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| SCRCCG.enquiries@nhs.netTel via: 01723 343660Reference**By Email** | NHS Scarborough and Ryedale CCGScarborough Town Hall - York HouseSt Nicholas StreetScarboroughNorth YorkshireYO11 2HG |
| Address line 1Address line 2Address line 3Address line 4Address line 5 | Tel: 01723 343660Website: [www.scarboroughryedaleccg.nhs.uk](http://www.scarboroughryedaleccg.nhs.uk) ENTER DATE |

Please note that the sections highlighted in yellow below MUST be included in the outcome letter to the employee

If required, please send a draft copy of the outcome letter to HR for review before it is sent to the employee.

Dear

**Outcome of Formal Attendance Monitoring Meeting - Stage 3**

I am writing to advise you of the outcome following the Formal Attendance Monitoring Meeting at Stage 3 which was held on [Date]. In attendance at the meeting were [name, Job titles of all attendees]. The purpose of the meeting was to discuss your attendance record and your high level of sickness absence.

At the meeting we discussed

[add summary of discussion here, e.g. confirmation of dates of absence, current health and any treatment being received or pending, occupational health referral and/or recommendations and how they will be implemented, any other concerns raised or points discussed]

As I explained at the meeting, you have had a further episode of short term absence during the last 12 weeks and due to this you were formally issued with a Final Written Warning as per the Scarborough and Ryedale CCG Management of Attendance Policy. This warning will be held on your file for 12 months from the date of this meeting [Date].

We discussed what alternatives would be available to you in terms of \*reduced hours\*relocation\*redeployment and also any adjustments that could be made to support you to sustain your attendance at work.

 We also discussed your target for improvement at the meeting and I advised you that your attendance will be monitored over the next 12 weeks, commencing from (date of the Formal Meeting) during which time a recognised improvement is expected. If there is a recognised improvement in your attendance record during this period, ie no short term sickness during the 12 week period, no further action will be taken. However, failure to achieve the improvement in attendance will lead to a Final Review Panel, Stage 4 meeting in accordance with the CCG’s Management of Attendance Policy which may result in your dismissal on the grounds of capability due to ill health.

Should you hit the policy’s trigger point again but this is outside of this 12 week monitoring period but within the 12 months of the notification being held on your file then you will re-enter at this stage for a further monitoring period.

I would like to arrange a review meeting in 2 months to review how you are doing against the plan and this meeting will be arranged in due course.

You have the right to appeal against this decision and this needs to be made in writing to [name, job title] within 10 days of this letter.

In the meantime if you have any questions please let me know.

Kind regards

Name

**Job title**

Cc: Personal File

 Workforce Representative