:

- ✓ Do you already have a Wellbeing Action Plan (WAP)? If not or you are not sure what this is, ask your manager about it in the return-to-work plan meeting.
- ✓ Ahead of your return, do we have up-to-date next of kin details for you? Would these be people you'd be comfortable for us to contact in the event we have health and/or wellbeing concerns in the future?
- ✓ Have you thought about any medical advice or recommendations that you have received whilst on absence? Think about bringing this to your manager's attention so that this can be incorporated into your plan.
- ✓ If a requirement, are you nervous about coming back into an office?
- ✓ Is there anyone else that needs to be at this meeting with you?
- ✓ Is there anything that is worrying you or giving you cause for concern? We'd recommend raising this with your manager, however, you can speak with your People Partner if you'd feel more comfortable doing so.

Return to Work Plan

Returning Employee: Manager:

Considering factors:	Required action(s)/solution(s):
Does the employee have a Wellbeing Action Plan (WAP) and what is included in the WAP that can facilitate the return to work?	<p><i>The Wellbeing Action Plan (WAP) is a new tool being rolled out at Hanover. A template plan is available on the Wellbeing section of the Hub: Home - Health & Wellbeing</i></p> <p><i>Please speak with your People Partner if you need further guidance.</i></p> <p><i>Potential examples: coping mechanisms, indicators/signs of poor wellbeing and more frequent 1-2-1s with the manager.</i></p>
If no WAP is in place, have we discussed the advantages of having this in place with the employee?	<p><i>Potential examples: the manager has discussed the WAP and there is agreement that this should be implemented. The manager should detail here how this will be taken forward.</i></p>
Have we sought medical advice from a healthcare professional to assist the employee's return?	<p><i>Potential examples: we need to gain an up-to-date fit note, there is a need to refer the employee to Occupational Health (OH) ahead of the return-to-work date.</i></p> <p><i>Manager should speak with their People Partner where OH referral needs to be considered. A conversation between the manager and employee should take place first to discuss the purpose of the referral.</i></p>
If we have gained medical advice from a healthcare professional (such as OH), what workplace adjustments do we need to implement? When will these be implemented by?	<p><i>Potential examples: phased return to work arrangement, amended duties, temporary change to working hours. Manager should speak with their People Partner who will support review of OH recommendations.</i></p>
Is a phased return to work appropriate and what needs to be considered?	<p><i>Detail phased return to work arrangements, this should be supported by medical advice and have the input of your People Partner.</i></p>

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Do we need to implement a risk assessment or update an existing one?	<i>Potential examples: risk assessment has identified risk factors and control measures that need to be actioned.</i>
How are we going to support the employee to achieve their daily tasks and objectives? Do we need to consider any modifications?	
Depending on the length of absence, have we identified any re-induction, or training needs to support the return?	
If the employee still needs to attend medical appointments after returning, how are we going to facilitate this?	
How will we ensure that the employee's recent absence(s) are kept confidential? If there are to be changes in work responsibilities, how would the employee like for this to be communicated with the team?	<i>Any temporary or potentially permanent changes in work responsibilities should be forwarded to your People Partner before formal implementation as this may require further consultation.</i>
Is there any further support that the employee needs to support their return?	<i>Potential examples: do we need to consider increasing awareness and understanding within the organisation? Are there any other support networks we need to add to our suite of wellbeing resources?</i>
How often will this return-to-work plan be reviewed by both the manager and employee? What is the agreed frequency for reviews?	<i>Potential examples: once per week review meetings to check on progress.</i>

Phased Return to Work Plan (if applicable)

If a phased return to work has been informed by medical advice and agreed in conjunction with your People Partner, managers should complete the below phased return to work schedule to reflect each week the adjustment applies. Any phased working recommendations received from a healthcare professional must be followed in full and reflected in this plan. The duration of the phased return to work plan should be guided by medical advice and mutually agreed with the employee.

WEEK 1	MON	TUES	WED	THURS	FRI	SAT	SUN
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MAXIMISING ATTENDANCE PROCEDURE

W/C: [DD/MM/YYYY]							
Normal working pattern:							
Phased hours to work:							
Remaining hours to be paid as:							
WEEK 2 W/C: [DD/MM/YYYY]	MON	TUES	WED	THURS	FRI	SAT	SUN
Normal working pattern:							
Phased hours to work:							
Remaining hours to be paid as:							
WEEK 3 W/C: [DD/MM/YYYY]	MON	TUES	WED	THURS	FRI	SAT	SUN
Normal working pattern:							
Phased hours to work:							
Remaining hours to be paid as:							
WEEK 4 W/C: [DD/MM/YYYY]	MON	TUES	WED	THURS	FRI	SAT	SUN
Normal working pattern:							
Phased hours to work:							
Remaining hours to be paid as:							

Progress review meetings schedule

Manager and employee to complete below schedule, detailing when meetings shall take place to review progress of the return-to-work plan. Any medical advice that sets out when such meetings should take place must be followed in full. Otherwise, the manager and employee can agree a frequency that is mutually suitable.

	MON	TUES	WED	THURS	FRI	SAT	SUN
W/C: [DD/MM/YYYY]							
W/C: [DD/MM/YYYY]							

MAXIMISING ATTENDANCE PROCEDURE

W/C: [DD/MM/YYYY]							
W/C: [DD/MM/YYYY]							
W/C: [DD/MM/YYYY]							
W/C: [DD/MM/YYYY]							
W/C: [DD/MM/YYYY]							
W/C: [DD/MM/YYYY]							

Acceptance statement

Ahead of my return to work, I confirm that I have had the opportunity to meet with my manager and discuss the full contents of my return-to-work plan. The purpose of the return-to-work plan has been explained to me, and I have been able to co-develop the plan with my manager. Where medical advice has been received, for example a Fit Note or Occupational Health referral, I agree that the return-to-work plan and if applicable, phased return to work plan, reflects the recommendations that have been made on my behalf to Hanover. I understand what I need to do to support the successful implementation of the plan and know that I can speak with my manager or People Partner should I have any further questions or concerns. If there is a change to my health/wellbeing and/or if I receive updated medical advice from a healthcare professional, I understand that I should discuss this with my manager so that appropriate support can be considered.

Employee Name:

Employee Signature:

Date:

[Please now return a signed copy to your manager]