



Report Date: 11/06/2020

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Health & Safety: Annual Review of Performance in 2019-2020 and Plans for 2020-2021

Report Summary

This report details the current health and safety initiatives and actions being managed and promoted throughout the Authority. These initiatives are driven by the process of risk assessment, and implemented through a programme of information, training and supervision; as detailed in the headline requirements of the organisations' health and safety policy.

Covid-19 brings with it the greatest economic, financial and social challenge of the 21st century, after 9/11 and the 2008 financial crisis.

The escalation of the virus and required controls specific to both public and employee health and safety has understandably impacted the organisation, resulting in the development and implementation of enhanced occupational health controls, as shown within this report.

Faced with a complete review at both strategic and operational level, the works to achieve these occupational health and safety controls have been significant, requiring the collective involvement of all staff across WLWA.

A complete and systematic breakdown of all activities has been required across the organisation, using the risk assessment process to understand where Covid-19 risks are presented; prompting additional controls and an ever-present requirement for review and re-evaluation of risk control measures.

Information has been supplied regarding progress against action plans for both 2019/20 and 2020/21, with the development and implementation of enhanced risk controls and procedures. Information is also detailed regarding incidents; showing incident type and causation.



HM Government

Covid-19 Secure – Since March 2020 the Covid-19 pandemic has understandably altered risk control priorities and working practices for the Authority. UK Government has provided 8 separate general guidance documents for industry, aiding organisations to achieve a standard of risk controls, thereby becoming “Covid-19 Secure”. **The development works achieved across WLWA has resulted in the quantifiable achievement of this Covid-secure standard.**

Staying COVID-19 Secure in 2020

We confirm we have complied with the government's guidance on managing the risk of COVID-19

• FIVE STEPS TO SAFER WORKING TOGETHER •

- ✓ We have carried out a **COVID-19 risk assessment** and shared the results with the people who work here
- ✓ We have **cleaning, handwashing and hygiene procedures** in line with guidance
- ✓ We have taken all reasonable steps to **help people work from home**
- ✓ We have taken all reasonable steps to **maintain a 2m distance** in the workplace
- ✓ Where people cannot be 2m apart, we have done everything practical to **manage transmission risk**

Employer _____ Date _____

Who to contact: _____ Your Health and Safety Representative
(or the Health and Safety Executive at www.hse.gov.uk or 0300 003 1647)

Initiatives undertaken to achieve “Covid-19 Security” on operational sites and offices included:

- Covid risk assessments undertaken for both site and office environments, and risk controls implemented, with enhanced supervision.
- Enhanced level of Covid signage as well as information and controls for HRRC and WTS (Staff and Site Users).



EXAMPLE

- Facilitating the transition of employees to working from home. Working from home safety guidance issued, supported with DSE risk assessment processes.
- Enhanced levels of cleaning for operational sites and shared mobile plant, supported by risk assessment and information for operators.
- Guidance created for the use of vehicles, safe measures for car sharing and cleaning regimes.
- Signage and information on social distancing and regular hand cleaning.
- Regular review of working processes and updated information, guidance documents and training on Covid specific controls, including symptom awareness and procedures for self-isolation.
- All above actions have enhanced the occupational health and safety measures on sites as well as enabling the safe and controlled re-opening of the HRRC with controls continuously monitored for the site.

As a medium to long-term issue, the risks and applicable controls for the management of Covid-19 will be continuously monitored and assessed, against ongoing Governmental and industry developments and requirements.

Summary of Covid-19 Actions



Covid-19 is now accepted as a medium to long term issue, which will need effective management of risks in all areas of Authority's activities. This has now prompted a review of the Authority's health and safety policy and ongoing management arrangements for information, instruction and training of all WLWA personnel.

Development works have been undertaken to



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achieve a dynamic approach to the risk assessment process of all tasks resulting in implementation or alteration of risk controls, as they are assessed, with escalated turnaround times for the provision of reviewed safe working practices.

This dynamic approach is best demonstrated by the substantial works undertaken to ensure the timely re-opening of the Abbey Road HRRC, which includes enhanced traffic control strategies, throughput management, as well as enhanced measures to protect and inform both the public and WLWA personnel.

Initiatives are currently being developed for a controlled return to work for the West Drayton office. The risks posed by Covid-19 will be under constant review and amendment, ensuring a total risk management approach to this threat.

**The HRRC opened to the public again on 18 May 2020.
This reopening was achieved through:**

Systematic assessment of all on-site and Covid-19 specific risks and required controls.
Collective responsibility and involvement of all persons on site.
Complete review of directional and public information signage, including Covid-19 controls
Development and implementation of health and safety training, including Covid-19 and vehicle marshalling.
Complete involvement of all staff on-site, enabling the safe and controlled re-opening of the HRRC

Where We Are Now – Employee Survey, and Where We Are Heading

Where We Are Now

The high-level risks in relation to Covid-19 required a great deal of dynamic and short-range solutions to be developed, in order to ensure that our people and customers were kept safe and informed, whilst ensuring that we maintain a high level of service provision.

This has been made possible through systematic assessment of risks and the



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implementation of workable controls, enhanced by the collective involvement of personnel at an operational site level.

Covid-19 specific risk assessments have also been completed, for all operations. The results of risk assessments have been brought to the attention of all operational personnel, through controlled face-to-face training as well as guidance documents and toolbox talks.

Actions to protect our staff within the office environment resulted in the closing of the West Drayton office and personnel continuing 'business as usual' from a home working environment. This process was also controlled through the process of risk assessment, backed-up with information and guidance on health and safety risks and controls whilst working from home.

Employee Survey

An employee survey recently completed for the Authority confirmed that in the majority, the organisation is performing strongly in developing strategies, as part of the wider risk management system.

There are also survey indicators showing where opportunities exist for enhancements of the present system.

The Authority has managed a balance between people, performance and creativity. As a result, our people feel valued and that WLWA is a great place to work. This provides an ideal platform from which to further develop an enhanced culture, including a greater level of involvement and ownership.

There are a number of opportunities where communication and collaboration can be developed further, along with a greater level of transparency and the passage of information regarding where the organisation is going and how external influences brought about by Covid-19 may affect the organisation.

Where We Are Heading

As with all areas of health and safety, changes or alterations of risk provides us with a chance to review and adapt our developed risk management controls.

We are now facing a medium to long-term period, readily described as the 'new normal' way of working.

This has provided an opportunity for the organisation to re-evaluate the initial risk control measures implemented in order to reduce the risks posed by the virus. Furthermore, it has



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enabled us to build-in a greater level of communication and inclusion, as part of the redevelopment of risk management and controls.

With a view to the longer-term risk reduction strategies needed for home working, greater focus will now be required regarding employee's mental wellbeing as well as their occupational health, which includes, ergonomics and ensuring the work/life balance is maintained. Greater levels of technological support will also need to be reviewed, comparable with the 'traditional' office levels. General communication, together with an enhanced level of inclusion will also need to be developed.

The day-to-day workings of the West Drayton office currently remain as originally designed; with members of staff attending the office under strictly controlled conditions and restrictions, for essential working elements which currently cannot be undertaken from the home working environment. This present arrangement is subject to ongoing risk assessment and review.

Operational activities at Abbey Road will also be subject to the process of ongoing monitoring and review of implemented controls. Initiatives are already in place regarding a greater level of inclusion, with personnel, with sustained inclusion of the wider site team. These actions will aid in enhancing the levels of involvement, fostering a level of collaboration and collective responsibility.

1. Action Plans



in the Knowledge....



2019/20 Actions Outstanding

Review Job Descriptions to Include H&S Responsibilities (10% complete).

The H&S Advisor is waiting for updated job descriptions to be provided.

These outstanding actions will be escalated and completed, as a priority; enabling the close-out of the 2019/20 action plan.

2020/21 Action Plan



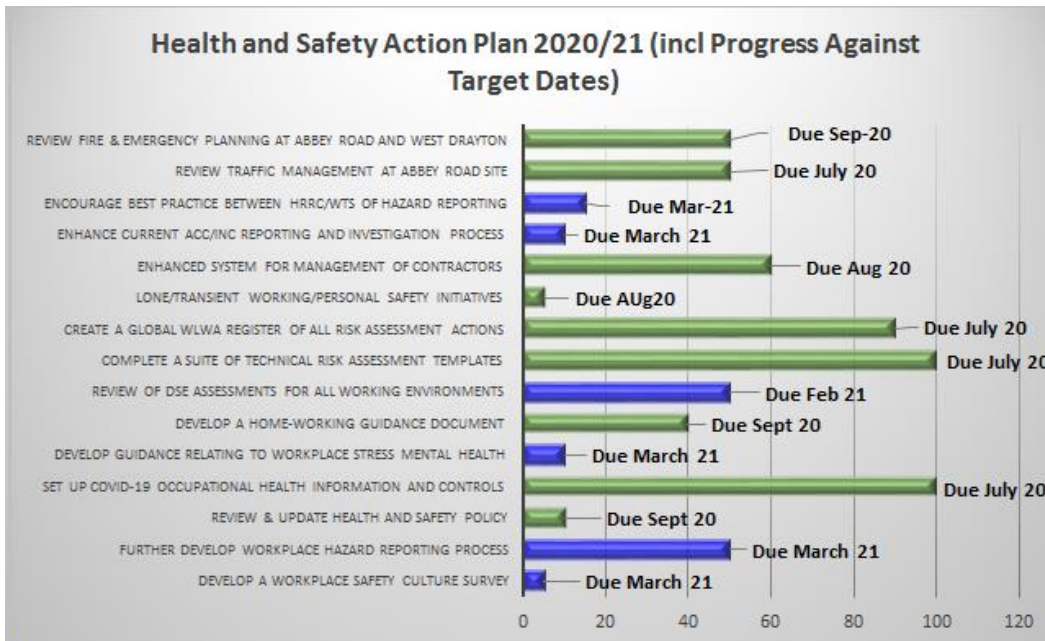
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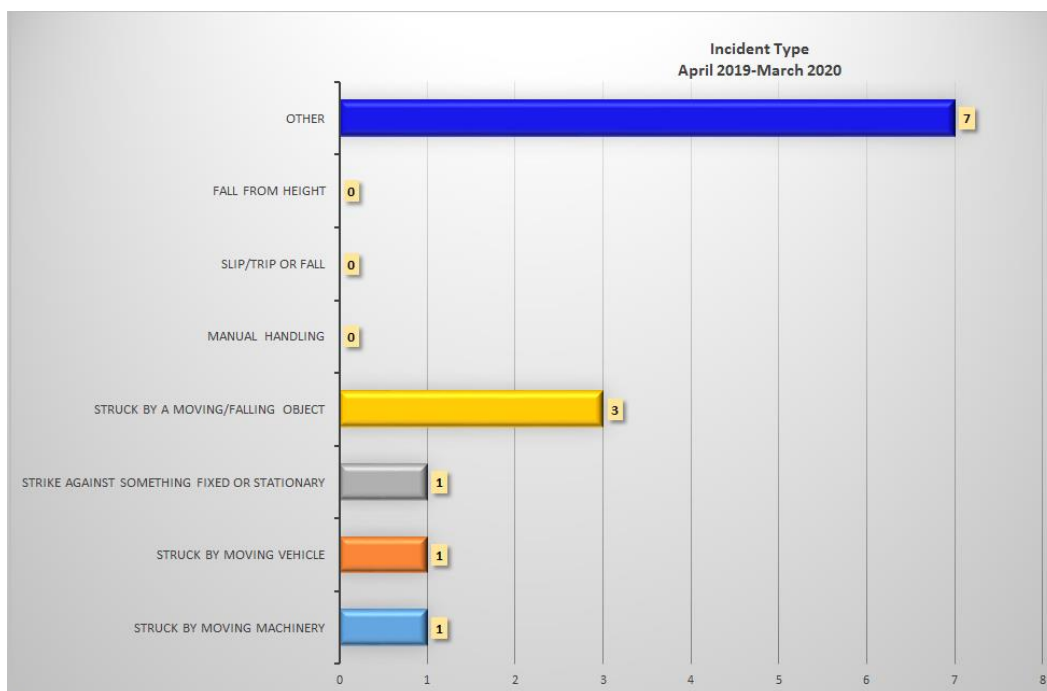
This is a dynamic action plan, set for 20/21, which will be reviewed and amended regularly against progress on targets and new actions identified, by industry best practice and legal requirements.

Incident Data – April 2019 – March 2020

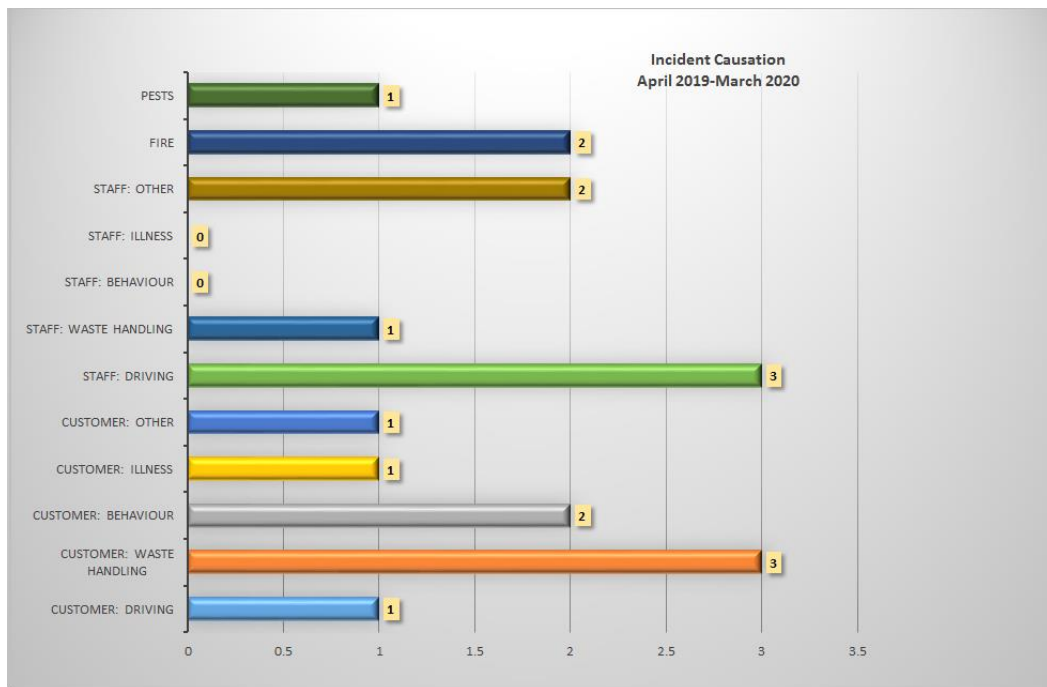
The graphs detailed below give visual representation of incident type and incident causation, based on reported information of incidents during this period. The number of 'other' category incidents provides an opportunity to investigate and allow greater detail of incident type, providing greater clarity going forward.



Incident Type



Incident Causation





Comparison of Incident Type (WLWA Vs Waste Sector)

The graphs below give a visual comparison of the Authority injury percentages, against the waste sector percentages for this reporting period.

