

Sickness and Capability Policy

Our approach

If you are unwell, we want you to focus on getting better. We do not want you coming in when you are not fit to work, and we do not want you worrying about what happens while you are away.

At the same time, we need to manage absence fairly and consistently - for you, your team, and the business. This policy explains how we do both.

Letting us know you are unwell

On your first day of absence

If you are too unwell to come to work, contact your manager by phone, text or email before your normal start time, or as soon as you can. Let them know what is wrong (in general terms - you do not need to give medical details) and when you expect to be back.

If you are too unwell to call, ask someone to contact us on your behalf.

If you are off for more than one day

Keep your manager updated. The frequency of contact should be agreed between you - we want to stay in touch to support you, not to put you under pressure.

For absences of 7 calendar days or less (including weekends and non-working days), you will be asked to complete a self-certification form on your return. Your manager will provide this.

Fit notes

If you are off for more than 7 calendar days (including weekends), you will need a fit note from your GP. Please send it to your manager as soon as you have it.

If your fit note says you 'may be fit for work' with adjustments, please talk to your manager - we will try to accommodate the GP's recommendations where we can. In some cases, we may also refer you to occupational health to help us understand how best to support you.

Sick pay

Statutory Sick Pay (SSP)

You will receive SSP from day one of your absence. SSP is paid at the rate set by the Government each year.

Company Sick Pay

If you have completed your probationary period, you may be entitled to Company Sick Pay. The details - including how much and for how long - are set out in your individual contract of employment.

Company Sick Pay is inclusive of SSP where both apply.

Return-to-work conversations

When you come back, your manager will have a brief, private conversation with you. This is not a disciplinary step - it is a chance to welcome you back, check you are well enough to return, and talk about whether you need any support or adjustments.

We do this after every absence, however short. It is about care, not control.

Long-term absence

If you are off for an extended period, we will stay in close contact with you – we will discuss with you how and how frequently we do this. This may include regular welfare check-ins, an occupational health referral, and discussions about how we can support your return.

We will always work with you to plan a return that is safe, sustainable and proportionate - this might include a phased return, adjusted duties, or temporary changes to your hours.

When absence becomes a concern

If your absence is frequent, follows a pattern, or is causing significant difficulties, your manager may need to have a more formal conversation with you. This is about understanding what is going on and finding a way forward.

The formal process, including trigger points and possible outcomes, is set out in the full Sickness and Capability procedure.

Medical capability

If a medical condition means you are no longer able to do your job, even with reasonable adjustments, we will explore all options with you - including redeployment, retraining, or changes to your role - before considering any other action.

Questions

If you have questions about sick pay, fit notes, or what support is available to you, please speak with your local contact or get in touch with the People Team
peopleteam@milbank.co.uk

milbankgroup.co.uk

Version	Date	Author	Changes
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