GREATER MANCHESTER POLICE

# Attendance Management

# Policy

## Version 17

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# 1. Policy Statement

We care about the health and wellbeing of everyone who works for us. A fit and healthy workforce is important to the efficient running of Greater Manchester Police (GMP).

GMP is committed to supporting staff to maintain high standards of attendance. We encourage staff and managers to have regular discussions about maintaining good health and wellbeing. We understand that there may be times when staff need to take time off due to ill health. Every case will be managed on an individual basis.

Where attendance falls below the standards expected, managers will address this as it has a significant impact on our ability to provide a quality service to the public. Non-attendance at work means reduced staffing levels and it is the public and colleagues that are impacted by this. If we have concerns about your attendance, we will speak to you at the earliest opportunity.

## 1.1 Aims

The aim of this policy is to explain:

- The expected standards of attendance.
- The process for reporting a sickness absence and what will happen when staff are absent through sickness.
- What we expect from managers when handling sickness absence.
- How we will work to reduce levels of sickness absence and support staff to achieve and maintain high levels of attendance.
- The potential consequences if attendance levels do not improve.
- Comply with Police Performance Regulations (2020) and the new Police (Conduct, Performance and Complaints Misconduct) (Amendment) Regulations 2025 and the Home Office Statutory Guidance.

# 2. Scope

This policy applies to all Police Staff, Police Officers and Special Constables.

This policy does not apply if you are in your probationary period, for which there are separate procedures.

The formal stages do not apply to officers above the rank of Chief Superintendent.

Where we refer to ‘staff’ in this policy, it also applies to officers unless we say otherwise.

# 3. Terms and Definitions

**Absence Period**
A period of absence is any single continuous sickness absence which lasts for at least one whole day/shift or more.

**Attendance Triggers**

These are the attendance standards that the force set that prompt a review or action when reached.

### Short Term Sickness
Any period of sickness absence which is less than 28 calendar days in length.

### Long-term sickness
A continuous sickness absence that is 28 calendar days or longer.

### Self-certification
The first 7 calendar days of a period of sickness absence when you do not need a Fit Note from your Authorised Healthcare Professional.

### Fit Note
A Statement of Fitness to Work will be issued to you by your authorised healthcare professional if your sickness absence from work is for more than 7 calendar days.

### Authorised Health Care Professional
A registered health care professional who can issue a fit note.

### Attendance Review Meeting
A meeting held with your manager when an attendance trigger has been breached. This is to discuss your current absence/previous sickness absence record and any support required. An Attendance Improvement Plan will be set to support improved attendance.

### Attendance Improvement Plan
An Attendance Improvement Plan will be set at all Attendance Review Meetings. This may include support that will be put in place, expected return to work dates, level of attendance to maintain over a set period and the potential outcomes if this plan is not met.

### Action Plan
A document recording what actions you should take to achieve the required improvement, and what actions your manager will take to support you. It is written by your manager after discussions with you. The actions will have timescales and will be regularly reviewed.

### Employee Assistance Programme (EAP)
A free and confidential information, support, and counselling service. Available 24 hours a day to support you with work or personal issues. (See People Pages for contact details).

### Disability
A physical or mental impairment which has, or is likely to have, a long term and substantial adverse effect on your ability to carry out your normal day to day activities.

### Reasonable Adjustments
Reasonable adjustments are changes an employer makes to remove or reduce a disadvantage related to someone's disability. These may include changes to work processes, practices, procedures or environments which enable an employee with a disability to perform their job in a way that minimises the impact of their disability. Adjustments are reasonable if they are workable, practical, effective and proportionate.

### Pregnancy Related Condition
Any medical condition, which occurs as a result of conception, and which is directly related to pregnancy either during the period leading up to, or following, the birth.

## Return to Work Meeting
A conversation with your manager after every period of sickness absence. The purpose of this is to welcome you back into the workplace, review your attendance record and discuss any support or action required.

## Sick Pay
Occupational Sick Pay (OSP) - An enhanced Sick Pay scheme in line with Police Regulations for Police Officers and National Terms and conditions for Police Staff.

Statutory Sick Pay (SSP) - The amount of money, set by the government, paid to you by the employer for a maximum of 28 weeks if you're too ill to work.

Employment and Support Allowance (ESA) - After the 28 weeks of SSP, you may be entitled to claim ESA directly from the government.

## Recuperative Duties
Duties falling short of your full role following an injury, accident, or illness, during which time you will prepare for a return to full duties and full hours. This might include temporary adjustments to your hours or duties. You may be assessed by Occupational Health to determine if you are capable of making such a return.

## Long Term Sickness Update Meeting
A contact meeting with your manager for any period of long-term sickness, or a period of absence that is likely to become a long-term sickness. This is to understand the circumstances around your absence, discuss what support you may require, and facilitate your return to work.

## Working Days
For attendance management purposes, this is any day on which someone is due to work a shift or tour of duty. For notice for meetings and appeals, this is Monday to Friday.

## Unsatisfactory Attendance
Either long-term sickness absence or persistent short-term sickness absences which affects your ability to fulfil your contract (police staff), or your duties (police officers). The circumstances of a case will be considered.

## Improvement Notice
A statement the Decision Maker will include in your outcome letter if they find unsatisfactory attendance. It will include:

- in what respect(s) your attendance is considered unsatisfactory,
- the improvement(s) required to bring you to an acceptable standard,
- the date by which improvement is expected to be made ("Improvement Period"),
- the date up until which the improvement notice is valid ("Validity Period"), and
- the possible consequence if you don't make and maintain the improvement required.

### - Improvement Period
The period of time the Decision Maker gives you to achieve the required improvement. It will usually be three months and will never be more than 12 months.

### - Validity Period
The 12 months from the date the Improvement Notice is issued. During this period, you must maintain the improvement required, or the next stage of the procedure may be commenced.

### - Final Improvement Notice (Police Staff Only)

A statement the Decision Maker will include in your outcome letter if they find unsatisfactory attendance at Stages 2 or 3.

**Dismissal**
Employment is terminated for unsatisfactory attendance.

# 4. Roles & Responsibilities

## 4.1 Responsibilities of Staff

We all have a responsibility to stay as fit and as healthy as possible so that we are able to attend work and perform our roles effectively. You should do all you can to maximise your own health and wellbeing.

You have a responsibility to:

- Aim to achieve 100% attendance.
- Ask for support if you are feeling unwell or need assistance or adjustments to remain in work.
- Follow the appropriate reporting procedures when you are too ill to be in work.
- Keep in contact with your manager whilst off work due to ill health.
- Provide your manager with fit notes when required.
- Take part in discussions about your sickness absence with your manager or Occupational Health, discussing what support you may need and plans to return to work and maintain regular attendance.
- Make all reasonable efforts to attend Occupational Health and Wellbeing Service (OHWS) and other appointments and meetings.
- Return to work as soon as you are able to.
- Engage with your manager if you are involved in action taken under this policy.
- Advise your line manager/ Appeal Manager as soon as possible if you wish to be accompanied in any meetings. It is your responsibility to arrange for the person accompanying you to attend the meeting.

## 4.2 Responsibilities of Managers

Managers will:

- Make sure staff receive appropriate support if they are absent due to ill health.
- Have regular conversations with staff to gain an understanding of any underlying issues.
- Work with staff to identify what support they may require to remain in work or to return from a period of sickness absence.
- Make sure staff understand the importance of good attendance and the procedure to follow if they are unwell.
- Be clear with staff about the standards of attendance required of them.
- Manage sickness absence in line with this policy.
- Make sure accurate records of sickness absence are kept.
- Obtain expert medical advice where required via a management referral to the Occupational Health and Wellbeing Service (OHWS).
- Consider changes to work processes, practices, procedures, equipment or environment to enable staff to remain in work or return to work if they are absent.
- Monitor and review the attendance and sickness absence levels and patterns for their staff, taking action under this policy where appropriate.

- Treat information about sickness absences and medical conditions sensitively and with due regard to confidentiality and GDPR.
- Be aware of the wider support they can access to assist them.

### 4.3 Responsibilities of District and Branch Senior Leadership Teams

SLT's will:

- Take accountability and have oversight of sickness absence management within their area.
- Make sure line managers have a full understanding of their cases and appropriate options for support have been considered and offered.
- Support managers to put measures in place for their staff to support improved attendance and / or a return to the workplace.
- Support line managers in managing sickness absence and to undergo training / CPD.
- Treat information about sickness absences and medical conditions sensitively and with due regard to confidentiality and GDPR.

### 4.4 Responsibilities of People Branch

People Branch will:

- Give advice to managers on how to support staff who are experiencing ill health.
- Provide HR support and advice to local Senior Leadership Teams.
- Identify training needs and develop and deliver training where appropriate.
- Provide medical advice via the Occupational Health and Wellbeing Service (OHWS) on all aspects of an individual's fitness for their role and work.
- Provide recommendations on reasonable adjustments within the workplace or adjustments to sickness targets.
- Develop policy which supports staff who experience ill health, maximises attendance at work and enables GMP to provide an effective service.
- Advise on policy as required.
- Maintain records of sickness absence with due regard to confidentiality.
- Provide advice and guidance to managers, to achieve consistency and equality of treatment for all staff.
- Provide appropriate advisors to the formal stages of this policy.
- Inform Professional Standards Directorate of all dismissals under this policy.

### 4.5 Responsibilities of a Witness

Witnesses, if required, attend for the duration of their evidence and to any answer any follow-up questions. Witnesses are required to maintain confidentiality.

### 4.6 Responsibilities of The Professional Standards Directorate (PSD)

PSD will provide the details of all staff that need to be entered on the Police Barred list under this policy to the College of Policing.

## 5. Principles

## 5.1 Support

There will be occasions when staff need to take time off work due to ill health. Managers will support those who are absent through sickness and help them regain fitness for work.

This policy provides a framework for managers to support staff to maintain and improve attendance, and to manage unsatisfactory attendance.

We expect supportive action to be used to resolve attendance issues. The aim of any action taken under this policy is to achieve improvement, therefore your manager will discuss possible supportive solutions with you.

Your manager will provide reasonable support throughout the informal and formal stages of this process to help you improve your attendance to the required level. Reasonable support from your manager refers to the actions and resources a manager provides to help you maintain acceptable attendance while balancing organisational needs. It is up to both of you to identify what support is needed. Therefore, it is important you tell your manager about anything they can do to help you to achieve the required standards.

## 5.2 Attendance Triggers

To ensure we manage sickness absence consistently and fairly, we have set triggers to help highlight issues at the earliest opportunity.

If your pattern of sickness absence breaches the triggers, your manager will arrange an Attendance Review Meeting to discuss this pattern and will set an Attendance Improvement Plan.

**The sickness absence triggers are:**

- 3 sickness absence periods or more in the last 12 months

  **OR**

- Sickness absences totalling more than the force target of 10 working days over the last 12 months (pro rata for part-time staff).

  **OR**

- A single sickness absence of more than 28 consecutive days.

  **OR**

- A pattern of sickness absence.

A pattern of sickness absence could include the following, but is not an exhaustive list:

- someone taking the same day of the week off consistently,
- being absent through sickness when always on lates,
- regular sickness absences during busy leave periods, such as Christmas or school holidays,
- when requests for leave are not approved
- or repeated part day sickness occurrences.

## 5.3 Disability

For the purposes of this policy, a disability is defined in line with the Equality Act 2010. You are disabled if you have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities. You automatically meet the disability definition under the Equality Act 2010 from the day you are diagnosed with HIV infection, cancer or multiple sclerosis. Employers have a legal duty to make reasonable adjustments for employees who meet this definition.

We support any member of staff with a disability. We encourage you to discuss this with your manager who may seek OHWS advice in order to consider any reasonable adjustments to best support you in the workplace. Please see the Disability Page on People Pages for further information.

If you have a disability, this does not prevent us from using or progressing this Policy. However, your manager may decide to make adjustments to how they manage your attendance after taking into account Occupational Health and Wellbeing Service advice and/or other advice. This may involve making adjustments to any triggers, meetings or plans to take account of your disability related sickness.

If a Force Medical Officer has confirmed that your case is suitable for referral to an Independent Registered Medical Practitioner or a Selected Medical Practitioner for a decision regarding ill health retirement, we will not progress action under the formal stages of this policy, or any action that has already started will be paused. You will be eligible to submit a pay appeal at this point if your occupational sick pay has reduced or is due to reduce. If you are not awarded ill health retirement when that process concludes, further action under this policy may start or resume.

## 5.4 Pregnancy and Maternity

Section 18 of the Equality Act 2010 provides specific protection for pregnancy and maternity in the workplace, including attendance management. An employer discriminates against an employee if, during "the protected period", if it treats them unfavourably because of their pregnancy or because of illness suffered by them as a result of their pregnancy. The protected period begins when the pregnancy begins and ends when the additional maternity leave period ends or when the employee returns to work after their pregnancy, if that is earlier.

If we need to talk to you about your attendance in this period, then this will be to understand what support you need. Pregnancy related sickness absence will not count towards attendance management triggers or targets.

## 5.5 Occupational Sick Pay

If you are absent from work due to sickness, you will be entitled to pay in line with Police Regulations 2003 (Police Officers only), or The Police Staff Handbook (Police Staff only).

For calculation purposes, the period of entitlement for sick pay is based on the total sickness absence over the previous 12 months, starting from the first day of your current absence.

"Full pay" is the amount payable which, when added to Statutory Sick pay, or any short- or long-term incapacity benefit receivable, will secure the equivalent of normal pay.

"Half pay" is the amount payable equal to half your normal earnings plus an amount equal to Statutory Sick pay, or any short- or long-term incapacity benefit receivable, as long as the total sum does not exceed normal pay.

### Police Officer Qualifying Periods

Officer's sick pay is governed by Regulation 28 of the Police Regulations 2003. From day one of your service, you are entitled to:

- full pay for the first 6 months in any one-year period, thereafter
- half pay for a further 6 months in any one-year period.

### Police Staff Qualifying Periods

Police staff sick pay is dependent on the length of continuous service as follows:

- During 1st year of service 1 month's full pay, plus (after 4 months completed service) 2 month's half pay.
- During 2nd year of service 2 month's full pay and 2 month's half pay.
- During 3rd year of service 4 month's full pay and 4 month's half pay.
- During 4th and 5th years' service 5 month's full pay and 5 month's half pay.
- After 5 years 6 month's full pay and 6 month's half pay

### Extensions to Pay

Extensions to occupational sick pay can be requested. Extensions are discretionary and may be considered in certain circumstances.

For officers, these include:

- where an absence is directly as a result of an injury sustained in the execution of duty,
- where the Force Medical Officer advises that the absence is related to a disability as defined by the Equality Act 2010 and where it would be a reasonable adjustment to extend sick pay to allow (further) reasonable adjustments to be made to enable the officer to return to work,
- for a terminal or life-threatening illness, or
- where the officer has been referred by the Force Medical Officer for consideration of 'permanent disablement' as part of the ill health retirement process.

For Police Staff these include:

- absences as a result of an injury sustained in the course of duty, without fault of the individual,
- where the Force Medical Officer advises that the absence is related to a disability as defined by the Equality Act 2010 and where it would be a reasonable adjustment to extend sick pay to allow (further) reasonable adjustments to be made to enable the member of staff to return to work, or
- for a terminal or life-threatening illness
- where the Force Medical Officer has confirmed that the staff member should be referred for consideration if they are 'permanently incapable' as part of the ill health retirement process.

Please refer to the Sickness Pay Appeal Management Toolkit for information on the process. Line managers can complete the Sickness Pay Appeal Form where you wish the above to be considered.

## 5.6 Statutory Sick Pay and Employment Support Allowance

Statutory Sick Pay (SSP) is paid by the force up to a maximum of 28 weeks. SSP is not paid for a specific illness or treatment but to all staff who aren't able to work due to sickness absence.

After 28 weeks you will not be eligible for SSP but instead may become eligible for the Employment and Support Allowance (ESA). You will need to submit a claim online through the government portal (www.gov.uk/employment-support-allowance/how-to-claim). You will be sent an SSP1 to help you transfer to ESA.

You should receive your SSP1 form soon after 23 weeks of sickness absence. If you do not receive this, please contact Greater Manchester Shared Services (GMSS) on XXXX XXX XXXX.

There is no need to wait until your SSP runs out to make the ESA application. You can make an application three months before the SSP is due to run out. The earlier you can apply, the smoother the transition will be when moving out of the SSP payments when your absence reaches 28 weeks.

If the force decides to extend your sick pay i.e., you remain on full pay, and you have made a successful claim for ESA then you must notify GMSS and the sum equal to ESA will be deducted from your full pay. This is because the total sum paid by GMP and the Department for Work and Pensions should not exceed your normal pay. If your claim for ESA is not successful, you do not need to notify GMSS of this.

## 5.7 Right to be represented / accompanied

You have the right to be accompanied at Attendance Review Meetings or any meetings under the formal stages of this policy by a representative of a Trade Union or Staff Association, or by a work colleague. If you have a disability you can request to bring someone else to the meeting for additional support, e.g. Sign Language interpreter.

If you want to be accompanied at any meetings under this policy:

- it is your responsibility to contact the person you want to accompany you and facilitate their attendance with your manager or the Meeting Organiser.
- you should tell your Manager/Meeting Organiser as soon as practicable and whether they are a colleague or a Trade Union/Staff Association representative.

You do not have the right to bring legal representation to the meetings.

## 5.8 Police Barred List and Advisory List Regulations

The Police Barred List and Advisory List Regulations 2017 introduce the Police Barred List and the Police Advisory List with effect from December 2017.

### The Police Barred List

This is a list of all officers and special constables who have been dismissed from policing through the Police Conduct and Performance Regulations and Police Staff who have been dismissed through relevant force policy e.g. Attendance Management Policy, Performance Management Policy, Discipline or Misconduct Policies.

Whilst on the barred list you will be prevented by law from re-joining Home Office police forces and certain law enforcement bodies.

Please refer to Home Office Guidance, for further details.

PSD will review each case and decide if your details need to be entered on the Barred List or not. If your employment is terminated for medical reasons i.e. medical retirement, then your details will not be entered on to the Barred List.

### The Police Advisory List

The Police Advisory List is a list of all officers, special constables and police staff members who have resigned or retired during an investigation or who leave before an allegation comes to light relating **to conduct only**, so is not applicable for attendance management matters.

## 5.9 Automatic Removal from the Barred list

If you are dismissed for unsatisfactory attendance, then you will be entered on the barred list for a period of 12-months after which you will be removed automatically.

## 5.10 Police staff with dual roles in policing

If you have a dual role in policing, for example:

- Police staff and a special constable either with GMP or another police force
- Employed in two police staff posts

You cannot be employed in either post if dismissed from one of your roles and your details will go onto the barred list.

The above list is not exhaustive of all possible scenarios.

## 5.11 Your Responsibilities before a formal Meeting

Before any formal meeting, you should consider providing any evidence in support of your case to the Decision Maker.

## 5.12 Review during any Improvement Period

During any Improvement Period, your line manager will monitor and regularly review your attendance. They will review all previous action, support and progress and assess whether it is appropriate and proportionate to progress action under this policy.

- If you do not achieve the requirements of your Improvement Notice, you may be required to attend a meeting under the next stage of the procedure.
- If you do make the required improvement, your manager will notify you of this in writing but remind you that you must maintain the standard required for the Validity Period.

## 5.13 Extensions to any Improvement Period (Police Officers only)

You may apply for an extension of the “specified period” at any time in the procedures. The decision maker will consider your application and extend the period if they consider it appropriate. This will allow some flexibility for unforeseen circumstances e.g. where you have not had sufficient time to improve due to emergency deployment to other duties.

In extending a specified period, the decision maker will give consideration to any periods of extended absence from your normal role e.g. long periods of pre-planned holiday leave or other leave. The extension should not lead to the improvement period exceeding 12

months unless the decision maker is satisfied that this is appropriate due to exceptional circumstances. The reasons for the extension should be recorded.

## 5.14 Review During any Validity Period

During any Validity Period, your line manager will continue to monitor and review your attendance. They will review all previous action, support and progress and assess whether it is appropriate and proportionate to progress action under this policy.

- If you do not maintain the standard required until the end of the Validity Period, you may be invited to a meeting under the next Stage of the procedure.
- If you do maintain the required standard for the Validity Period, that will be the end of the process.

## 5.15 Further Considerations

### Sickness on Public Holidays and Rest Days

There is no entitlement to compensation, either as time off, payment or another day in lieu, if you are sick on a public holiday, a rest day, or a rest day in lieu. If, however, you need to pre-book a period of sickness, perhaps for a pre-planned operation and a rest day in lieu falls within that period, you can rearrange this.

### Sickness on Rest Day Working

If you volunteer to work on a rest day and are then unwell and cannot work for the overtime duties, you should notify your manager. This will not be recorded as sickness as it will revert to being your normal rest day.

### Pursuing business interests or additional (secondary) employment whilst off sick

If you have registered a business interest or additional (secondary) employment and this has been approved, you will have agreed to a number of conditions. Information can be found in the Business Interests and Additional (Secondary) Employment Policy and Procedure. Your manager will review your business interest/additional (secondary) employment if your attendance declines. You may be required to suspend your business interest/additional occupation if you are off sick. Your other employment should not affect your ability to perform your role, nor should it affect your recovery.

### Pursuing volunteer roles or duties whilst off sick

If you have a volunteering role outside of work, or with GMP, you may be required to refrain from these duties whilst off sick if continuing with your additional role may impede your recovery or ability to return to work.

### Sickness whilst suspended

You should follow normal sickness reporting procedures and provide Fit Notes as required.

**Police Staff:** If you report sick whilst suspended, you will continue to fall under the provisions of suspension from duty and will continue to receive full pay.
If you are eligible to make a claim for Employment Support Allowance whilst receiving full suspension pay you must inform GMSS and we will make an appropriate deduction as you are not entitled to receive more than full pay in total.

**Police Officers:** The sick pay provisions within Regulation 28 of the Police Regulations 2003 will apply when you are suspended and your pay will reflect these provisions.

### Attendance at Court during sickness absence

If you are absent from duty due to sickness, you will not normally be required to attend court. Please refer to the force Courtroom Etiquette Guidance for details of what to do if you are not available to attend court.

However, if the court requires you to attend, we will still record you as being off work sick. If your sick pay has reduced from full pay, you will receive full pay for the day(s) you attend court.

## 5.16 Annual Leave Entitlements

### Taking Annual Leave during sickness absence

You can still take annual leave if you are off sick. You should send a request to your manager so that they can consider this and if it is approved, make sure your records are complete and that you receive the right payments.

Your sickness absence and sick pay will be paused. You be placed on to annual leave. After your period of annual leave your sickness absence will continue unless you advise us that you are fit to return to work.

If you are on half or nil pay at the point you take annual leave you will be paid your normal pay for your period of annual leave.

If you are on half or nil pay and in receipt of any state benefits, then it is your responsibility to inform the Department of Work and Pensions of the holiday pay that you have received. For attendance management purposes, a break in a period of sickness purely for annual leave, without a physical resumption to duties would not count as a return to work or break your continued sickness absence.

While you are off sick your annual leave entitlement will continue to accrue.

### Taking a holiday away from home during sickness absence

You can take a holiday away from home. You should discuss this with your GP or other authorised healthcare professional. You must notify your line manager and will be required to provide proof that this will not impede your recovery.
We will class this period as sickness absence for pay and recording purposes unless you have requested annual leave.

### Sickness during annual leave

If you become ill during annual leave, you should follow the normal sickness reporting procedures. Your absence will be treated as sickness absence and the annual leave will be re-instated if you have followed sickness reporting procedures. If your sickness absence exceeds 7 calendar days, then a fit note will be required to cover your absence.

If you have prebooked annual leave that falls during a period of sickness absence, then this period will be treated as sickness and the annual leave returned to your pot, unless you opt to resume onto annual leave.

### Carrying over annual leave entitlement not used due to sickness absence

If you have been off sick for all, or a large proportion of the leave year, then the amount of annual leave you can carry forward into the next leave year could be adjusted. Carry-over of annual leave for those that have been on long term sick leave is based on statutory and not contractual leave.

Please refer to the Carry Over of Annual Leave Toolkit for more information.

## 5.17 Data Protection and Accessing medical information

We will keep records of action taken under this policy and add them to your electronic personal file. We will keep these records confidential and in accordance with the requirements of the Data Protection Act 2018 & GDPR.

Plans and actions set in the formal stages of this policy will not be taken into account for future meetings after a Validity Period has expired.

### Accessing Medical Information

To obtain expert medical advice on the potential impact on your ability to perform your role(s), you may be referred to Occupational Health and Wellbeing Service (OHWS). Depending on the circumstances, OHWS might require additional information from your own doctor or consultant to gain additional knowledge about your medical history and assess these against the requirements of your role.

If OHWS decide that a medical report is necessary from your own doctor or consultant, the Access to Medical Reports Act 1988 applies. Therefore, they will ask you to confirm whether you provide your consent for us to approach your doctor or consultant by requesting that you complete a medical reports consent form. You will be notified of all your rights under the Access to Medical Reports Act 1998, including the right to see the medical report before it is supplied.

Once your manager has received the OHWS report, they will arrange a meeting with you to discuss the contents and identify the appropriate next steps.

It is in your best interest to attend appointments and ensure OHWS have access to the relevant information to assess your ability to attend and perform your role. If your manager has access to expert medical advice via OHWS then they have the best information to openly discuss how to support you and manage your attendance. If you refuse to attend a medical examination, or you do not consent to a medical report being disclosed, your manager may not have all the information to make informed decisions about the management of your case and will need to progress without the benefit of medical input.

## 5.18 Travelling Expenses

If you need to travel to a meeting under this policy, you may be entitled to necessary and reasonable travelling expenses in line with the Reimbursement of Travel Expenses Policies.

# 6. Procedures

## 6.1 How to Report Sick and Resume from Sickness Absence

### Reporting Sick

If you are unwell and unable to come to work, you must report sick as soon as possible on your first day of absence and before your normal start time.

Firstly, you must contact your manager or designated contact point by phone telling them:

- the reason for your sickness absence,
- how long you expect to be off,
- any urgent work, meetings, or court dates,
- agree when you will speak next.

And secondly, if you are on the Duty Management System (DMS) you should ring the automated DMS on and choose option 3. If you are not on DMS, you must follow your local absence reporting procedures.

In most cases we will expect you to make contact, rather than a relative or friend. If you have not contacted your manager before your normal start time, they will contact you. If there is an increased concern for your welfare, they may visit you at home.

### Resuming

When you are fit for work you should discuss this with your manager and resume via DMS using option 4 as soon as you are fit.

If you are not on DMS, you should follow your local reporting process to resume and notify your manager or designated point of contact.

## 6.2 While you are off Sick.

### Keeping in touch

You have a responsibility to engage in regular meaningful contact with your manager during your sickness absence. This should be discussed and agreed with your manager at the start of any absence. The frequency of communication will be dependent on the circumstances. Regular contact should be verbal via phone calls, in person, MS Teams or other platforms, rather than by text or email. Ideally you should agree the next call or meeting each time you speak.

Your manager will arrange regular Long Term Sickness Update Meetings if your sickness absence is long term or likely to become a long-term absence. The first of these should be scheduled between weeks 2 and 4 of your absence and then at regular stages throughout any long-term sickness absence, at least every 4 weeks throughout a period of long-term sickness absence.

The purpose of a Long Term Sickness Update Meeting is to understand your current circumstance, discuss your sickness absence, prognosis, treatment, and any support or adjustments required to assist you back into the workplace and support you to remain in work.

Your manager will keep a record of your contact and discussions, including any prognosis updates and key actions or support to be arranged, including discussions regarding your return to work and any return-to-work plans that have been agreed. They will pay due regarding to GDPR and confidentiality when storing these records.

### Visiting your GP or other Authorised Healthcare Professional

If you are off for more than 7 consecutive days you will need to contact your GP or other authorised healthcare professional to get a Fit Note. The Fit Note will explain if:

- you are not fit for any work and for how long or
- you may be fit for some work.

In some cases, coming back to work can help your recovery and help maintain your general wellbeing. If you think there are aspects of your work, even if it is not your full role, that you could be doing, you should talk to your GP or other authorised healthcare professional, and your manager, about it.

When you receive a Fit Note, you need to discuss the contents with your manager and send it to them soon as possible.

### Visiting Occupational Health and Wellbeing Service (OHWS)

Whilst you are away from work, or following your return to work, your manager may refer you to the Occupational Health and Wellbeing Service (OHWS). The purpose of this is to:

- Understand the impact your health has on your ability to do your job.
- Understand what further support can be provided.
- Understand what adjustments could be made to your role, if required.
- Seek specific work-related advice that your GP or other authorised healthcare professional may not be able to give.
- Allow you to discuss your health with someone who understands the likely impact of your ability to do your job.

### Contacting the Employee Assistance Programme (EAP)

You can contact the EAP for help and support at any time. They provide support on a wide range of areas, not just work-related matters. You do not need a referral from your manager. All the information can be found on People Pages.

## 6.3 Returning to Work

### Return to Work Meeting

Your manager will hold a Return-to-Work Meeting with you after every sickness absence. The Return-to-Work Meeting is an essential part of supporting attendance in the workplace. The purpose of the meeting is to welcome you back to work and to provide any appropriate support if required. If you have discussed a return-to-work plan before resuming, your manager will confirm the details of this with you and ensure the support and any adjustments discussed are put in place. Your manager will ensure this is conducted sensitively and privately to allow an open conversation.

Your manager will hold a return-to-work meeting with you as soon as possible after your return to work. This should take place within no more than 3 working days after your return. You have a responsibility to raise any concerns or required support.

Your manager will record the Return-to-Work Meeting They will review your attendance record with you and discuss the importance of sustained attendance. They will inform you of any action to be taken under this policy.

### Recuperative Duties

In some circumstances it may be appropriate for you and your manager to discuss if you need any temporary adjustments to help you to return to work and help your recovery. They may seek expert medical advice from OHWS. If this may be the case, then these discussions should ideally take place before your return to work so the appropriate information can be sought and arrangements for your return to work can be made, including any required risk assessments.

Recuperative Duties might include:

- a phased return to work, gradually increasing hours and/or duties usually over a period of up to 4 weeks,
- a change to the hours or shifts that you work,
- a change to your duties or your role,
- adaptations to your working environment, and/or
- working from a different location.

You and your manager should explore reasonable options. Any changes will be agreed on a temporary basis, and this will be confirmed in writing.

Any type of leave taken when working reduced hours as part of a recuperative duties plan must be booked and deducted at the full contractual hours for that shift, not the reduced recuperative hours you are allocated to work.

## 6.4 Informal Action

If your line manager identifies patterns or increasing levels of sickness absence, they will speak to you about it.

They will offer you support. This will include regular discussions with you whilst you are off work and return to work meetings. They may also refer you to OHWS.

If you reach a sickness absence trigger or your line manager has concerns regarding your attendance, they will invite you to an Attendance Review Meeting to discuss your current or recent absence(s).

## 6.5 Attendance Review Meetings

If your line manager has identified a pattern of absence or your sickness absence levels hit one of the triggers, they will invite you to an Attendance Review Meeting.

Your line manager will discuss what you can do, and what they can do, to help improve your attendance, and they will set an Attendance Improvement Plan. Your plan will include a summary of your discussions, any support agreed, actions and objectives, such as a return-to-work date and/or a level of attendance that should be maintained. It will also include the timelines in which you aim to do this. Following your meeting, your manager will provide you with a copy of your plan.

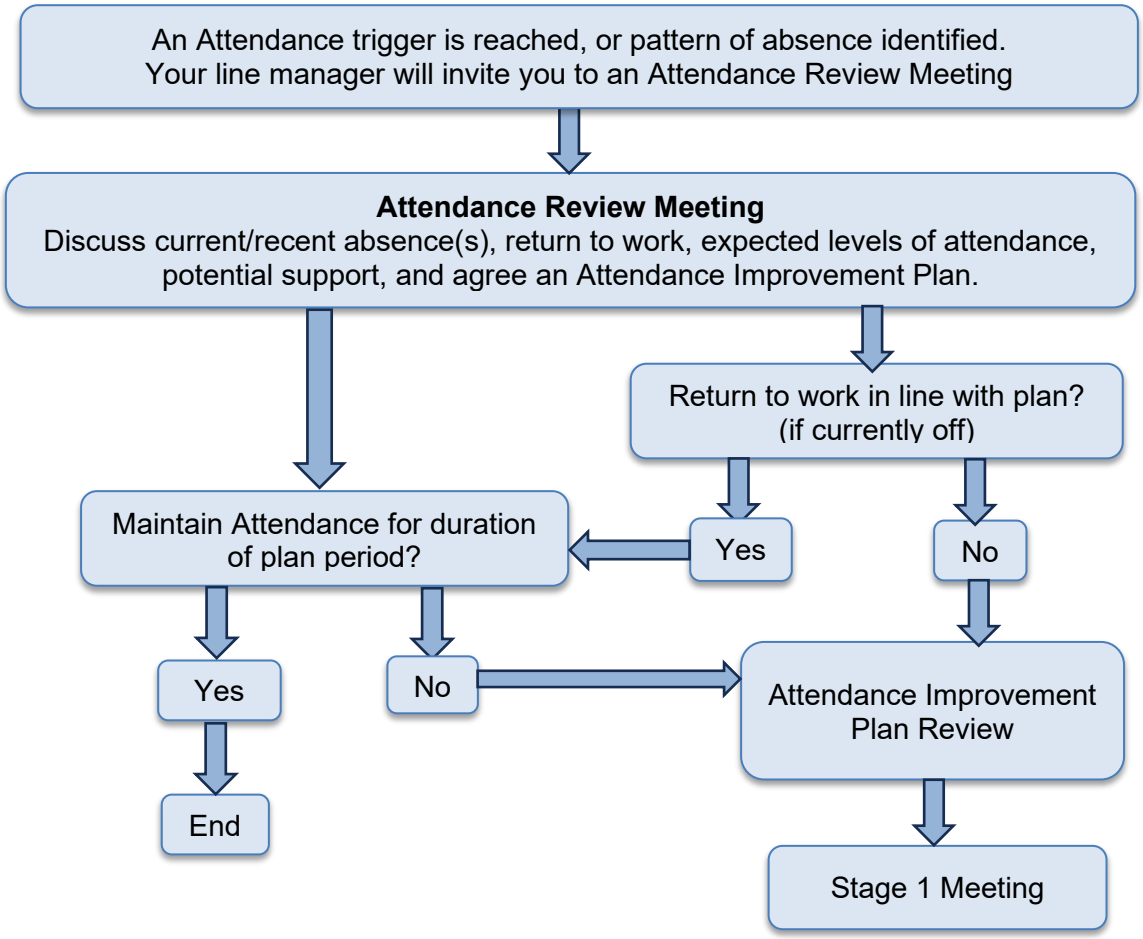
It may be appropriate to seek additional guidance from OHWS on potential return to work dates and duties, any reasonable adjustments, or amendments to attendance targets for you to maintain attendance at an acceptable level.

All Attendance Review Meetings will usually take place on GMP premises. However, in some circumstances it may be appropriate to hold a meeting in an alternate location such as the premises of a partner organisation. This meeting should always be in a private area

where confidential details can be discussed. It should not take place at your home address.

Your manager may bring someone to support the meeting, such as a member of HR, to provide advice or assist with recording actions. You will be notified of this prior to the meeting. You have a right to be accompanied or invite your own representative to attend the meeting with you.

**Attendance Review Meeting flow chart**




Your attendance will be monitored during the period of your plan and reviewed again if you do not meet the improvement required, or at the end of the review period.

If you do not achieve the objectives within the Attendance Improvement Plan, your line manager will consider if formal action in line with this policy is appropriate. They will write to you to confirm their decision and summarise the support offered and the options that have been considered.

## 6.6 Formal Stages

When deciding whether or not to progress to each stage, your line manager will consider whether it is reasonable to do so taking into account your individual circumstances.

For Police Officers, this policy should be used alongside reference to the Police (Conduct, Performance and Complaints Misconduct) (Amendment) Regulations 2025 and the Home Office Statutory Guidance.

### Arrangement of Meetings

Wherever possible, your line manager will try to agree dates and times for meetings under this procedure that are convenient to you (and take into account the availability of your representative). However, if it's not possible to agree, they may give you 5 working days' notice of a meeting.

If you are off sick you may still be required to attend a meeting, depending on the nature of your illness. You should discuss any difficulties with the Decision Maker.

If you cannot attend an arranged meeting due to serious illness or medical appointment, we will postpone it. However, we will not be able to postpone it repeatedly. We will consider other options to allow the meeting to go ahead, for example, changing the location or using video or telephone conferencing.

If you are repeatedly unable to attend a meeting the Decision Maker may consider going ahead without you.

## 6.7 Stage 1

If, after an Attendance Review Meeting and accompanying plan and support, your line manager considers your attendance is still unsatisfactory, they will notify you that you must attend a meeting under Stage 1. The letter will explain the reasons why your attendance is considered to be unsatisfactory. It will include all documents your manager will refer to in the meeting.

You are encouraged to provide, in advance of the meeting, any documentation that you will rely on. You should aim to provide the documents at least 2 calendar days before the meeting. Any document or other material not submitted in advance of the meeting may be considered at the meeting but at the sole discretion of the line manager.

At the meeting, the Decision Maker will be your line manager. They will take all the evidence into account, including your responses. For the procedure during meetings, see Appendix B for police staff and Appendix C for police officers.

The Decision Maker will aim to tell you their decision on the day. The possible decisions at Stage 1 are:

- that your attendance is satisfactory, and no further action will be taken, or
- that your attendance is unsatisfactory and if so:
    - in what respect it is unsatisfactory, and
    - what improvement is required.

You will be provided with written notice of the decision, findings, outcome and reason within 3 working days after the meeting. If unsatisfactory attendance was found, the Decision maker will also give you an Improvement notice.

To help you to achieve the objectives of the Improvement Notice, as soon as possible after the meeting your line manager will discuss and set an Action Plan with you. The Improvement Notice confirms the improvement required and the timeframe this is expected to be achieved. The action plan will include details of the actions you, your

manager and/ or the organisation will take to support you to achieve the improvement notice.

The Improvement Notice should be set for 3 months; it could be longer but should be for no more than 12 months.

You have the right to appeal this outcome. Please see section 6.13.

## 6.8 Stage 2 (Police Officers)

If you do not meet and maintain the requirements of the Improvement Notice, we may require you to attend a Stage 2 meeting. If your line manager considers that your attendance is still unsatisfactory, they will notify you in writing of this. The notice will confirm that you are required to attend a second stage meeting to consider your ongoing attendance issues and will explain all the next steps for the meeting arrangements and potential outcomes to you.

As soon as the Stage 2 Decision Maker(s) are confirmed, we will notify you of their name(s). This notice will explain the procedure to follow if you object to any of the Decision Makers.

You are encouraged to provide, in advance of the meeting, any documentation that you will rely on. If you choose to do this, the documents should be provided with at least 2 calendar days of the meeting.

At the meeting, the Decision Maker(s) will take all the evidence into account, including your responses. For the procedure during the meeting see Appendix C.

The Decision Maker(s) will aim to tell you their decision on the day. The possible outcomes of a Stage 2 meeting are:

- Redeployment
- Dismissal (with notice), or
- An extension to your improvement notice (in exceptional circumstances).

You will be provided with written notice of the decision, findings, outcome and reason within 3 working days after the meeting.

You have the right to appeal this outcome. Please see section 6.13.

If you are dismissed, we will give you a minimum of 28 days' notice.

We will send a report containing information set out in the Police Barred List and Advisory List Regulations 2017 to the College of Policing. The College will then update the barred list with those details.

Whilst on the barred list you will be prevented by law from re-joining Home Office police forces and certain law enforcement bodies.

## 6.9 Any Further Stage 2 Meetings (Police Officers Only)

If at the Stage 2 Meeting, the decision is to issue a written Improvement Notice or extend your written Improvement Notice, we will review your progress during the Improvement Period and Validity Period as per this policy.

If you do not make and maintain the required improvement, the Decision Maker(s) may notify you to attend a further Stage 2 Meeting.

The possible outcomes of a further Stage 2 Meeting are:

- redeployment, or
- dismissal (with notice).

You will be provided with written notice of the decision, findings, outcome and reason within 3 working days after the meeting.

You have the right to appeal this outcome. Please see section 6.13.

If you are dismissed, we will send a report containing information set out in the Police Barred List and Advisory List Regulations 2017 to the College of Policing. The College will then update the barred list with those details.

Whilst on the barred list you will be prevented by law from re-joining Home Office police forces and certain law enforcement bodies.

## 6.10 Stage 2 (Police Staff)

If you do not meet and maintain the requirements of the Improvement Notice, we may require you to attend a Stage 2 meeting. If your line manager considers that your attendance is still unsatisfactory, they will notify you in writing of this. The notice will confirm that you are required to attend a second stage meeting to consider your ongoing attendance issues and will explain all the next steps for the meeting arrangements and potential outcomes to you.

As soon as the Stage 2 Decision Maker(s) are confirmed, we will notify you of their name(s). This notice will explain the procedure to follow if you object to any of the Decision Makers.

You are encouraged to provide, in advance of the meeting, any documentation that you will rely on. If you choose to do this, the documents should be provided with at least 2 calendar days of the meeting. At the meeting, the Decision Maker(s) will take all the evidence into account, including your responses. For the procedure during the meeting see Appendix B.

The Decision Maker will aim to tell you their decision on the day. The possible decisions at Stage 2 are:

- that your attendance is satisfactory, and no further action will be taken, or
- that your attendance is unsatisfactory and if so:
    - in what respect it is unsatisfactory, and
    - what improvement is required.

You will be provided with written notice of the decision, findings, outcome and reason within 3 working days after the meeting. If unsatisfactory attendance was found, the Decision maker will also give you a Final Improvement notice.

To help you to achieve the objectives of the Final Improvement Notice, as soon as possible after the meeting your line manager will discuss and set an Action Plan with you. The Improvement Notice confirms the improvement required and the timeframe this is expected to be achieved. The action plan will include details of the actions you, your manager and/ or the organisation will take to support you to achieve the Final Improvement Notice.

The Final Improvement Notice should be set for a minimum of 3 months; it could be longer but should be for no more than 12 months.

You have the right to appeal this outcome. Please see section 6.13.

## 6.11 Stage 3 (Police Staff only)

If you do not meet and maintain the requirements of the Final Improvement Notice, we may require you to attend a Stage 3 meeting. If your line manager considers that your attendance is still unsatisfactory, they will notify you in writing of this. The notice will confirm that you are required to attend a third stage meeting to consider your ongoing attendance issues and will explain all the next steps for the meeting arrangements and potential outcomes to you.

As soon as the Stage 3 Decision Maker(s) are confirmed, we will notify you of their name(s). This notice will explain the procedure to follow if you object to any of the Decision Makers.

You are encouraged to provide, in advance of the meeting, any documentation that you will rely on. If you choose to do this, the documents should be provided with at least 2 calendar days of the meeting. At the meeting, the Decision Maker(s) will take all the evidence into account, including your responses. For the procedure during the meeting see Appendix B.

The Decision Maker(s) will aim to tell you their decision on the day. The possible outcomes of a Stage 3 are:

- no further action will be taken, or
- that your attendance is unsatisfactory, and if so:
    - that you will be redeployed
    - that you will be dismissed (with notice), or
    - there will be an extension to your improvement notice (in exceptional circumstances)

You will be provided with written notice of the decision, findings, outcome and reason within 3 working days after the meeting.

You have the right to appeal this outcome. Please see section 6.13.

If you are dismissed, we will give your contractual notice.

We will send a report containing information set out in the Police Barred List and Advisory List Regulations 2017 to the College of Policing. The College will then update the barred list with those details.

Whilst on the barred list you will be prevented by law from re-joining Home Office police forces and certain law enforcement bodies.

## 6.12 Any Further Stage 3 Meetings (Police Staff Only)

If at the Stage 3 Meeting, the decision is to issue a Final Improvement Notice or extend your Final Improvement Notice, we will review your progress during the Improvement Period and Validity Period as per this policy.

If you do not make and maintain the required improvement, the Decision Maker(s) may notify you to attend a further Stage 3 Meeting.

The possible outcomes of a further Stage 3 Meeting are:

- redeployment, or
- dismissal (with notice).

You will be provided with written notice of the decision, findings, outcome and reason within 3 working days after the meeting.

You have the right to appeal this outcome. Please see section 6.13.

If you are dismissed, we will give your contractual notice.

We will send a report containing information set out in the Police Barred List and Advisory List Regulations 2017 to the College of Policing. The College will then update the barred list with those details.

Whilst on the barred list you will be prevented by law from re-joining Home Office police forces and certain law enforcement bodies.

## 6.13 Appeals Procedure

**Remit of the Appeal Meeting**

The appeal meeting is not a full re-hearing of the original meeting. The purpose of the appeal is to:

- consider your grounds for appeal,
- review whether the procedure was followed correctly,
- review the decision and determine whether, on the basis of the evidence presented, the decision was fair, and
- consider any new evidence that was not available at the original meeting.

There is no further right of appeal following the Appeal Decision Maker's decision.

### Appeals at Stage 1 (Police Officer), or Stage 1,2 or 3 against anything other than dismissal (Police Staff)

If you disagree with the finding or the terms of any Improvement Notice you may appeal within 10 working days of receiving the written decision. Police Regulations provide that an officer can appeal within 7 working days. This has been extended within GMP to allow all officers and staff a period of 10 working days to submit an appeal.

To appeal, send the completed appeal form, including your grounds of appeal, to the relevant Appeal Decision Maker (see Appendix A).

Whilst you are waiting for the appeal meeting you must continue to follow the terms of any Improvement Notice.

The relevant Appeal Decision Maker will give you written notice of the appeal date, time, and location.

The procedure at the appeal meeting is set out in Appendix E.

The Appeal Decision Maker will either partially or wholly uphold your appeal, or your appeal might not be upheld. The possible outcomes of the appeal meeting are:

- the Improvement Notice is withdrawn, or
- the terms of the Improvement Notice are confirmed, or
- the terms of the Improvement Notice are changed.

The Appeal Decision Maker will aim to tell you their decision on the day. We will send you written confirmation of the decision including a summary of the reasons for the decision within 3 working days.

### Appeals against dismissal (Police Staff)

You must appeal within 10 working days of receiving the written decision of the Stage 3 Panel.

To appeal, send the completed Appeal Form or a letter including your grounds of appeal, to the Appropriate HR Professional who will liaise with the Governance Team, External Relations and Performance Branch, to arrange the Appeal Hearing.

Appeals will be heard by a GMP Appeals Panel. The panel will comprise 3 members: Chief Officer (chair), Chief Superintendent or Superintendent (or police staff equivalent) and a member of the Combined Authority employed to undertake the Mayor's Police and Crime Commissioner function. Members of the panel will not have had any previous involvement in the case. A senior HR professional will be in attendance as an advisor to the panel.

### Appeal against Stage 2 outcome (Police Officer)

You must appeal within 10 working days of receiving the written decision of the Stage 2 Panel. Police Regulations provide that an officer can appeal within 7 working days. This has been extended within GMP to allow all officers and staff a period of 10 working days to submit an appeal.

The appeal process for a stage 2 outcome is governed by the Police Appeal Tribunal Rules 2020 as amended by The Police (Conduct, Performance and Complaints and Misconduct) (Amendment) Regulations 2025.

## 7. Associated Documents

**GMP Toolkits**

Attendance Management – Management Toolkit

Carry Over of Annual Leave Management Toolkit

Courtroom Etiquette Guidance

Sickness Pay Appeal Management Toolkit

**GMP Policies**

Alcohol and Drug Misuse Policy

Business Interests and Additional (Secondary) Employment Policy and Procedure

Limited Duties Policy

Redeployment Procedure

Retirement Policy (Police Officer)

Retirement Policy (Police Staff)

Supporting Carers Policy

Taking Time Off Policy

**GMP Forms**

Appeal Form

Short term sickness - Attendance Improvement Plan

Long term sickness - Return to Work and Attendance Improvement Plan

Record of contact

Return to work meeting form

**Legislation**

- Employment Rights Act 1996
- Equality Act 2010
- Police Performance Regulations 2020
- Police (Conduct, Performance and Complaints and Misconduct) (Amendment) Regulations 2025
- Home Office Statutory Guidance
- Police Appeal Tribunal Rules 2020
- Data Protection Act 2018
- GDPR 2018
- Police Pensions Regulations 1987, 2006 and 2015

# 8. Statutory Compliance & Consultation

## 8.1 Statutory Compliance

### 8.1.1 Equality Act (2010)

The Attendance Management Policy supports the General Equality Duty, which requires the Force to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that it prohibited by or under the 2010 Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant *protected characteristics* to be considered are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Measures are in place to ensure staff with a disability are supported by seriously considering all requests for Reasonable Adjustments. This policy has been developed to promote fair and reasonable management of sickness absence, ensuring compliance with relevant legislation.

The provisions of this policy do not have a disproportionate impact on any member of staff with a protected characteristic.

For more detailed considerations, please see the Equality Impact Assessment.

### 8.1.2 The General Data Protection Regulation (GDPR) and Data Protection Act (2018)

The policy and procedures are compliant with the Act and Regulation.

### 8.1.3 Freedom of Information Act (2000)

This policy could be published immediately, should a request be received under the Freedom of Information Act.

## 8.2 Consultation

| Department | Comments |
|---|---|
| GMB | Negotiation has taken place with GMB, their comments/concerns raised and considered. Amendments made to policy where appropriate and agreed. |
| UNISON | Negotiation has taken place with UNISON, their comments/concerns raised and considered. Amendments made to policy where appropriate and agreed. |
| Police Federation | Consultation has taken place with the Police Federation, their comments/concerns raised and considered. Amendments made to policy where appropriate and agreed. |
| Superintendents Association | Consultation has taken place with the Superintendents Association – no concerns raised. |
| Staff Support Networks | Engagement has taken place with the Staff Support Networks, comments/concerns received by them have been taken into consideration. |
| HR Operations | Engagement has taken place with HR Operations, comments/concerns received by them have been taken into consideration. |

## 9. Version History Table

| VERSION NO | DATE | SUMMARY OF CHANGES | AUTHOR(S) | PUBLISHED ON CCOs |
|---|---|---|---|---|
| Version 1 | | (Managing Attendance Policy) | | |
| Version 2 | 1.04.11 | (Managing Attendance policy) | Policy and People Relations, HR Branch | |
| Version 3 | 20.7.12 | Rewritten in Plain English and using the new Force Policy Template. Management and HR guidance removed, and separate Toolkits created.<br><br>Elements related to time off now included in Taking Time Off Policy.<br><br>Renamed 'Attendance Management Policy'<br><br>All key rights and principles previously agreed remain. | Policy and People Relations, HR Branch | |
| Version 3.1 | | Minor amendments following review | Policy & People Relations Unit, HR Branch | |
| Version 3.2 | | Minor amendments following review | Policy & People Relations Unit, HR Branch | |
| Version 3.3 | 1.6.13 | Updated reference to Standards, Performance and Attendance Policy | Policy & People Relations Unit, HR Branch | |
| Version 4 | 19.1.15 | Responsibility of Staff section amended to embed Code of Ethics.<br><br>Amended procedure to include DMS process for reporting sick and resuming work. | Policy & People Relations Unit, HR Branch | |
| Version 5 | January 2016 | New policy to reflect a move to a supportive, informal process which gives managers the ability to deal with absence on a case-by-case basis, with a focus on problem solving. RAG ratings have been removed, as have Attendance Support Meetings. | Policy & People Relations Unit, HR Branch | |
| Version 6 | March 2017 | Amended to include HR Transformation changes and GMSS contact details.<br><br>Updated to include explanation of Employee Support Allowance deductions after SSP has stopped. | Policy & People Relations Unit, HR Branch | |

| | | | | |
|---|---|---|---|---|
| Version 7 | Feb 2018 | Updated to bring in line with the new Business Interest and Additional Occupations Policy | Policy & People Relations Unit, HR Branch | |
| Version 8 | April 2018 | Added link to the 'Annual Leave and Sickness – Guidance on carrying annual leave forward' document.<br><br>Removed reference to National Fit for Work referral as this scheme has now ceased. | Policy & People Relations Unit, HR Branch. | |
| Version 9 | July 2018 | Updated to change Restricted Duties Policy to Limited Duties Policy | Policy & People Relations Unit, HR Branch. | |
| Version 10 | 30/08/2018 | Amended to reflect implementation of the GDPR | Policy and People Relations Team | |
| Version 11 | 04/09/19 | Amended to change Wellness Action Plan to Wellness Plan. | Policy and People Relations Team | |
| Version 12 | 30/03/2021 | Amended due to the NPCC National Reward Team (Police Officer Pay and Conditions) Advice Note 4, recommending we no longer request a fit note for annual leave reimbursement if an individual becomes sick during Annual Leave.<br><br>Updated due to HR Branch review in November 2020. | Strategic Policy and People Relations Team | |
| Version 13 | 05/07/2022 | Update to reflect change in Social Security (Medical Evidence) and Statutory Sick Pay (Medical Evidence) (Amendment) (No. 2) Regulations 2022 increasing range of healthcare professionals authorised to issue fit notes. | Strategic Policy and People Relations Team | |
| Version 14 | 19/08/2022 | Updated due to removal of requirement for staff/officers on DMS to complete a Self-Certification Form. | Strategic Policy and People Relations Team | |
| Version 15 | 10/01/2023 | Updated to remove Well Online as a provider and replace with more information about the current provider, Health Assured. | Strategic Policy and People Relations Team | |
| Version 16 | 22/05/2024 | Increased time to take carried over leave from 15 months to 18 months | Strategic Policy and People Relations Team | |
| Version 17 | 01/05/2026 | Full Review of the Attendance Policy and Procedure and inclusion of formal attendance management stages previously contained in the Standards, Performance and Attendance Policy. | People Branch | May 2026 |

# 10. Appendices

Appendix A – Definitions of People referred to in this Policy

Appendix B – Procedure at Formal Stage Meetings - Police Staff

Appendix C – Procedure at Formal Stage Meetings - Police Officers

Appendix D – Appeal Form

Appendix E – Procedure at Appeal Hearings

Appendix F – Police Officer Stage 2 Appeals

Appendix G – Professional Standards Department Guidance on Barred and Advisory List

# Appendix A: Definitions: People Referred to in this Policy

**Decision Maker**

The person or panel of people, as per the Table of Decision Makers, who at each of the formal stages will consider all the evidence and make the decisions.

**Decision Maker's Advisor**

A person who will assist the Decision Maker with the preparation for the meeting and advise the Decision Maker during the meeting, and during any adjournment.

This may be a HR representative or Appropriate Senior HR Professional.

The Decision Maker's Advisor will be familiar with the policy and procedures. A Decision Maker's Advisor is compulsory at Stage 2 (Police Officers) and Stage 3 (Police Staff).

**Appropriate HR representative**

A HR Advisor or equivalent would assist and advise the Decision Maker during Stage 1 (Police Officer and Police Staff) and Stage 2 (Police Staff).

An appropriate Senior HR Professional under this policy will:

- consider applications for an extension to the Improvement Period,
- make arrangements for a Stage 2 (Police Officers) or Stage 3 (Police Staff) meeting,
- appoint a Stage 2 (Police Officers) or Stage 3 (Police Staff) Panel and consider any objections to Panel Members.

In relation to Police Officers, this person has delegated authority from the Chief Constable to act as Appropriate Authority under Regulation 4(4b) of the Police (Performance) Regulations 2020.

**Appropriate Senior HR Professional**

Senior HR Professional means a HR Professional who has sufficient seniority, skills and experience to be a Panel Chair, and who is considered to be equivalent to or a more senior rank or grade than you.

**Appeal Manager**

A person of a rank or level of seniority which is equal to or above that of your line manager.

**Senior Manager**

Someone of at least the same rank or level of seniority as the person who is the appeal manager.

| Table of Decision Makers | | |
|---|---|---|
| **Police Officers** | **Meeting** | **Police Staff** |
| Your Line Manager | **Stage 1** | Your Line Manager |
| An Appeal Manager | **Stage 1 Appeal** | An Appeal Manager |
| A panel of three people who are all at least an equivalent rank to you. There will be at least one Police Officer and at least one Senior HR Professional.<br><br>Panel Chair:<br>A Chief Officer or a Senior HR Professional<br><br>Panel Member 2:<br>Superintendent or Senior HR Professional we consider to be equivalent to the rank of Superintendent.<br><br>Panel Member 3:<br>Superintendent or Police Staff person we consider to be equivalent to the rank of Superintendent | **Stage 2** | Your Borough/Branch Commander or their nominated representative. |
| Police Appeals Tribunal | **Stage 2 Appeal** | Your Borough/Branch Commander or their nominated representative not previously involved. |
| n/a | **Stage 3** | A person with delegated authority to dismiss a member of police staff, i.e.<br><br>A Chief Superintendent, Branch Head or Head of HR Operations.<br><br>The Decision Maker's Advisor will be a suitably qualified and experienced Senior HR Professional. |
| n/a | **Stage 3 Appeal (non-dismissal)** | A police officer or member of police staff not previously involved, of equivalent, or higher rank/grade to the Stage 3 decision maker. |
| n/a | **Stage 3 Appeal against dismissal** | GMP Appeals Panel comprising Chief Officer (chair), Chief Superintendent or Superintendent and an employee of the Combined Authority. A senior HR Professional will advise the panel. |

## Appendix B: Procedure at Formal Stages Meetings – Police Staff

The purpose of the meeting is to hear the evidence of the unsatisfactory attendance and to give you the opportunity to put forward your views. It will also be an opportunity to hear of any factors that are affecting your attendance and what you consider can be done to address them.

The Decision Maker(s) may be accompanied by a HR Professional at stage 1 and must be accompanied by a HR Professional at stage 2 or 3. Other relevant parties may be present in accordance with your notification letter. A written record of the meeting will be made.

1. The Decision Maker will explain the purpose of the meeting and the maximum outcomes. This will include the potential of dismissal under the third stage.

2. The management representative will explain the reasons why you have been required to attend the meeting. At stage 1 the decision maker and management representative role will both be fulfilled by your line manager.

3. You will have the opportunity to make representations in response.

4. Your representative (if you have one) will have an opportunity to make representations.

5. At stage 3 meetings agreed witnesses will give evidence. You and a management representative will be able to put any questions to the witnesses through the Panel Chair.

6. The decision maker will listen to what you, your representative/ companion (and witnesses if applicable for the duration of their evidence) have to say and will ask questions and comment as appropriate.

The Decision Maker can agree a break at any time during the meeting. If you require a break, you should request one. The Decision Maker will also decide when to break to consider their decision.

The Decision Maker will inform you of their decision and the action that will be taken.

## Appendix C: Procedure at Formal Stage Meetings - Police Officers

The purpose of the meetings are to hear the evidence of the unsatisfactory attendance and to give you the opportunity to put forward your views. It will also be an opportunity to hear of any factors that are affecting your attendance and what you consider can be done to address them.

**Stage 1**

The Decision Maker(s) must be accompanied by a HR Professional. Other relevant parties may be present in accordance with your notification letter. A written record of the meeting will be made.

1. The Decision Maker will be your manager. They will explain the purpose of the meeting and the maximum outcomes and explain the reasons why you have been required to attend the meeting.

2. You will have the opportunity to make representations in response.

3. Your representative (if you have one) will have an opportunity to make representations.

4. The decision maker will listen to what you, your representative/ companion have to say and will ask questions and comment as appropriate.

The Decision Maker can agree a break at any time during the meeting. If you require a break, you should request one. The Decision Maker will also decide when to break to consider their decision.

The Decision Maker will inform you of their decision and the action that will be taken.

**Stage 2**

The Panel will be supported by a HR Professional. An audio recorded record of the meeting will be made.

1. The Panel Chair will explain the purpose of the meeting. They will explain the maximum outcomes including the potential of dismissal.

2. The management representative will explain the reasons why you have been required to attend the meeting.

3. You will have the opportunity to make representations in response.

4. Your representative (if you have one) will have an opportunity to make representations.

5. Any agreed witnesses will give evidence. You and a management representative will be able to put any questions to the witnesses through the Panel Chair.

6. The decision maker will listen to what you and your representative (and witnesses if applicable for the duration of their evidence) have to say and will ask questions and comment as appropriate.

The Panel Chair can agree a break at any time during the meeting. If you require a break, you should request one. The Panel Chair will also decide when to break to consider their decision.

The Panel Chair will inform you of their decision and the action that will be taken.

## Appendix D: Appeal Form

Name:

PIN/ Collar:

Rank/ Grade:

I wish to appeal against:

☐ the finding of Unsatisfactory Attendance

☐ the respect in which my attendance is considered unsatisfactory

☐ the improvement which is required of the me and/ or

☐ the length of the period set for improvement

Detail:

My grounds for appeal are:

☐ that the finding of Unsatisfactory Attendance is unreasonable;

☐ that any of the terms of the improvement notice are unreasonable;

☐ that there is evidence that could not reasonably have been considered at the meeting which could have materially affected the finding of Unsatisfactory Attendance or any of the terms of the written improvement notice;

☐ that there was a breach of the procedures or other unfairness which could have materially affected the finding of Unsatisfactory Attendance or the terms of the improvement notice.

Detail:

Signed

Date

## Appendix E: Procedure at Appeals Hearings
## (all cases apart from Stage 2 Appeals for Police Officers)

The Decision Maker(s) may be accompanied by Advisor(s). Other relevant parties may be present in accordance with your notification letter. A written record of the meeting will be made.

1. The Decision Maker will explain the purpose of the Appeal meeting.
2. You will have the opportunity to make representations.
3. Your representative (if you have one) will have an opportunity to make representations.
4. The management representative will have the opportunity to respond.
5. The decision maker will listen to what you, your representative/companion (and witnesses if applicable for the duration of their evidence) have to say and will ask questions and comment as appropriate.

The Decision Maker can agree a break at any time during the meeting. If you require a break, you should request one. The decision maker will also decide when to break to consider their decision.

The Decision Maker will inform you of their decision and the action that will be taken.

## Appendix F: Police Officer Stage 2 Appeals

Officers can submit and appeal on three bases:

1. The finding or sanction was unreasonable.
2. New evidence emerged that challenges the hearing outcome.
3. The original hearing was procedurally unfair or did not adhere to correct procedures.

A typical Police Appeals Tribunal panel comprises three members:

- A legally qualified chair, appointed from a Home Office-maintained list.
- A serving senior police officer (or HM Chief Inspector of Constabulary for senior rank appeals).
- A lay member (or the Permanent Secretary/another senior Home Office official in senior rank cases).

Hearings are public by default, unless the chair rules otherwise for reasons such as national security, witness welfare, or crime prevention. Public attendance is permitted, though observers must adhere to conditions like no recordings and show ID.

Officers may represent themselves or choose legal/lay representation—legal representation is not mandatory.

The outcomes from an appeal may be that the tribunal:

- Uphold the decision,
- Vary the outcome, or
- Quash the initial verdict, potentially ordering a rehearing.

# Appendix G: Police Barred and Advisory List Regulations 2017

**Advice and Guidance for all Police Officers, Special Constables, Police Staff and Designated Volunteers working for GMP subject to the Police Officer and Police Staff Misconduct, Unsatisfactory Performance and Attendance Management Procedures**

**Why have these changes come into effect?**

In the past there has been a public perception that police officers who have committed serious wrongdoing have avoided accountability through resignation or retirement. However, not allowing officers to resign or retire while investigations are on-going has created an unsatisfactory situation for the force or officer. These changes will ultimately increase transparency and accountability of the police discipline system.

In January 2017 the Policing and Crime Act (PCA) 2017 received Royal assent, with the Act containing a number of reforms to be implemented across the complaints and discipline system and new regulations are being constructed to work to both the PCA and amendments in other primary legislation. These changes fall into the Improving Police Integrity reform programme led by the Home Office and a phase implementation approach is being taken.

**When did these changes come into effect?**

Both the Former Officer and Barred and Advisory List Regulations 2017 were laid before Parliament on 22nd November 2017, and they took effect on 15th December 2017.

**What was the position before 15th December 2017?**

For a number of years, officers being investigated in respect of allegations of gross misconduct were prevented from retiring or resigning by Regulation 10A of Police (Conduct) (Amendment) Regulations 2014, unless exceptional circumstances applied that were accepted by the Chief Officer.

**What changes came into effect on 15th December 2017?**

From 15th December 2017, disciplinary procedures were extended to **former officers** and will once again **allow for officers under investigation to resign or retire**. However, **misconduct proceedings will be taken to conclusion,** and a hearing may be held as a result. A possible outcome at those hearings is that a finding can be made that the officer 'would have been dismissed' if they were still serving in the police.

From May 2019 the same procedure applies for Police Staff, should a member of Police Staff resign or retire during a gross misconduct investigation, then the misconduct proceedings will be taken to a conclusion, and a hearing may be held as a result. A possible outcome at those hearings is that a finding can be made that the member of staff 'would have been dismissed' if they were still employed.

**What will be the consequence of being found guilty of gross misconduct?**

Where the officer, member of police staff or designated volunteer has retired or resigned and a hearing has subsequently taken place, if the outcome was that the individual 'would have been dismissed' had they still been serving, they will be placed onto the **barred list**.

If the officer or member of police staff did not resign or retire but were dismissed having been found guilty of gross misconduct (or misconduct if they have a live final written warning), they would likewise be placed onto the **barred list.**

An outcome short of dismissal would not attract entry onto that barred list and it would also trigger removal from the advisory list (see below for further information).

**What is the Barred List?**

This is a list published by the College of Policing, accessible through their website that will document all officers and special constables who have been dismissed from policing after investigations under the Police (Conduct) Regulations 2012 or Police (Performance) Regulations 2012 and Police Staff and Volunteers who have been dismissed through Misconduct, Unsatisfactory Performance and Attendance Management Procedures.

In respect of officers and former officers (including Special Constables) dismissed under the Conduct Regulations or where a finding was given that they 'would have been dismissed' if still serving, the default position is that this information is publicly available. Rather than a simple open list where all dismissed officers visible, the data set will be searchable by name.

Whilst dismissed members of police staff and officers dismissed under the Performance Regulations will be entered onto the barred list, their details will not be publicly available.

**What types of dismissal will trigger inclusion on the Barred List?**

Police Officers dismissed under the Conduct Regulations with a further finding of misconduct (i.e. there is a live sanction of a final written warning).

Individuals dismissed under the Conduct Regulations with a finding of gross misconduct or under the Performance Regulations for gross incompetence, unsatisfactory performance, or unsatisfactory attendance.

Former officers, staff, and designated volunteers where a hearing for Gross Misconduct has made a finding that had the individual still been employed, they would have been dismissed.

Police staff members and Designated Volunteers dismissed under Misconduct, Unsatisfactory Performance and Attendance Management Procedures

**What happens if an individual is dismissed or leaves employment outside the circumstances listed in the above question and answer?**

The individual will not be entered onto the barred list. This would apply if the individual ceased to be employed for medical reasons or due to redundancy, notwithstanding that it would apply if at the time they left the Force, they were also under investigation for an allegation of a gross misconduct and a disciplinary process later determined that had they been still serving, they would have been dismissed.

Student officers dismissed in relation to standards of behaviour or integrity under Regulation 13 Police Regulations 2003 would not be entered onto the barred list. Likewise, members of Police Staff dismissed under Probation policy, would not be entered onto the Barred List.

**Are there circumstances where details of a dismissed officer will not be made publicly available?**

The College of Policing on considering representation by the Force and / or chair of the hearing may restrict the details on account of national security, compromise to an on-going criminal or civil investigation, or where it would result any significant harm to any individual, including the officer themselves.

**What is the consequence of being placed on the Barred List?**

The list acts as a bar on working within policing and certain law enforcement bodies, to ensure that those who do not meet the high standards required of the police service are not able to continue to work in the profession.

Therefore, those on the barred list will be prevented by law from re-joining Home Office police forces and certain law enforcement bodies including the Independent Police Complaints Commission (IPCC) / Independent Office for Police Conduct (IOPC), Her Majesty's Inspectorate of Constabulary Fire and Rescue Service (HMICFRS) and any Office for a Police and Crime Commissioner (OPCC)

**What if the individual holds more than one role in policing?**

In circumstances where an individual holds a dual role in policing i.e. as a police staff member and a special constable, such a person cannot continue to be employed in either position if dismissed from one of those roles.

**How long will an individual stay on the Barred List?**

Details of officers dismissed under the Conduct Regulations will be available publicly for 5 years and thereafter will no longer be publicly available but will nevertheless continue to be held on the barred list indefinitely and will be accessible to policing employers.

Individuals dismissed for gross incompetence will remain on the barred list indefinitely. Their details will never be made publicly available, but nevertheless the information will still be accessible to policing employers.

Individuals who have been dismissed as a result of performance and attendance matters that do not amount to gross incompetence will be automatically removed from the barred list after 12 months.

Police staff members dismissed under the Police Staff Disciplinary procedure will remain on the barred list indefinitely, but at no time will the details be made publicly available, albeit they will be accessible to policing employers.

**Can an individual apply for removal of their barred status?**

Yes, they may make an application to the College of Policing after a period of five years having been dismissed for a conduct matter, or after a three-year period if dismissed as result of gross incompetence.

The College of Policing will make their decision based on the individual's demonstration of their suitability to return to policing, the circumstances that led to the original finding and the impact removing the barred status might have on public confidence.

For any unsuccessful appeal, the individual can re-appeal to the College of Policing 5 years thereafter that earlier appeal determination where the dismissal was for gross misconduct, or 3 years after the appeal determination where dismissal was as a result of gross incompetence.

**What is the Advisory List?**

This is a private list maintained by the College of Policing and made available to law enforcement bodies. It lists all officers, special constables and staff members who have resigned or retired whilst under investigation for matters that could lead to dismissal, or who leave before such an allegation comes to light.

Likewise, it lists all volunteers who have had their designated status withdrawn as a result of conduct, efficiency or effectiveness, or where the individual decides to stop volunteering after a relevant allegation comes to light.

The advisory list is intended to act as a vetting tool for police forces or other specified law enforcement bodies and will be used when completing regular pre-employment checks. The intention is to give relevant authorities a broader picture of any outstanding disciplinary matters relation to a potential employee.

The advisory list is not made available to the public.

**Is inclusion on the Advisory List an automatic bar to employment in policing?**

Being on the advisory list is not an absolute bar to employment within policing. Where an applicant appears on the advisory list, it will be a matter for the police recruiting body to consider when taking a decision on whether or not to recruit.

**When will an individual be removed from the Advisory List?**

Where an individual has been included on the advisory list whilst an investigation is ongoing, they will be removed from it when one of the following points is reached:

(a) If the outcome of a subsequent hearing is a finding of gross misconduct along with a finding that the individual 'would have been dismissed' if still serving, the individual would be removed from the advisory list **but transferred to the barred list**.

(b) If there is a finding that is less than 'would have been dismissed' if still serving.

(c) If it is determined that no disciplinary proceedings will be brought.

(d) If disciplinary proceedings are started but then withdrawn.

(e) Their inclusion on the list did not relate to a conduct matter and a period of 5 years has elapsed; they will be automatic removed after that time. (reg 16 Barred and Advisory list regs)

**Can an individual apply for removal from the Advisory List?**

Individuals can apply to the College of Policing for removal from the advisory list when they have been included in that list for 5 years or more and the matter in question relates to conduct.

If unsuccessful, the individual can apply in another 5 years after their previous application, or within a shorter time period if the College of Policing has specified a shorter period of time at the initial review point.

**How will this affect an individual currently under investigation for an allegation assessed as amounting to gross misconduct?**

The triggers for inclusion on the barred and advisory list will apply not only to matters coming to the attention of the Force after 15th December 2017 but will also apply to cases commenced before that date.

**Further advice and assistance**

A copy of the Police Barred List and Police Advisory List Regulations 2017 can be found at:

http://www.legislation.gov.uk/uksi/2017/1135/contents/made

Home Office Guidance to accompany the above regulations can be found at the following website address. Annex H and annex I give detailed guidance on the two lists:

https://www.gov.uk/government/publications/circular-0122017-new-former-police-officer-and-barred-list-regulations-an-amended-determination-on-retirement-and-amended-home-office-guidance

You can also speak to Greater Manchester Police PSB or alternatively Greater Manchester Police Federation or Unison. Contact details can be found below:

Greater Manchester Police PSD: XXXX XXX XXXX

Occupational Health and Wellbeing Service: XXXX XXX XXXX

Greater Manchester Police Federation: XXXX XXX XXXX

UNISON: XXXX XXX XXXX

The Greater Manchester Police PSD recognises that this may be a difficult time for any individual directly and presently affected by such reforms. Well-being is important and the PSD would advise that support can be accessed through services made available by Greater Manchester Police; the Force chaplain; staff associations; or local health services.

Contact can be made with the Health Assured Employee Assistance Programme (EAP). The EAP is a confidential and free counselling and practical advice service operated by Health Assured on behalf of Greater Manchester Police. The service is available to all Greater Manchester Police employees and their immediate families and is available 24 hours a day. They can be contacted directly on

The following may also be of use:

The Blue Light programme offers support for emergency services and may be a source of useful advice at this time:

https://www.mind.org.uk/news-campaigns/campaigns/bluelight

NHS peer support via

https://www.nhs.uk/Conditions/stress-anxiety- depression/Pages/Depression-help-groups.aspx

Other links, including the Samaritans, can be found at

http://www.depressionuk.org/favicon.ico