



# Sickness Management & Performance in Street Scene

## Policy Review and Performance Scrutiny



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Working for Cardiff, working together



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# Sickness Absence Improvement Plan

- All managers to undertake revised e-learning module on sickness procedures
- Robust process in place for managing phone calls from employees notifying absence and daily contact is maintained thereafter
- All contact visits take place in a timely fashion
- All Sickness Stages in the process are initiated within policy timeframe
- Sickness Absence reviewed by Management Team including individual cases
- Sickness Absence targets to be set for all managers and supervisors as part of PPDR process

***Outcome: Sickness cases are owned by Line Manager and reviewed by management team***



# Initiatives & Preventative Measures

## Staff Initiatives & Preventative Measures

**Physio** pilot being undertaken for all staff and weekly physio sessions (individual and group) available at Lamby Way.

**On-site massage service** provided on a regular basis.

Support with **medical fees**, if NHS lead times impact potential health & wellbeing of staff

Promotion of the Council's Employee Assistance Programme- **Care First** to support employees with stresses in their lives

Introduction of a **Wellbeing Directory** as a supportive signposting tool including Healthy Eating and Physical Exercise Guidance launch

Hand cream/sun cream/provision of bottled water for operational staff during **hot weather**

**Review of PPE** for all activities being undertaken

**Videos in communal areas** displaying various techniques/exercises which can be undertaken on a daily basis.

**Welfare Officer** based on site – first contact to provide initial support and direction to services

**Occupational Health Visitor on site** (Facilitates audio tests, drivers' medicals)

Regular **Health & Wellbeing fayres** (Including Diabetes testing & awareness, smoking cessation, blood pressure testing, prostate & ovarian cancer awareness)

### On Site Facilities

- Prayer and Reflection Room
- Cycle racks/showers in main buildings
- Drying room for wet clothes

**Bespoke manual handling training** provided for all frontline operations



# The Welfare Officer in Street Scene

The welfare officers can offer help and guidance to anyone affected by personal, domestic or work-related problems by gathering information about the issue.

The welfare officer will ask you about the nature of the problem and what steps have already been taken to resolve it. They will then suggest or explore options to help you progress the issue or arrive at a resolution.

The welfare officer will:

- meet with staff who are on long term sick leave
- provide practical support following bereavement
- in association with HR People Services support the promotion of healthy lifestyles and awareness/screening programmes
- provide advice and support for addictions (gambling, alcoholism and drug dependence)
- provide advice on retirement – preparation for transition
- signpost other areas of specialist advice information and support

The welfare officer does not act as an advocate in areas such as grievance, discipline or harassment; nor does the welfare officer offer ongoing counselling.



# MRF Targeted Improvement Plan

## Improvements based on Health and Safety review

1. Deep Cleanse of MRF cabins. Regular cleanse after shift to be introduced	2. Frequent bio-aerosol tests to be put in place	3. Procurement of MRF cleansing vehicles by March 2020
4. Introduction of fly suppression system	5. New MRF toilets/welfare facilities to be constructed by March 2020	6. Review of current extraction system and improvements made
7. Installation of improved air conditioning in cabins	8. Introduce laundry facility as part of new welfare facility	9. Improved signage and lining throughout facility
10. Supervisor training on Health and Safety implementation and control	11. Regular safety checks undertaken and recorded on Papertrail	12. New walkway markings and routes for pedestrian and vehicle segregation
13. Supervisor training on accidents and investigation reporting	14. Refresher driver training provided	15. Complete asset renewal plan being developed for MRF
16. Review fire risk evacuation	17. Specialist confined space training	18. All service plans to be reviewed and monitored on Papertrail
19. All plant checked on a regular basis	20. Improved housekeeping checks on site and after each shift	21. New plant equipment with cab filtration



# Overview of Sickness 2019/20

FTE Days Lost	FTE	Target	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	YTD
<b>Enforcement &amp; Cleansing</b>	169.5	14.4	24.03	20.28	20.36	25.19	17.77	18.74	21.44	13.94	20.23
<b>Waste</b>	291.3	14.8	17.00	18.26	17.60	18.69	16.40	17.26	22.09	21.13	18.55
<b>TOTAL</b>	460.9	14.8	19.65	19.06	18.63	21.16	16.91	17.81	20.54	17.36	19.12

Enforcement & Cleansing	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD	FTE as at Nov 2019	FTE lost through sickness
Short Term Sickness %	2.36	0.95	1.04	1.87	1.78	1.55	2.12	1.91	1.7	169.53	2.88
Long Term Sickness %	8.36	8.10	8.05	9.38	6.15	6.82	7.45	4.31	7.33		12.43
Waste	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD	FTE as at Nov 2019	FTE lost through sickness
Short Term %	1.64	1.17	1.90	2.01	2.17	1.86	2.51	1.97	1.85	291.32	5.39
Long Term %	5.95	6.98	5.95	6.37	5.15	5.84	7.35	7.47	6.28		18.29

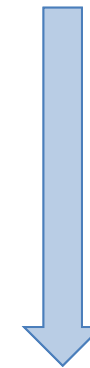
- Long term sickness significantly outweighs short term sickness in terms of days lost within Street Scene



# Overview of Cases 2018/19 (previous year)

Sickness Case Type	Number	Percentage
Short Term Cases	381	70%
Long Term Cases	163	30%
Total	544	100%

Sickness Stage	Number	Percentage
Informal Stage – Improvement Target	115	74%
Stage 1 – Written Caution	27	17%
Stage 2 – Final Written Caution	7	5%
Stage 3 – Potential Termination of Employment	6	4%
Total	155	100%



Policy drives improvements in attendance





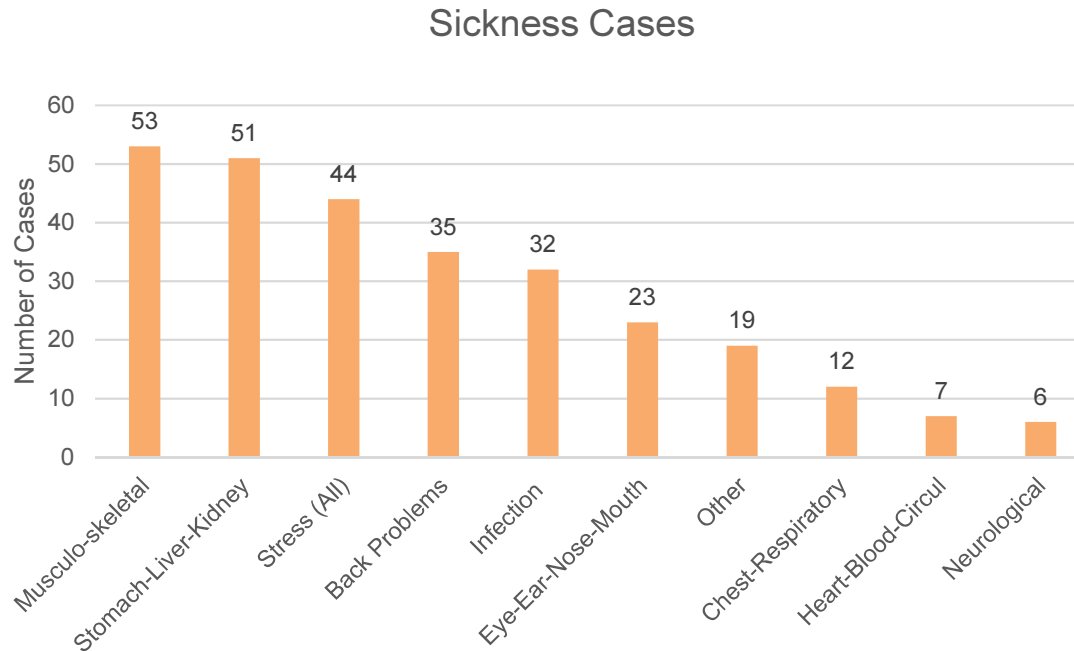
# Overview of Actions 2018/19 (previous year)

Action	Number	
Employees put on adjusted duties	10	} 12 employees supported to remain in employment
Employees put on redeployment registers	2	
Dismissal of the grounds of sickness	7	} 8 employees leaving employment following support
Ill health retirements	1	



# Types of sickness 2019/20

Sickness Reason	Total	%
Musculo-skeletal	53	19%
Stomach-Liver-Kidney	51	18%
Stress (All)	44	16%
Back Problems	35	12%
Infection	32	11%
Eye-Ear-Nose-Mouth	23	8%
Other	19	7%
Chest-Respiratory	12	4%
Heart-Blood-Circul	7	2%
Neurological	6	2%
Total	282	100%



***Outcome: Reviewing the type of sickness supports the development of initiatives and preventative measures; as well as targeted improvement plans***



# The Way Forward

1. Improve focus on preventative measures
  - Health surveillance in higher risk areas
  - Improvements in monitoring e.g. particulate monitoring in MRF, noise monitoring for glass collections
2. Improve training for line managers around stress awareness and management
3. Continue the signposting of support but promote early intervention
  - Musculo-skeletal referred to Occupational Health and Physio
  - Stress provided information on Employee Assistance Programme
4. Manage cases appropriately
  - Alternative duties is only a short term solution
  - Case management needs to manage sickness from start until end
5. Work with unions and frontline officers to identify unsafe work practices embedded into the workplace culture
6. Continue to work collaboratively with HR People Services and Health & Safety teams to support initiatives and improvements



# Discussion / Questions

