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| --- | --- | --- |
|  | <<Department>> | |
|  | <<Address 1>> | |
|  | <<Address 2>> | |
|  | <<Address 3>> | |
|  | <<Postcode>> | |
|  |  | |
| Private and Confidential | Direct Line: |  |
| <<Employee Name>> | Fax: |  |
| <<Address 1>> |  |  |
| <<Address 2>> | Date: |  |
| <<Address 3>> | Your ref: |  |
| <<Postcode>> | Our ref: |  |

Dear **<Insert Name>**

**Outcome of Formal Absence Review Meeting**

I refer to the Formal Absence Review Meeting which took place on **<<INSERT DATE>>** in **<<INSERT VENUE>>.** This meeting was held in accordance with the Board’s Attendance Management Policy. I was accompanied by **<<INSERT HR REP>>. <<DELETE AS REQUIRED>>** I note that you were accompanied by **<insert name of companion>/** I note that you were not accompanied and were happy to proceed on this basis. **<<DELETE AS REQUIRED>>**

I advised you that your level of attendance is causing concern. This is because **(Delete as appropriate)** your absence had reached the following Trigger Point **<Insert details of absences>** / you had a period of unauthorised absence/ you failed to submit fit notes/ you have breached a disciplinary sanction.

During this meeting I indicated that over the last twelve months you have had a total of **<<<NUMBER OF EPISODES>>** episodes of short term/ long term absence, amounting to **<<NUMBER OF DAYS>>** days when you were unable to attend for work due to sickness absence. These absences are summarised below.

|  |  |  |  |
| --- | --- | --- | --- |
| **First day of absence** | **Last day of absence** | **Number of days absent** | **Reason for absence** |
|  |  |  |  |
|  |  |  |  |
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**[Insert any other relevant information where appropriate]**

The following actions were agreed to help improve your attendance to a level which the organisation deems as satisfactory. The following outlines the help and support you will be given to enable you to bring your attendance up to this standard.

**[Insert details of agreed Supports, Assistance or Reasonable Adjustments].**

**[Insert details of when they will be put in place, for how long they will be put in place and who will be involved].**

**[Insert any referrals to be made by Occupational Health, when these will be made and the questions that you will explore with Occupational Health]**

**DELETE AS APPROPRIATE:**

*At the meeting I advised that your levels of attendance will continue to be monitored as there needs to be a considerable and sustained improvement in your attendance levels. If your levels of attendance continue to be a concern then you will be invited to attend a meeting. The outcome of which may recommend that a disciplinary hearing is arranged, where disciplinary action may be taken against you.*

**OR**

*As you are aware, there have been ongoing discussions regarding your attendance levels, all of which detail the procedure followed to manage your attendance levels. As there has been no improvement and in line with the Board’s Attendance Management and Disciplinary Policy and Procedure, I have made the decision to refer the matter to* ***<<INSERT NAME>>*** *for further consideration. In this regard,* ***<<INSERT NAME>>*** *will contact you in due course to advise whether your case is progressing to a disciplinary hearing and if so, will confirm the necessary details.*

You have the right to appeal the outcome of this meeting on the basis of process not being followed. This will be a paper based appeal. The Stage One Paper Based Appeal form can be accessed viaHR Connect:

[www.nhsggc.org.uk/hrconnect/attendancemanagement](http://www.nhsggc.org.uk/hrconnect/attendancemanagement)

Can you please review the content of this letter and sign and return a copy to me if you are in agreement that the letter accurately reflects the content of the meeting. If you feel there are any inaccuracies, then please advise me of these in writing within 5 working days of receiving this letter. If you fail to return a signed copy of this letter or advise me of any inaccuracies within 5 working days, it will be assumed that you accept the document as an accurate account of the meeting.

If you have any queries regarding the content of this letter, please do not hesitate to contact me on **<<INSERT TELEPHONE NUMBER>>.**

Yours sincerely

**<<LINE MANAGER NAME>>**

**<<JOB TITLE>>**

**<<SERVICE AREA>>**

**Acknowledgement Form**

I, **<<INSERT EMPLOYEE NAME>>,** confirm that I have received the letter dated **<<INSERT** **DATE LETTER SENT>>** and understand all of the contents of this letter. I also agree that the letter details an accurate reflection of what was discussed at the meeting.

Signed:…………………………………………………………….. Date………………………..

**Please sign and return one copy of this letter to me within 5 working days. A copy will be placed in your personal file**