

# Health Safety and Wellbeing Annual Report 2010/11

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## Health Safety and Wellbeing Annual Report 2010/11



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

I want to take this opportunity to re affirm my personal commitment, and that of my Executive Team, to the health, safety and wellbeing of both our staff and the public we serve. This Annual Report sets out our achievements and also our priorities for 2011/12. I am delighted that, for a second year, our achievements have been recognised by a RoSPA Gold award.

Forthcoming changes to Britain's health and safety systems are designed to ease the regulatory burden on businesses, and focus on achieving key outcomes. DWP should be at the forefront of these developments, and leading the way across Government. We must ensure our own health and safety arrangements focus on outcomes; preventing and managing the main causes of ill health and injury to our staff. I recently launched our revised health, safety and wellbeing policy, which aims to reinforce this strategy and ensure health and

safety supports all our welfare reform objectives, in a relevant and proportionate way.

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 2010/11.

The way the Department delivers its services is changing and therefore we need to change the way we manage health and safety. The report sets out our plans and priorities for 2011/12 with these reforms in mind. My team will be working closely with colleagues from across Government and with the Health and Safety Executive, in delivering the new health and safety reform agenda.

We have already re-organised ourselves internally to bring together the management of the Occupational Health Services contract, the Live Well Work Well contract and health and safety policy, into one team. This will ensure we are joined up in our approach and efficient in our delivery.

Keeping staff safe in public-facing roles remains one of our highest priorities. Looking to future developments, I am pleased that the DWP Unacceptable Claimant and Customer Behaviour (UCB) database will be launched across the Department in the coming months. This will provide a more efficient reporting and management system, which will help to more effectively manage the risks that some claimants and customers pose to our staff.

We will continue to support our businesses partners and DWP policy managers to deliver welfare reforms, by providing proportionate, sensible occupational health and safety policies and procedures in support of business objectives.

I hope you find the report useful.

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 minimising risk and 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 2011/12.

It would be wrong to be complacent about the effect of the current budgetary constraints but this should not dilute the importance of health and safety in DWP. We will monitor closely the impacts of welfare reform and organisational change and continue to work together with the DWP and business management teams to ensure that there is no detrimental effect on the safe working conditions of our members.

The DWP network of Safety Committees has been proven to be effective at identifying and addressing risks and concerns at the earliest opportunity. The structure 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 are wholeheartedly committed to continuing with this positive face to face engagement.

**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**

One aim, in all aspects of our work, is to ensure the products meet the needs of the business. They have been developed in consultation with all key stakeholders, including Health and Safety Business Partners and the Departmental Trade Union Side.

### **The Health Safety & Wellbeing Team's (HSWT) main achievements in 2010/11:**

- The Department was awarded a RoSPA Gold achievement award for its management of occupational health and safety, for a second successive year
- A refreshed DWP Health, Safety and Wellbeing policy statement, signed by DWP's new Permanent Secretary, was published.
- A new Departmental Office Environmental Guide was published to provide a single source of information for all office environment related issues. This also incorporated sustainable development measures regarding heating and cooling of buildings.

- We updated our Display Screen Equipment policies and procedures to improve access to training, guidance and support for staff with accessibility and muscular skeletal problems including back pain.
- Five members of the team are now accredited RoSPA auditors
- The 'live well work well' programme, now in its second phase, has provided all staff with the opportunity to take part in an on site event focussing on key health and wellbeing issues. The online Wellbeing Centre provides a wealth of health and wellbeing advice, information and personal health assessments.
- The new Employee Assistance Programme (EAP), managed by DWP, supporting nearly 240,000 staff across 17 Government Departments was launched successfully in September 2010. The programme not only supports staff, helping them to stay in work, but is working with the businesses to fully support the attendance management agenda and help facilitate the return to work process.
- The Occupational Health Service (OHS) has continued to provide for the reasonable needs of disabled staff and supports managers in the effective management of staff on sickness absence and the rehabilitation of staff returning to work. 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.
- Both the DWP eyecare contract and the health and safety training contracts were extended for a further two years in 2010. Cost savings were made on both contracts to ensure value for money.
- We worked with the Health & Safety Laboratory on the development, and publication, of a case study looking at DWP's corporate health and wellbeing strategy with the aim of informing wider debate on the subject.

### **In the Businesses**

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

### **In Jobcentre Plus (JCP), we have:**

- Continued to maintain effective health and safety arrangements whilst implementing a new structure to enable us to deliver our reform and transformation plans. As part of the review, key functions have been streamlined into a single Operational Performance Planning and Change Directorate (OPPC)
- A design out risk methodology embedded into project and product design processes, and strong relationships with colleagues leading on change. The new OPPC function allows for effective engagement and review of changes impacting the business
- Maintained our NEBOSH qualified professional team of Health and Safety Business Partners, delivering advice both to their Groups and Communities in

which they are based and on national tier projects through a resource pool system. Additionally, as part of continued professional development we have two members of the team undertaking NVQ Level 4 in Occupational Health and Safety

- Conducted a review of our Safety Committee Framework to ensure that we maintain an effective committee structure – the Jobcentre Plus committee has again issued joint communications targeted on proper and appropriate health and safety consultation.
- A monthly collection of health and safety management information which is now available across the whole of Jobcentre Plus through the MISP system, so that health and safety compliance can be measured, analysed and priorities for action established
- Worked to support the wider departmental activity to introduce a new UCB system into the business.
- Developed a collaborative approach, with local staff and key stakeholders, along with a commitment from Senior Leaders that there will be a review of all fast track incidents, to ensure a greater understanding of why and how these serious incidents occur. This will provide us with the knowledge to improve and inform the business process where it is failing

**We have continued to build on our effective Safety Management System (SMS) throughout the last year and I remain committed to providing the safest working environment for both staff and claimants. I am particularly proud of the progress we made on UCB in collaboration with all partners to establish an ownership of the security of our Jobcentres across the business and develop a continuous improvement culture to ensure we learn lessons from every incident right back to root cause to prevent further recurrences.**

**I am pleased to see that our key health and safety performance has been maintained despite the significant changes that the business has been through, and will face going forwards. We will continue to embed our robust health and safety arrangements into the new business model and strive to improve further our excellent SMS**

**Ruth Owen, Jobcentre Plus Chief Operating Officer**

**In the Pension, Disability and Carers Service (PDCS), we have:**

- Updated and published our organisation and arrangements framework
- Safety Committees in place across PDCS, following the DWP committee framework and completed a review of all local H&S committees.

- Provided support and guidance to local safety committees and managers with site responsibilities through the H&S Business Partner network. Additionally, the NEBOSH qualified professional central team continue to provide health and safety impact assessment of new and amended business processes.
- Achieved 99% compliance across the key risk areas (personal H&S training, DSE training and risk assessment and training for managers)
- Supported Local Service colleagues to ensure the smooth transfer of JCP core visits and that any associated risks were considered and managed.
- Worked with DWP Health, Safety and Wellbeing Team on requirements for the DWP UCB database and guidance to support the new process.
- Continued to promote and raise awareness of health, safety and wellbeing through Business Partner networks, monthly updates and updated website.

**Our network of Health and Safety Business Partners, working closely with managers at all levels, has delivered 99% compliance across the four key risk areas. Despite the many changes and challenges we face, health and safety has a vital role to play in ensuring we maintain a safe environment for all our staff. 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.**

**Sarah Scullion - HR Director PDCS SCS**

### **Shared Services.**

**In Shared Services, we have:**

- Developed and launched a new dedicated health and safety intranet site for Shared Services staff.
- In the four key risk areas, achieved 97% (DSE Risk assessment) 96% (DSE training), 92% ( Personal health and safety training) and 96% (managers training)
- Regular national H & S Management network group meetings to drive up performance across all areas and discuss escalated issues/trends/concerns.
- Reviewed the Organisation and Arrangements framework which gives a clear statement of the roles and health and safety responsibilities of staff and managers at all levels
- Agreed to be first business to launch the use of the new UCB database, with all Nominated Managers undergoing full training.

**My thanks go out not only to the team who co-ordinate health and safety across Shared Services but also to managers and staff who work hard at a local level to keep us safe.**

**We have improved in all areas but especially in looking at our personal lifestyles. It is clear from our results for health and safety both management and staff continue to recognise the importance of having a positive attitude towards keeping both ourselves and our workplaces safe and healthy.**

**Kevin Roberts**

**Head of Corporate Services**

**Shared Services**

### **In the Corporate Centre**

#### **Corporate HR:**

- Produced quarterly health and safety reports for the HR board and staff
- Developed a health and safety plan for DWP HR
- Maintained fully compliant status across the four key risk areas during three of the four quarters of the year, however restructuring as a result of HR Organisational Design Review has impacted significantly on compliance during the final quarter. We will be working towards full compliance in the new organisation as new structures bed in.

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

- Health & Safety Trade Union Representatives in each area, who are proactive in promoting training and assessments resulting in maintaining compliance across Corporate IT.
- In the four key risk areas, achieved 95% (DSE risk assessment and training), 97% (Managers health and safety training) and 89% (Personal health and safety training), with further improvements continually being made.
- Introduced regular performance reviews of training and risk assessment data to target areas of non-compliance
- Produced a quarterly health & safety report for the CIT Executive Team, to ensure health & safety is a priority agenda item for discussion.
- Produced a health & safety newsletter to highlighting Corporate IT's current compliance levels, promote training and raise awareness.

#### **In Group Finance, 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.
- Continued to promote the wellbeing agenda across the Directorate through our network of Business Unit Focal points and communications and have identified a number of really good success stories.

**In Legal Group, we have:**

- Achieved over 90% compliance for mandatory training and over 95% compliance on non mandatory training, for most Divisions
- Developed a Quick Guide to Mandatory Health and Safety Training & Risk Assessments for staff. All mandatory health and safety training is included in the line managers desk aid for new starters, to ensure the training is undertaken as part of induction. Health and safety contacts also continue to raise awareness in their own areas.
- Continued to collect and collate MI on a monthly basis and take follow up action as required. Work is on going to include this information in the redesigned Legal Group Performance Plan, to report health and safety to group's Executive Team on a regular basis

**In Strategy, Information and Pensions, we have:**

- Significantly improved performance standards within our business, with the mandatory health and safety training and risk assessments, through raised awareness to staff and reminders to specific Division Deputy Directors.
- Worked closely with our service provider to ensure that we have sufficient staff trained in First Aid and as Fire & Bomb Wardens;
- Reviewed our organisation and arrangements to ensure roles and responsibilities are clearly identified.

**In Communications Directorate, we have:**

- Significantly increased compliance rates across all four areas of mandatory health and safety training, achieving 95% across three areas, with further work targeted to ensure full compliance.
- Introduced a quick guide to health and safety training for line managers and raised health and safety awareness for all staff via articles in weekly Communication bulletins.

- Carried out work to ensure we have sufficient number of staff trained as Fire and Bomb Wardens.
- Provided quarterly MI reports to our Senior Management Team, focusing on compliance with health and safety training.

**In Welfare and Wellbeing Group and Employment Group, we have:**

- Developed a joint health & safety plan for WWG and EG.
- Raised awareness of health and safety through staff bulletins and the webpage, which provides links and information to changes and updates.
- Engaged with SMT on promoting health and safety training by concentrating on staff completing DSE Risk Assessments.
- Ensured sufficient numbers of staff are trained in first aid and as fire & bomb wardens.

**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:**

- Delivered more robust risk assessments and improved management / fault reporting regime in relation to CCTV and Panic Alarm installations.
- Identified and surveyed offices on the PRIME Estate at risk of being affected by RADON. Those affected are having mitigation measures deployed.
- Designed and introduced new and improved chair products, which have reduced delivery times significantly in the majority of specialist chair requirement cases.
- Agreed that a full fire risk assessment will be carried out by the Competent Person at a maximum of five yearly intervals.

**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 health and safety 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 2011/12**

Our plans for 2011/12 are to:

- Develop a joined up Health, Safety and Wellbeing strategy for DWP
- Provide targeted support to Jobcentre Plus (JCP), Pension, Disability and Carers Directorate (PDCS) and strategic DWP policy managers to ensure health and safety risk is identified and proportionately managed at every stage of business transformation
- Continue to support all Health and Safety Business Partners to manage the key health and safety risks within their business, through development and systematic review of health and safety policies, effective communications and governance processes.
- Actively lead on the cross-government OH and EAP harmonisation project
- Work with other Government Departments on harmonising health and safety policies across the Civil Service.
- Support HSE in delivering the new health and safety reform agenda and ensure DWP health and safety strategies are consistent with these aims.
- Work with our business partners to launch and implement the new DWP UCB reporting and management system.
- Review current performance measuring systems to ensure they continue to be relevant, practicable and proportionate
- Improve the learning products for our staff, by
  - Reviewing keeping safe training to ensure it remains fit for purpose and meets business and policy needs
  - Delivering new on-line health and safety learning for contact centres

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

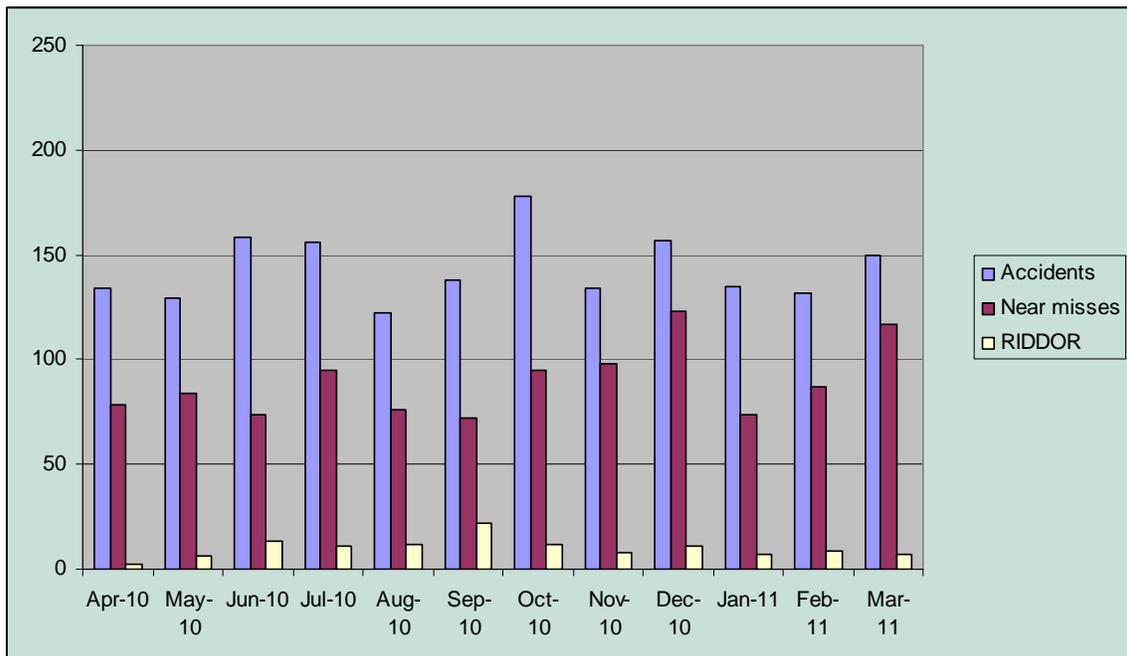
### ACCIDENTS IN DWP (E PRIME)

	2009-2010		2010-2011	
	Number	Number per 100 staff	Number	Number per 100 staff
Accidents	2139	1.82	1723	1.44
Near Misses	893	0.76	1073	0.90
<b>TOTAL</b>	<b>3032</b>	<b>2.58</b>	<b>2796</b>	<b>2.34</b>
No of accidents which were reportable under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations)	121	0.10	120	0.10

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

## CHARTS

### Accidents April 2010 to March 2011



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

	<b>2009-2010</b>	<b>2010-2011</b>
	<b>Number</b>	<b>Number</b>
Accidents	152	133
Near Misses	33	22
<b>TOTAL</b>	<b>185</b>	<b>155</b>

## APPENDIX B

### INCIDENTS IN DWP

	2009-2010	2010-2011
Verbal abuse/threat	12610	14739
Actual assault	336	331
Attempted assault	840	1017
* Other/ not known	214	170
<b>TOTAL</b>	<b>14000</b>	<b>16257</b>

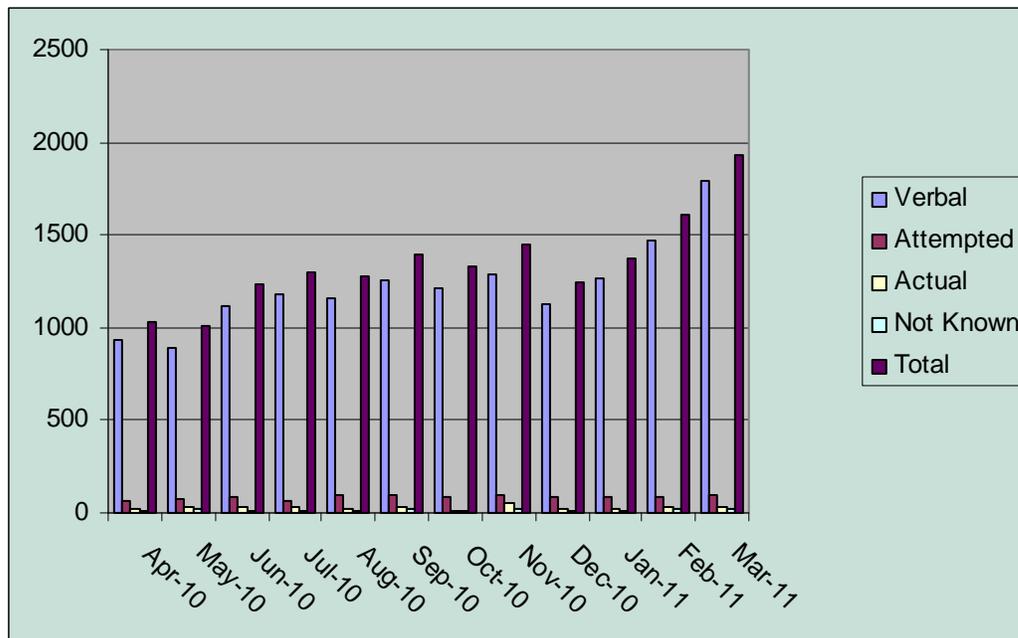
(All figures include CCOs)

\*Other: Refers to damage to property, claimants fighting with no staff involvement or forms with insufficient information to categorise.

- Actual assaults remained constant despite an increase in footfall in Jobcentres
- The total of reported verbal and attempted assaults increased by 17% and 14% respectively, leading to an overall increase of 16% in the total number of reported incidents

### CHARTS

(Total incidents April 10 to March 11)



## APPENDIX C

### Other key risk areas

A statistical summary of the four key risk areas is shown below, detailing the percentage of staff and managers who have completed health and safety training and have DSE risk assessments.

<b>Rounded percentage totals as at 31/3/11</b>				
Last year's figures shown in brackets				
<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>
<b>Jobcentre Plus *</b>	(94) 97	(94) 100	(95) 89	(96) 99
<b>The Pension, Disability and Carers Service</b>	(99) 99	(98) 99	(98) 99	(98) 99
<b>Shared Services</b>	(93) 97	(92) 96	(94) 92	(91) 96
<b>Corporate IT</b>	(96) 95	(96) 95	(95) 89	(94) 97
<b>DWP Communications</b>	(81) 95	(81) 95	(81) 96	(79) 91
<b>Group Finance</b>	(96) 90	(97) 89	(97) 90	(98) 90
<b>Corporate HR</b>	(95) 89	(96) 87	(96) 86	(94) 91
<b>Legal Group</b>	(97) 96	(95) 88	(95) 83	(93) 98
<b>Strategy, Information &amp; Pensions</b>	(55) 83	(65) 87	(65) 87	(54) 94
<b>EG</b>	(90) 67	(90) 69	(92) 67	(98) 79
<b>WWG</b>	(92) 74	(92) 77	(91) 75	(97) 77

\*Taken from MISP