



HM Prison Service



Gareth Hadley, Director of Personnel for six years, is responsible for health and safety policy in HM Prison Service. Michael Spurr, Operations Director for two years, has operational responsibility for ensuring its implementation and health and safety management in 120 non high-security prisons in England and Wales.

DRIVERS FOR LEADERSHIP

Gareth, with prior experience in the rail industry where safety was the key business risk, acted to ensure the Board understood the potential organisational risks of the existing poor procedural compliance in prisons and had robust health and safety policies and management systems to monitor and manage the risk.

Michael, whose background is in prison management, is committed to health and safety as "the right thing to do" and an integral part of managing staff. He acts to make that clear to his operational staff, aiming to increase their understanding and focus on health and safety.

	No. of employees	~48,000
	Business Sector	Public Service
	Business Activities	Prisoner Management
	Location	England and Wales

"Michael and Gareth have worked tirelessly trying to improve health and safety in the prison service. The Prison Officers' Association fully endorses this aim and are working with them to achieve it."

Colin Moses, National Chairman Prison Officers' Association and Dept. Chair National Whitley Committee

VALUE OF LEADERSHIP

- Clear message from Board members of priority to be given to health and safety in daily management activities
- Increased profile of health and safety to managers through ring fenced funding for their training and advisors
- Development and implementation of explicit framework of responsibilities and mandated health and safety requirements to be applied locally
- Implementation of health and safety performance measurement on managers
- Occupational health initiatives to address identified key issue of absenteeism



Gareth Hadley



Michael Spurr

BENEFITS OF LEADERSHIP

- Overall absenteeism reduced from 14.2% in 2002 to 12.7% in 2004
- Board and managers now able to better understand risks and therefore manage them more effectively
- Appointment of more specialist advisors, all trained to at least NVQ4 to support managers
- Health and safety policies and initiatives fit business needs and practices
- Increased local focus and proactivity on health and safety resulting in improving standards - visible in prisons' bi-annual audit scores

"The commitment of the senior management team in the Prison Service has proven vital to the success they have had in making improvements to their health, safety and sickness absence performance."

Peter Brown, Programme Director, Public Services Programme, Health and Safety Executive



GARETH'S MESSAGE TO OTHER DIRECTORS IS...

"Not directing health and safety is taking a huge risk with your business and opening yourself to unquantifiable levels of loss."

HOW WERE ARRANGEMENTS DEVELOPED?

Health and safety, along with prisoner welfare was the responsibility of the Healthcare Director. On joining as the Director of Personnel six years ago, Gareth took over responsibility for health and safety policy-making and monitoring, as part of his role of caring for and managing employees. Michael became Operations Director two years ago and is responsible for ensuring that health and safety policies are implemented.

CURRENT BOARD ARRANGEMENTS

The Board meets weekly and discusses health and safety issues if required. Michael monitors health and safety through his line-management reporting chain and reports performance to the Board. Gareth and his team work with line-managers to develop practical policies for implementation. These are presented to the Board by Gareth before being mandated to ensure operational 'buy-in'.

WHAT WAS DONE?

Gareth developed 'practical' policies, having identified non-compliance as an issue. Michael has acted to ensure that these policies, and his own expectation that health and safety management is an integral part of all managers' jobs, are 'driven down' through the prison service. He used his operational budget to fund health and safety training and has now put health and safety Key Performance Indicators on line-managers. These are cascading down the line-management chain.

DIRECTOR'S ENGAGEMENT

Gareth carries out regular site visits and deals with various external bodies relating to health and safety. He uses this, and links between his team and operational staff, to develop practical policy and uses best practice from other organisations. Michael influences his line managers; demonstrating through his own management activities the priority and resources to be allocated to health and safety and encouraging them to do the same with their line-reports. He has focused on reducing absenteeism through occupational health initiatives and providing training for advisors and managers.

"Michael is pragmatic: ' make a difference now - where we can with the resources we have.' He has galvanised the operational side of the business, constantly pushing his managers and funding initiatives for training and safety advisors. In prisons perceptions are changing from seeing health and safety as an overhead to seeing that it provides organisational benefits"

Colin McConnell, Area Manager, HM Prison Service

WHAT DO THE DIRECTORS DO?

"It is incredible to me that anyone would not take health and safety seriously. The impact of getting it right is staff wellbeing and effective organisational performance delivery."

Michael Spurr, Operations Director, HM Prison Service

"They both push from the top - Gareth provides the framework and Michael makes it happen at the bottom through line-management and safety advisors."

Mary Guinness, Principal Occupational Health and Safety Advisor to HM Prison Service

Gareth and Michael discuss health and safety and other personnel issues during prison visits with staff and managers

Michael reviews health and safety performance and how policy framework being implemented locally in monthly meetings with line-managers

Gareth chairs the quarterly corporate health and safety committee and has on-going dialogue with Unions

Michael provides "seed corn funding" from his operating budget for initiatives addressing key risk areas e.g. immunisation for front-line staff to address absenteeism