

ISSUE	AUDIT	RESPONSE This section should be completed by the individual completing the audit or drafting policy and provides the evidence to either support or further review the policy
<i>Auditing for Potential discrimination</i>	Title of policy:	Attendance Management Policy
	What is the intention of this policy?	To maximise attendance at work, providing advice and assistance in relation to police officer/police staff health.
	Does this policy/function involve or impact upon any or all of the following: <ol style="list-style-type: none"> 1. Eliminating unlawful racial discrimination? 2. Promoting equality of opportunity? 3. Promoting good relations between people of different racial groups? 	<p>Y Each case will be dealt with in a fair and consistent manner taking into account the process to be followed as detailed in the policy and procedure. Any Unfair application would be addressed via FAW.</p> <p>Y Policy and procedure applicable to fair treatment of all officers and staff and will be applied on an equal and fair basis.</p> <p>Y to ensure that health issues are resolved satisfactorily following a defined process and engender good working relations between all groups.</p>
	<p>If the answer to all the above is No: there is no need to complete the rest of the template now: Please submit the template with the draft policy/procedure on the Policies database. The assessment will be checked by the Diversity Unit as part of the policy compliance process.</p> <p>If you have answered Yes to any of the above please continue and complete the full assessment.</p>	
	Has any potential been identified as to the policy being likely to treat racial groups differently?	The potential could exist. However monitoring of LT absence cases will be conducted by the Occupational Health review group on a quarterly basis. Monitoring of short term cases will be monitored by the Sickness Absence Champion on each division to ensure consistency of application.

	Which racial groups?	All visible ethnic groups.
	If the policy is likely to result in adverse impact on different racial groups, please outline what action is intended.	If the potential is identified there will be BPA consultation. Ongoing and quarterly monitoring by the respective parties outlined above will continue.
	Does the policy make explicit how any adverse impact on different racial groups could be justified?	N/A
<p>In light of the above responses, what priority does this policy have in respect of the general duty under the Race Relations (Amendment) Act? 0 being none - 6 being substantial 6 (delete as applicable)</p>		
Publication, Challenge, Audit and Inspection	Does the policy contain a statement in favour of the policy being publicly available, or is there justification of any reservation on public interest, other grounds?	Not a statement but not protectively marked
	Does the policy contain a statement on the methods of proposed consultation to the public (i.e. Internet, hard copy, distribution)?	The policy will be available on CAMNET. Hard copy distribution will be provided when requested.
	Does the policy include details of how the public or Cambridgeshire Police staff can challenge the policy? (e.g. externally – the Courts, Commission for Racial Equality, Independent Police Complaints Commission; internally – Policy Compliance,)	Any complaints must be routed through the Sickness Absence Champion to the Head of People Services and can be escalated if necessary. Cambridgeshire Police staff can also refer to the federation, UNISON, or BPA as appropriate. A Challenge can also be made through the Race equality scheme Co-ordinator Diversity Unit
	Does the policy recommend how it is proposed to audit and inspect decision-making (e.g. By future inspection, or thematic)?	Head of People services will meet with the Sickness Absence Champions to highlight current practice identify any. Quarterly monitoring by DSG

	Does the policy recommend any level of independent scrutiny of decision-making and complaints?	Police Authority will be given results of formal action taken under the Attendance Management Policy for comment as necessary.
<i>Review Process</i>	Has the policy got a review date to ensure ongoing compliance in light of emergent legislation and Race Relations case law?	Review Date: September 2009
	What are the arrangements for: (a) Assessing and consulting on the likely impact of the policy on the promotion of race equality?	Consultation exercise to be conducted with UNISON, Federation, BPA, Acting DCC, and representatives from each BCU, Directorate. Minutes will be available through the intranet.
	(b) Monitoring of the policy for any adverse impact on the promotion of race equality?	Monitoring arrangements in place through spreadsheets/ reviewing of files and action plans on a case by case and quarterly basis.
	(c) Publishing the results of such assessments and consultation as are mentioned in (a) (b) above?	Publish through DSG and Intranet
	(d) Publishing the monitoring figures in relation to the policy?	Publication of formal Disciplinary/Capability Procedures/ Ill Health retirements through DSG and Intranet.

Attendance Management Policy

1. Policy Statement

- 1.1 Cambridgeshire Constabulary is committed to maximising attendance at work. Cambridgeshire Constabulary has a duty of care to all staff and will provide a healthy and safe working environment. Line Managers, OHU, and HR Managers will provide support to those who require advice and assistance in relation to their health.
- 1.2 In achieving the above, the following principles will apply:
 - ◆ An early intervention approach will be adopted.
 - ◆ There will be a fair and consistent approach by all parties involved;
 - ◆ Training and guidance will be provided to all staff;
 - ◆ The Constabulary will promote an early intervention philosophy;
 - ◆ Accurate and timely information will be analysed and used to assist in monitoring trends and identifying appropriate action;
 - ◆ Health Promotion initiatives and access to specialist services will be available.
- 1.3 The Constabulary is striving to become a learning organisation. Implementation of, and compliance with, this policy will be the responsibility of all managers within the Constabulary. Each individual has a personal responsibility to familiarise themselves with policy and procedure and to comply with requirements. If an individual has any questions regarding the policy implementation they should discuss these with their manager in the first instance.

2. Definition

- 2.1 Managing attendance is recognising the appropriate response at an early stage. Where an individual is absent due to sickness this is defined as the *'incapacity to carry out the duties and responsibilities which the employee is contractually obliged to do because of their own illness or accident'*.
- 2.2 Sickness should not be used to resolve lifestyle and compassionate events as appropriate responses are contained within the Constabulary's Discretionary Leave Policy and Procedures.

3. Motivation

- 3.1 It is vital to achieve a culture where individuals know that excellent attendance is important in order that a high quality of service is provided.
- 3.2 A proactive approach to attendance management makes staff feel valued and highlights the individual's contribution to the force.

4 Roles and Responsibilities

4.1 The Responsibility of the ACPO team

4.1.1 The ACPO team will promote attendance through the support and promotion of this policy and associated procedures. They will monitor Force attendance levels through the Resources Board and Performance Challenge meetings and ensure that a culture of effective attendance management is embedded within the organisation.

4.2 Responsibility of BCU Commanders

4.2.1 The BCU Commanders and Heads of Department will regularly monitor the attendance of their staff and will ensure that Force attendance management policies and procedures are adhered to.

4.3 The Responsibility of the Sickness Absence Management Champion

4.3.1 The SAM champion will take responsibility for the overview of sickness absence on their division/department and be a point of contact for line managers.

4.4 The Responsibility of Line Managers

4.4.1 Line Managers have a crucial part to play in managing attendance which must be reflected in day to day work practices. They have a responsibility for all aspects of the management of their staff and, in relation to this policy, for being proactive in the provision of support and guidance to individual staff members during absence and on their return to work.

4.4.2 They must work in conjunction with the Occupational Health Unit and Human Resource Managers who will provide support and advice.

5 The Individual's Responsibility

5.1 All staff have personal responsibility for their own health and develop an awareness of the factors that contribute to ill health. They must attend work unless they are unable to do so through sickness, injury or other authorised absence.

5.2 Any health issues that may impact on an individual's work should be brought to the attention of the line manager. Staff must adhere to policies and procedures designed to safeguard their health, safety and welfare.

6 The Responsibility of the Human Resources Department

- 6.1 The Human Resources Department will provide policies and processes for managing attendance and provide support and advice to line managers.

7 The Occupational Health Unit

The Occupational Health Unit will provide a range of medical and advisory services. The Unit will proactively develop and promote a series of healthy lifestyle initiatives.

8 Training

All managers will receive training in the Constabulary's Attendance Management Policy and Procedure to ensure that they are familiar with the Constabulary's stance on attendance management and are competent to fulfil their role within the process. Training will be delivered through a combination of formal off-job training, coaching by senior managers/HR Managers, workshops and seminars

9 Confidentiality

- 9.1 All individuals have a responsibility to maintain the confidentiality of information both medical and personal, in their possession.
- 9.2 Disclosure of information, when it is considered that this would be in the best interests of the individual and/or the Constabulary will be subject to management judgement. Where this is the case the individual will be consulted with. The inappropriate disclosure of confidential information could lead to disciplinary action.
- 9.3 Matters relating to health and/or medical conditions will only be made available to those who need the information.
- 9.4 Where an individual considers the nature of their illness to be confidential they must still disclose brief details to their supervisor/line manager. They must disclose further details to a member of the Occupational Health Unit if requested.
- 9.5 All information should be protected to the 'Restricted' level and is subject to the Force Data Protection Policy.

10 Administration and Monitoring

The Constabulary will keep accurate records on employee absence to ensure the data stored is meaningful and can be used to aid the effective management of sickness absence. Monitoring of individual and force performance will be conducted at both a local and corporate level.

11 Legal Requirements

This policy takes into account the following legislation:

- ◆ Police Staff Disciplinary rules and Procedures
- ◆ Police (Efficiency) Regulations (as amended)
- ◆ Disability Discrimination Act
- ◆ Health and safety at Work Act
- ◆ Employment Rights Act
- ◆ Data Protection Act
- ◆ Access to Medical Records Act

12 Attendance Procedures

12.1 A flowchart detailing the stages in managing attendance is found at Appendix A. More detailed guidance on attendance procedures is contained within the Constabulary's attendance procedures.

13 Normal Business

13.1 This policy and procedure has been written in the context of normal business. In the event of an emergency ie pandemic contingency plans will be put into operation.

APPENDIX A

