

# Health Safety and Wellbeing Annual Report 2011/12

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# Health Safety and Wellbeing Annual Report 2011/12



## **A message to all staff from the Permanent Secretary**

I, and my Executive Team, remain committed to ensuring the health, safety and wellbeing of our staff, and the public we serve.

I am delighted the Department's achievements have been recognised through two prestigious RoSPA awards and a Personnel Today award for absence management.

DWP is also leading the way in delivering reforms to the health and safety regime as recently documented by Professor Lofstedt ensuring sensible and proportionate policies and procedures, while maintaining our high standards of performance.

I hope that you will take some time to read the report.

Yours, Robert Devereux

## **Foreword**

Jonathan Russell – DWP Director for HR Policy

I am pleased to present the health, safety and wellbeing annual report for 2011/12.

Over the last 12 months the Department has undergone significant change, both within the Corporate Centre and in Operations to form a single Chief Operating Officer role.

Last year saw the successful launch of the new Unacceptable Customer Behaviour reporting system across DWP. It is pleasing to see the new process is delivering the outcomes we had expected for staff, by way of a quicker, more efficient reporting system. As expected this had an immediate impact on the numbers of incidents reported. One of our key priorities is to continue to closely monitor incident statistics and report and act on key findings to ensure we are doing all we can to minimise incidents to a low a level as reasonably practicable.

It is important we continue to improve. A key objective in our future health, safety and wellbeing plan is to support the businesses to deliver welfare reform and DWP transformation, ensuring our policies and procedures continue to be business enabling and manage health and safety risks to a low a level as possible. Health and safety reforms will be a major driver in our future health and safety strategy.

**Jonathan Russell**

## **Foreword from Sheila Banks, the Departmental Trade Union Side Chair**



The Departmental Trade Unions continue to work closely with DWP management with the aim of making DWP a healthier, safer place to work. This report reflects some of the progress that has been made during the last year and areas that have been identified that we want to improve in 2012/2013.

It would be wrong to be complacent about the effect of the current budgetary constraints and this should not dilute the importance of H&S in DWP. It is vitally important that we continue to work together with the management team to ensure that there is no detrimental effect on the safe working conditions of our members.

Following the massive amount of change across DWP it is absolutely crucial that we continue the positive relationship that exists between the Trade Union Side and the management teams. As DWP continues to evolve and introduce new benefits and systems we have to ensure the safety of staff and customers.

The DWP network of Safety Committees has been proven to be effective at identifying and addressing risks and concerns and will be even more important over the next year. The structure in DWP works throughout the department from local level right up to the national level committee jointly chaired by HR Director Chris Last and myself. We believe that this network is invaluable and is the clearest demonstration of the shared commitment to the health and safety of staff in DWP. The unions in DWP will continue to work closely with the businesses to minimise risk and protect our members.

We are wholeheartedly committed to continuing with this positive working partnership.

**Sheila Banks**

## **The Vision**

To make working for DWP a rewarding and productive experience by:

- Improving the health, wellbeing and engagement of our employees, and
- Providing a healthy, safe and supportive environment in which to work

## **Our approach and objectives**

Our approach is:

- Holistic- embracing all the physical, psychological and social factors that impact on the health, safety, engagement and wellbeing of our employees.
- To manage proportionately, sensibly and practicably, the risks our staff and organisation are exposed to. We will focus resources on priorities and achieving key outcomes, to support business transformation and delivery.

Our objectives are to:

- Prevent, remove or reduce the workplace factors that cause ill health and injury
- Ensure health and safety risk across the whole of DWP is managed, proportionately, through effective and joined up risk management strategies.
- Support employees in the management of their ill health or rehabilitation, enabling them to remain in work or return to work more quickly
- Promote the benefits of healthy lifestyles, empowering employees to make informed choices
- Improve health and wellbeing through targeted intervention

## **Achievements during the year**

### **The Health Safety & Wellbeing Team's (HSWT) main achievements in 2011/12:**

- The Department was awarded the Rospa Gold award for its management of occupational health and safety, for the third successive year.
- The Department won the Rospa Occupational Health Award (Astor Trophy). This competitive award is presented to the organisation who demonstrated the best management of occupational health.

- The Department won the Occupational Health Award for Absence Management. The award celebrates our outstanding achievement in workplace health and wellbeing, and recognises innovation, teamwork, leadership and quality.
- We launched and implemented a new Unacceptable Customer Behaviour policy and on-line reporting system across DWP, in conjunction with health and safety business partners.
- The Occupational Health Service (OHS), managed by DWP now supports the largest government departments with the inclusion of HSE and HMRC in February 2012.
- The OHS has continued to support managers in the effective management of staff on sickness absence and the rehabilitation of staff returning to work. It provides for the reasonable adjustment needs of disabled staff. It fully supports the Department's work focussed approach to sickness absence and the principles of the 'Fit Note'. It has been key to the success at cutting the annual sickness absence rate.
- Our Employee Assistance Programme (EAP) has delivered 1200 Management Support Workshops which provide Managers with the skills to build resilience and cope with pressure, and to support the Department's Attendance Management Policy.
- The 'live well work well' programme is now supported by a network of volunteer Wellbeing Champions across all DWP sites. All staff have continued to have access to an online Wellbeing Centre, as well as the opportunity to attend on site events providing advice and information focussing on DWP's main health and wellbeing issues.
- We encouraged staff to take part in a 'DWP Walking Challenge'. Over 800 people took part, raising £4,900 for the Civil Service Benevolent Fund.
- We developed health and safety awareness products for the new Civil Service learning portal, through engagement with Civil Service Learning and Health and safety colleagues across government.
- A revised health and safety business partner structure was introduced across the new Corporate Centre businesses, following DWP transformation.
- We established single point of contact role to ensure designing out of health and safety risk in Universal Credit design, development and implementation.

- We implemented improvements to health and safety policies, in accordance with new legislation and to support business transformation and reforms.
- DWP took lead responsibility for harmonising occupational health and employee assistance provision across the Civil Service. The project's objective is to procure value for money contracts on behalf of the taxpayer, and deliver consistent, high quality health and welfare services, via a high level framework agreement, on behalf of our people.

## **In the Businesses**

The key achievements, again, in no particular order of priority were:

### **In DWP Operations, we have**

- Continued to maintain effective health and safety arrangements whilst implementing a new structure following on from DWP Transformation. An inaugural DWP Operations committee has been held, chaired by the Operational Excellence Division Director, and consultation continues with TU H&S on our new committee structures.
- Worked with the DWP health and safety policy team, TU H&S, business managers and UCB Nominated Managers to successfully launch the new UCB database and staff protection list. This large scale exercise included training/awareness sessions and a structured communications programme for managers and staff. We have addressed and continue to work on post go live issues.
- Further developed our approach to and analysis of fast track incidents and have introduced the Operational Serious Incident Review Group. The group has been set up to review incidents and analysis data and to discuss and develop best practice across DWP. Key external partners, including G4S, Telereal Trillium and Atos attend, together with representation from DWP contract management teams.
- A monthly collection of health and safety management information, available across the whole of Operations (and DWP), in order that compliance can be measured, reported, analysed and priorities for action established. Key targets were met monthly throughout the year and, at 31 March 2012, all targets continued to be met.
- A design out risk methodology embedded into project and product design processes. We continue to be a key stakeholder with projects and smaller change initiatives. We have worked with DWP health and safety policy team colleagues to enhance guidance and produce a new template to assist project consider health and safety risks. This is currently being considered for inclusion in new DWP Change Lifecycle guidance.

- Launched a new health, safety and wellbeing website following DWP Transformation.
- Maintained our NEBOSH qualified team of Business Partners, delivering advice to all business areas across Operations.

**“Our network of Health and Safety Business Partners, working closely with managers at all levels, have continued to build on our effective Safety Management System .**

**The successful implementation of the UCB database across the whole of operations has ensured that all incidents are recorded and provides us with the information required to ensure we learn lessons from each one. This is vital in ensuring we maintain a safe environment for all our staff.**

**I am very pleased to see that our key Health and Safety performance has been maintained, despite the significant changes that the business has been through with DWP Transformation.**

**We must continue to ensure that our Health and Safety approach is applied sensibly and proportionately, with a clear focus on areas of significant risk.**

**I see Health and Safety as crucial in what we want to achieve, and having seen the excellent work already in existence within Operations, I am really looking forward to continuing the good work in championing the importance of Health and Safety across all of DWP Operations as we move forward.”**

**John Oliver**

Operations Excellence Director, DWP Operations

### **Shared Services:**

#### **In Shared Services, we:**

- Continued to maintain effective health and safety arrangements whilst implementing a new structure following a large selection exercise and early release scheme
- Were one of the first organisations to launch the new unacceptable customer behaviour system with nominated managers assigned throughout the business
- Have Safety Committees in place across all Shared Services sites. The Health and Safety Business Partner continues to provide support and guidance to local safety committees and managers with site responsibilities.

- Reviewed, re-launched and published the Shared Services health and safety organisation and arrangements paper to reflect changes following business reorganisation.
- Maintained fully compliant status across the four key risk areas during three of the four quarters of the year despite extensive re-organisation and movement of staff.
- Provided a successful handover of health and safety responsibility of Debt and Payment Resolution staff to Financial and Commercial Directorate.

**“Despite the many organisational changes within Shared Services recently, health and safety has remained a critical activity for everyone. This has been achieved by ensuring our approach is applied sensibly and proportionately. We have continued to strive to be a forward thinking employer, promoting health opportunities to staff and supporting the wider Live Well agenda; at our largest site we have received external recognition by NHS, in the form of a both Bronze and Silver Awards for Partners in Health Programme – thanks to the commitment and hard work from our staff and managers alike.”**

**Kevin Roberts**

Head of Corporate Services

### **In the Corporate Centre**

#### **In HR, we have:**

- Produced half yearly health and safety reports for the HR board and staff
- Developed a new health and safety plan for HR;
- Revised the HR Health and Safety Aide Memoir and reissued to staff via a letter to all HR staff from the HR Director.
- Maintained fully compliant status across the four key risk areas following HR Organisational Design Review;
- Introduced a new structure for the collection and publication of MI in HR.

#### **In Corporate IT, we have:**

- A green RAG rating of compliance in the four key risk areas for the majority of the 2011 / 2012 year
- Successfully transferred of ownership of H&S Business Partner role within CIT



- Reviewed the CIT H&S website. Improvements made include H&S Q&A page to be introduced
- Successfully piloted the revised H&S data capture spreadsheet, to be rolled out across CIT 2012 / 2013
- Introduced performance reviews that include a proactive 'forward look', this captures potential future non compliance in next quarter allowing for appropriate training interventions to be completed

**In DWP Finance and Commercial, we have:**

- Continued to strengthen and implement the safety management system through a very difficult transformation period.
- Targeted areas of non-compliance in the four mandatory areas, to address the drop in performance standards due, largely, to the movement of staff between teams.
- Fully trained nominated managers on the UCB database.

**In Professional Services, we have:**

- Achieved 74% compliance for mandatory training but over 92% compliance on non mandatory training.
- Transferred a high proportion of staff into and out of professional services over the last quarter, which has contributed to the key risk areas showing weak.
- Continue to take action to improve our performance and to review the processes within professional service for collecting this data.

**In DWP Strategy, we have:**

- Restructured within Strategy Group, following DWP transformation and many staff have been redeployed to other parts of the business or left the Department.
- Liaised with the Health, Safety and Wellbeing Team to look at ways of improving staff awareness going forward
- A plan in place to provide staff awareness through workshops, bulletins and the webpage to promote the undertaking of Health & Safety training.

## **Commercial Directorate Estates/Telereal Trillium**

DWP Estates has corporate responsibility for the Department's estates and manages the provision of fully serviced accommodation in partnership with our service providers, Telereal Trillium, within a contract framework. This includes the provision of health and safety services to the Department.

### **In Commercial Directorate Estates, working with Telereal Trillium, we have:**

- Produced guidance providing staff with advice on various H&S related matters e.g. Occupancy Assessment, Static Shocks, Control of Contractors.
- Revised the New and Expectant Mother's risk assessment process and created a new Latex Allergy generic risk assessment.
- Increased the number of Meridian Chairs being recommended by the ATOS Occupational Health Assessments. This chair is suitable for use by 98% of staff.
- Produced a Fire & Bomb Procedures Summary document for display on office notice boards.
- Amended the F0880 Security Review and 5 Yearly Security risk assessment forms."

### **The Commercial Directorate Estates Team for the Newcastle Estate**

The Commercial Directorate Estates team responsible for the Newcastle Estate are committed to ensuring that the delivery of H&S services to DWP and Non Departmental Public Bodies staff on the relevant sites is equal to those provided by Telereal Trillium.

### **Health and safety service provider**

Telereal Trillium has published an Expanded- PRIME annual report. A link will appear once the report is published on the intranet.

## **Our plans for 2012/13**

Our plans for 2012/13 are to:

### **Continue to support the Department's Health, Safety and Wellbeing Strategy, and the drive to reduce sickness absence by:**

- Making best use of our Occupational Health, Employee Assistance and Wellbeing services

- Launching ‘live well work well’ online Lifestyle Management Programmes. These will give all staff the tools and support they need to identify, plan, and track stepped improvements to personal health and wellbeing
- Progressing the Department’s Work Life Balance Agenda
- Promote the physical and psychological benefits of a healthy lifestyle by;
  - Supporting the Civil Service Physical Activity Challenge
  - Supporting the Government’s Public Health Responsibility Deal
  - Encouraging employees to take part in a ‘walking challenge’.
- Delivering a new simplified individual stress risk assessment process as part of a wider review of stress management in DWP
- Working with the third party provider and health and safety business partners on the development, transfer and implementation of the Unacceptable Customer Behaviour replacement database, to ensure a smooth transition.
- Review of keeping safe policy and learning.
- Improve engagement with the Association of Chief Police Officers and the Crown Prosecution Service.
- Ongoing support for operational health and safety. Undertake an independent audit of selected fast track incidents.
- Ensure continued appropriateness of safety management system to ensure health and safety risks are managed to a low a level as reasonably practicable.
- Review of DWP Safety Committee framework and guidance on Managing Safety Representatives to align with new operational landscape
- Ongoing health and safety consultancy support for Universal Credit and PIP
- Single Point of Contact role for Civil Service Learning, including development and agreement of cross Government learning products.
- Review of DSE policy and processes

**Leading Cross Government Wellbeing activities/Supporting Cross Government, by:**

- Successfully delivering a new Cross Government Occupational Health and Employee Assistance Programme framework, with preferred suppliers in place by December 2012
- Ensuring delivery of a new single supplier eyecare framework contract for DWP and other Government Departments

**We hope you have found this health and safety annual report useful. For more details of the actual policies and procedures and keeping up to date on new items, you can view our intranet site “Health and Safety”.**

We welcome feedback on our policies and procedures, as it is our aim to ensure continuous improvement in all our products and listen to ways in which we can continue to improve our service.

**Jonathan Russell**

**DWP Director for HR Policy**

If you wish to discuss any aspect of this report please contact Dawn Kane, Health Safety and Wellbeing Team on 0113 232 4834

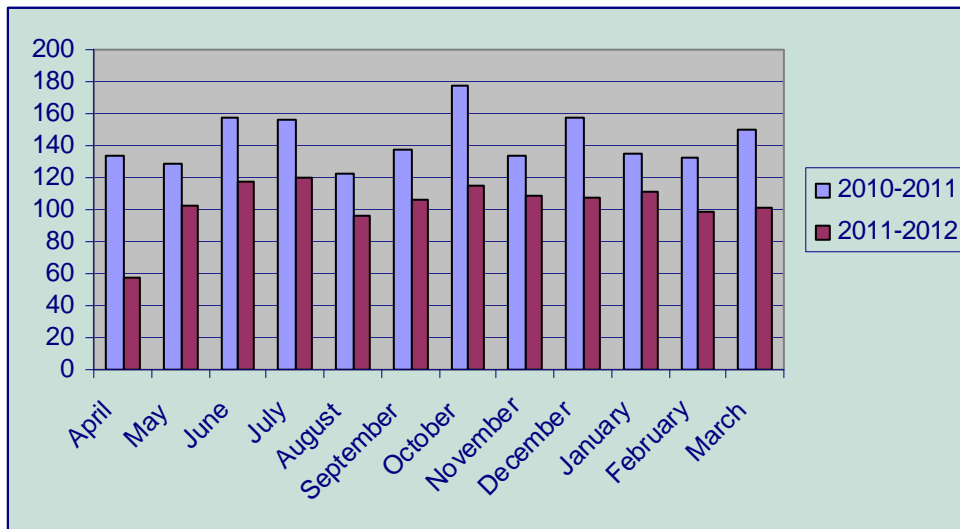
# Appendix A

## Accidents in DWP (E PRIME)

	Number (2010/11)	Number per 100 staff (2010/11)	Number (2011/12)	Number per 100 staff (2011/12)
Accidents	1723	1.44	1244	1.19
Near Misses	1073	0.90	857	0.82
<b>TOTAL</b>	<b>2796</b>	<b>2.34</b>	<b>2101</b>	<b>2.00</b>
No of accidents which were reportable under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations)	120	0.10	78	0.07

- The overall level of accidents reduced by 28%
- Near misses reduced by 20%
- The number of RIDDOR reportable accidents also reduced by 35%
- There were no fatalities in the Department
- There have been no enforcement notices served on the Department.

**Chart: Accidents April 2011 to March 2012**



	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
2010/11	134	129	158	156	122	138	178	134	157	135	132	150
2011/12	58	103	118	120	96	106	115	109	108	111	99	101

**Accidents on the non PRIME Newcastle Estate  
(DWP staff)**

	Number 2010-2011	Number 2011-2012
Accidents	133	101
Near Misses	22	10
<b>Total</b>	<b>155</b>	<b>121</b>

The reduction of accidents on the non-PRIME estate is broadly equal to that on the PRIME estate

# Appendix B

## Incidents in DWP

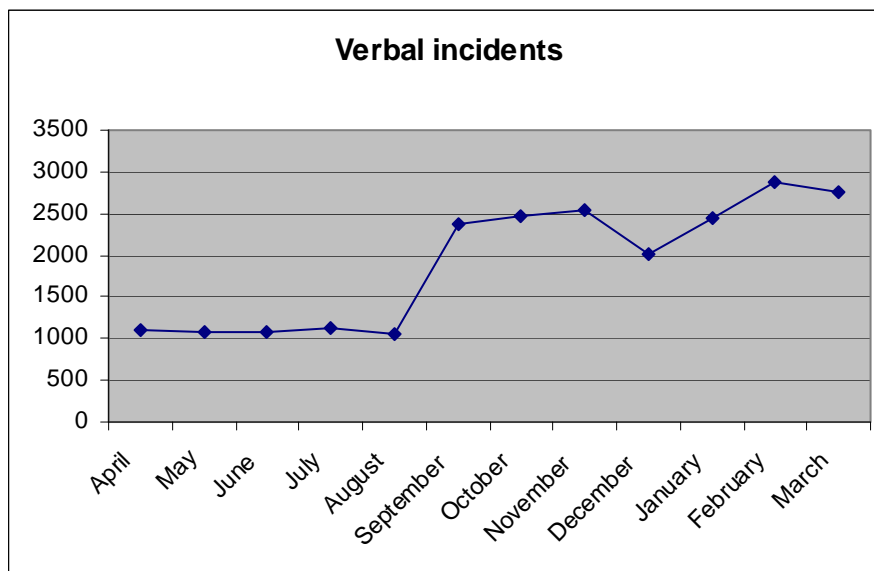
	2010-2011	2011-2012
Verbal abuse/threat	14739	22928
Actual assault	331	465
Attempted assault	1017	676
* Other/ not known	170	3173

(All figures include CCOs)

\*Other: Prior to September 2011, the category included damage to property and claimants fighting with no staff involvement. The new reporting system launched in September 2011, incorporated an additional incident type “inappropriate behaviour”.

The new database is a significant contributory factor in the increase in the number of reported incidents, particularly verbal assaults and inappropriate behaviour.

**Chart: Verbal incidents April 2011 to March 2012**



April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March
1110	1070	1080	1131	1065	2377	2479	2535	2008	2436	2885	2759

## Appendix C

### Other key risk areas

DWP has restructured during the last year to form a single Operational Delivery service and a more streamlined Corporate Centre function.

As at the 31 March 2012 MI reporting throughout the businesses was going through a period of transition and the reporting mechanisms were not fully embedded throughout the Corporate Centre. The compliance levels below show the position as at 31 March 2012 where MI is available.

It shows the percentage of staff and managers who have completed health and safety training and have DSE risk assessments. In light of the changes, it wouldn't be meaningful to show the figures in comparison to last year's performance.

### Rounded percentage totals as at 31/3/12

DWP Business	Display Screen Equipment Risk Assessments	Display Screen Equipment Training	Personal H&S Training	Managers H&S Training
*DWP Operations	96 Compliant	96 Compliant	96 Compliant	99 Compliant
Shared Services	99 Compliant	99 Compliant	98 Compliant	96 Compliant
Corporate IT	91 Adequate in short term	91 Adequate in short term	93 Adequate in short term	96 Compliant
DWP Finance and Commercial	65 Non-compliant	64 Non-compliant	62 Non-compliant	41 Non-compliant
DWP HR	100 Compliant	100 Compliant	99 Compliant	100 Compliant
Professional	74	75	73	93



<b>DWP Business</b>	<b>Display Screen Equipment Risk Assessments</b>	<b>Display Screen Equipment Training</b>	<b>Personal H&amp;S Training</b>	<b>Managers H&amp;S Training</b>
Services	Non-compliant	Non-compliant	Non-compliant	Adequate in short term
DWP Strategy	Not available			

\*Taken from MISP