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Compiled by:
Kevin Kerin CMIOSH IMaPS MIIRSM
Chartered Safety and Health Practitioner

Annual Health & Safety Performance Review 2020-2021 and proposed Action Plan for 2021-2022

Executive Summary

This annual report details the good progress made against the health and safety initiatives agreed in the Action Plan for the period 2020-2021, as well as the dynamic development of the agreed actions, with enhanced health and safety works.

The report also details the ongoing initiatives identified by West London Waste Authority in their proposed Action Plan for the period 2021-2022, as part of the organisations' continued efforts to strive for best practice in the field of occupational health and safety risk management across the organisation.

The initiatives detailed in the 2021/22 Action Plan continue to be driven through the process of risk assessment, helping to ensure safe systems of work are fully developed and implemented through a programme of information, training and supervision; as detailed in the headline requirements of the organisation's Health and Safety Policy and associated supporting guidance documents.

Where We Are Now

Covid-19 – Ongoing Risk Management Processes

The Covid-19 pandemic continues to figure largely in the development and management of risk controls during the 2020/2021 period. The high-level risk profiling of the virus in relation to both operational and non-operational activities within the organisation has enabled the full development of Covid-19 risk assessments and guidance information for both areas of the organisation.

The success of the collective involvement of USP and West London Waste in respect of Covid-19 has been reflected in the two successful visits to the Abbey Road Site by the Health and Safety Executive; who were satisfied with the level of Covid-19 risk controls on site.

The satisfaction of the HSE in relation to these visits as well as the maintenance of operational capability during these challenging times further demonstrates the success of the developed risk management system in relation to Covid-19 controls.

There will be a continued process of monitoring and review as part of the dynamic risk management approach to ensure the risks associated with Covid-19 continue to be managed, and amended where needed, in accordance with UK Government advice.

Our Health and Safety management system has recently been audited by Ealing Council Audit and investigations team. Although the Audit report is yet to be formally reviewed and final report issued, early indications are that the organisation achieved a 'substantial assurance' level of governance. This level of governance further demonstrates the significant efforts and achievements made with health and safety within West London Waste Authority.

Progress made against the action plan for the period 2020-2021

As detailed in the table in figure 1, all Action Plan initiatives for 2020-2021 have been completed with the exception of:

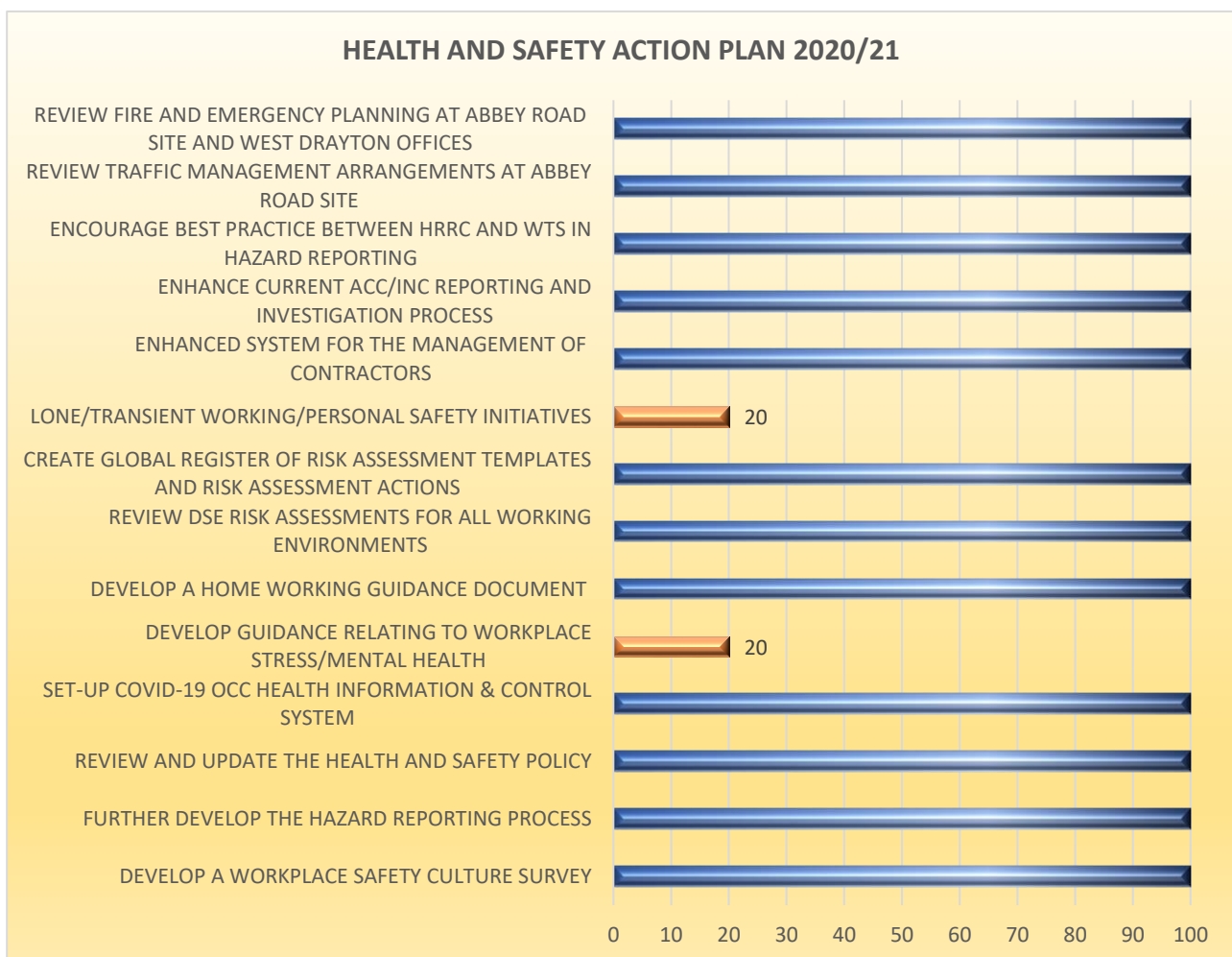
- Develop guidance relating to workplace stress and mental health.
- Lone/transient working/personal safety initiatives

These two initiatives were paused to ensure focus was made on Covid-19 health and safety initiatives for both operational and non-operational activities. These two initiatives have therefore been transferred to the 2021-2022 action plan for completion.

The transference of the workplace stress and mental health initiative has allowed for enhancements to be made, aligning with the organisation’s HR programme for Mental Health and Wellbeing Strategy. Employee wellness will also figure significantly across the developed system through the process of review and continual improvement.

The lone/transient working/personal safety initiative is now being developed to include the non-operational members of staff, with the general easing of Covid restrictions and a controlled return to core activities.

Fig 1



What We Have Achieved

Specific Detail on Completed 2020/21 Action Plan Initiatives

We have developed a structured and robust health and safety management system, supported fully with detailed quality documentation, shared with all personnel.

Develop a Workplace Safety Culture Survey

A workplace safety culture survey has been developed along with a training module. Due to the requirement for 'frontline' training modules to be provided to the new staff (i.e. Asbestos Awareness, Fire Safety, Manual Handling, emergency plan training, plant/vehicle signalling, Covid training), the culture survey will be rolled out once these modules have been completed.

Further Develop the Workplace Hazard Reporting Programme

The hazard reporting programme in place has seen numerous enhancements during the action plan period. The programme has been migrated onto the Formstack platform, enhancing the speed of reporting and notification to identified members of senior management and health and safety advisor, thereby enhancing the timeframe in which to action hazards raised.

Since the migration of the hazard reporting programme onto the Formstack platform in February 2021 there have been 108 hazards reported by members of staff.

The ongoing drive operationally for the reporting of hazards on site by members of staff is now also being used by staff during their visits to other sites outside of West Drayton and Abbey Road sites.

Monthly Reporting

A detailed monthly hazard observation report has also been developed, which is issued to West London Waste Senior Management Team confirming the number of hazard observation cards completed during the month, as well as location and the type of hazards reported. This proactive system also allows for the analysis of any trends which become apparent, leading to targeted works to address these trends.

Review Fire & Emergency Planning at Abbey Road and West Drayton

The fire risk assessments for both Abbey Road and West Drayton have been completed, and continue to be monitored and reviewed. The fire risk assessment for Abbey Road has been enhanced with the addition of DSEAR (Dangerous Substances Explosive Atmospheres) Regulation's which brings the site's fire safety system to a high state of compliance and fire risk management.

Review and Update of Health and Safety Policy

The health and safety policy has been updated which now includes the enhanced system for Covid-19 risk management. This updated document has been reviewed by the Senior Management Team, pending a full re-implementation. Extensive Health and Safety Policy Guidance Notes have also been reviewed as part of the wider annual policy review.

Set- up Covid-19 Occupational Health Information & Control System

Significant advancements have been made with this control including:

- Production of information guidance documents for working from home;
- Occupational health/wellness questionnaire for home-based staff;
- Risk assessment, Covid-19 review reports for the returning of Staff to the West Drayton office including a staff rota system, to enable a phased and controlled return of staff numbers to the office;
- Information documents for all staff returning to West Drayton on the developed controls;
- Multiple reviews and implementation of dynamic controls for the Abbey Road WTS and HRRRC, enabling safe and controlled works on site in relation to the management of Covid-19 thereby helping protect both West London Waste employees and users of the site;
- Monthly reviews of Covid-19 risk assessments and staff information, generated in-line with UK Government Covid-19 guidance.

Review of DSE Risk Assessments for All Working Environments

DSE risk assessments and guidance information was distributed to all staff across the organisation for both operational and non-operational areas. Returned risk assessments were reviewed and controls recommended where needed, along with one-to-one follow-up calls with staff requiring this level of support. DSE risk assessments were also distributed and completed by relevant staff members at Abbey Road.

Create Global Register of Risk Assessment Templates & Risk Assessment Actions

A range of activity-specific risk assessment templates have been developed for activities across the organisation. These templates have been uploaded onto Formstack and are being well used.

Any risk assessment actions are identified at the time of the assessment and actioned in an agreed timeframe.

Enhanced System for the Management of Contractors

A well-developed risk management programme has been created, along with a 'Management of Contractors Safe Working Guidance'. This document provides a step-by-step process of managing contractors, from the initial selection, through to supervision on site.

Enhance the Accident and Incident Reporting System

The accident/incident reporting process has been developed and migrated onto the FormStack platform. The migrated system allows for all accidents and incidents to be reported via Formstack, and investigation reports to be completed along with any witness reports and photos. High-quality training has been completed, allowing for a more detailed understanding of the accident/incident reporting system by staff.

Review of the Traffic Management Arrangements at Abbey Road

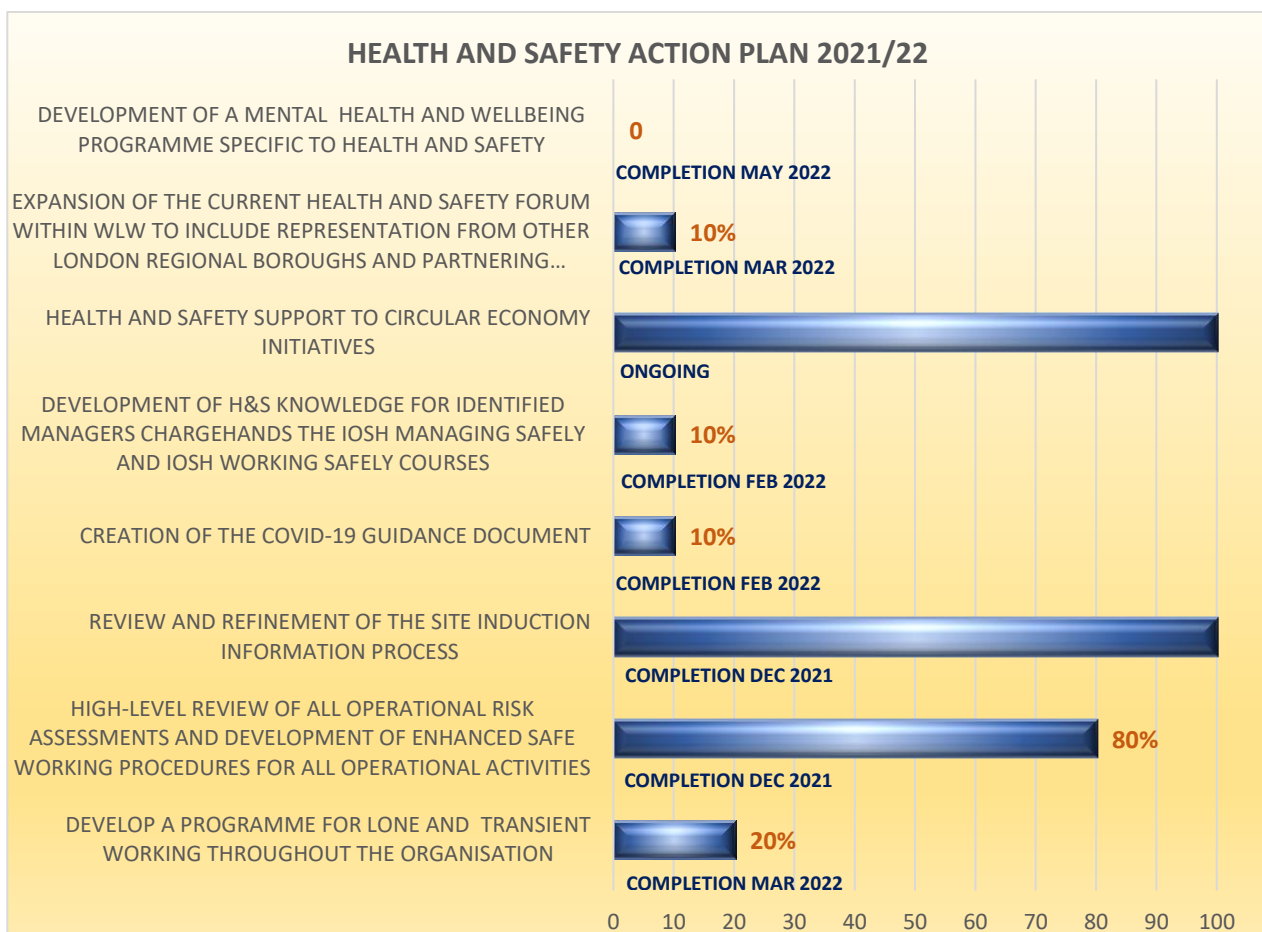
There have been a number of reviews of the traffic management arrangements at Abbey Road. Driven by the hazard reporting process where members of staff have identified and reported any deviations to the plan by visiting vehicles, this system is aiding significantly in preventing incidents in relation to traffic management and pedestrian safety. The success of the hazard reporting process in this instance has resulted directly in a significant reduction in traffic related incidents at the Abbey Road site.

Review Fire & Emergency Planning at Abbey Road & West Drayton Offices

The fire risk assessments for both Abbey Road Site and West Drayton Offices have been reviewed and amended in both 2020 and 2021. Emergency evacuation procedures for the West Drayton Offices were reviewed as part of the risk assessment review.

The fire and emergency plan for Abbey Road has been reviewed and updated. The implementation of the emergency plan is currently being completed, with all staff and Fire Wardens at Abbey Road being trained in a range of emergency scenarios including fire, spillage, accidents & incidents and explosive materials.

Health and Safety Action Plan – 2021/22



Health and Safety Action Plan 2021-2022

Ref	Action required	Person(s) Responsible	Agreed Timescale	Further action details	Progress against action	Percentage completion
1	Develop a programme for lone and transient working throughout the organisation.	H&S Advisor. Operations Manager.	March 2022	<p>The programme will include a risk assessment-based approach, including guidance documentation and training regarding the personal safety protocols for lone/transient working, which will also include initiatives for maximising personal safety when lone/transient working.</p> <p>The risk assessment process (including the development of training modules) has been started in relation to personal safety and avoiding aggression for staff at the Abbey Road site.</p> <p>This risk assessment process and applicable training will be developed to meet the needs of the West Drayton office staff members.</p>	<p>This action was detailed as part of the previous 2020/21 action plan. Due to the need to develop the Covid-19 pandemic, Development time for this initiative was transferred to the development and implementation for operational health and safety controls for Abbey Road as well as for the development of working at home guidance and risk assessment-based controls.</p>	20%
2	High-level review of all operational risk assessments and development of enhanced Safe Working Procedures for all operational activities.	H&S Advisor. Management Team. Site Manager.	December 2021	<p>The high-level review of the current bank of operational risk assessments will allow for the refinement of risk information and controls for operational activities.</p> <p>The development of detailed Safe Working Guidance documents, based on the refined risk controls from the risk assessment review process, will allow for a fuller understanding of required risk controls by operational personnel.</p> <p>Reviewed risk assessments and Safe Working Guidance document</p>	<p>The high-level review of the operational risk assessments has been completed and implemented. Approximately 80% of the new Safe Working Guidance documents have been drafted and are being reviewed with the site team and implemented across the HRRC and WTS staff at a steady rate.</p>	80%

				will be reviewed by the Site Manager and Chargehands and fully integrated with all operational personnel.		
3	Review and refinement of the site induction information and process.	H&S Advisor. Site Manager.	September 2021.	<p>The site induction process and information at Abbey Road will be reviewed and updated.</p> <p>In addition to the review of the induction information, a system will be developed, which identifies the relevant risk assessments and safe working guidance documents which need to be included as part of the induction process, depending on the inductee's area of works. This reviewed and refined induction process will provide a demonstrable process of induction which includes targeted risk information and controls to be issued.</p>	This action is complete.	100%
4	Creation of the Covid-19 guidance document.	H&S Advisor. Management Team.	December 2021	<p>It is foreseeable that the option to work from home (wherever possible to do so) will remain and has been re-introduced by the Government, as a strategic step in avoiding further National/Regional lockdown measures.</p> <p>The development and implementation of a focussed guidance document will formalise and extend the current risk controls as detailed in the updated health and safety policy for the organisation and will include agreed procedures and guidance on initiatives including occupational wellness (linked to the wider WLWA Mental Wellbeing Strategy as developed by the Organisations HR).</p>	<p>As part of the current initiative for working at home we have provided a risk assessment-based approach to home working, with DSE workstation risk assessments, home working employee survey, and guidance on working from home as an interim measure.</p> <p>The creation of a dedicated guidance document for working from home will aid in the longer-term ability to work from home as needed, with added support of the initiatives as detailed within the health and safety policy</p>	10%

				Standards to be achieved in relation to home working as well as procedures for reporting any occupational ill health issues which may occur whilst working from home will also form part of this initiative.		
5	<p>Initiatives for the development of health and safety knowledge for identified Managers, Chargehands through the IOSH (<i>Institution of Occupational Safety and Health</i>) Managing Safely and IOSH Working Safely Courses respectively.</p> <p>Initiatives for the development of health and safety knowledge for all non-managerial and supervisory staff through the IOSH Working Safely Course. (<i>Institution of Occupational Safety and Health</i>)</p>	H&S Advisor. Management Team.	February 2022	This initiative will enable the up-skilling of key members of the organisation who have local management control for either Abbey Road or West Drayton sites. This is an internationally recognised certificated course administered by Institution of Occupational Safety and Health (IOSH) and will aid in widening the levels of understanding of workplace health and safety standards, thereby enhancing current health and safety initiatives including hazard reporting and ownership of individual and collective health and safety standards.	Costings are currently being	10%
6	Provide health and safety support to circular economy initiatives developed by the organisation which includes aiding relevant charities/supply chain to improve their standards of health and safety compliance.	H&S Advisor. Management Team.	Ongoing	Provide the required health and safety support to circular economy initiatives through the development and issuing of risk assessment-based controls and guidance information.	This action has already been initiated through the development of health and safety standards to be achieved through collaborative working with members of the WLWA team and other suppliers, in relation to laptop reconditioning and bike repair programmes, and will be increased as further circular economy initiatives are developed. This ongoing action will include active involvement in each circular economy initiative, supporting relevant charities/supply chain in completion of risk assessment and safe working procedures, to	Ongoing

					enable identified initiatives to the developed and implemented safely.	
7	Expansion of the current health and safety forum within WLWA to include representation from other London regional Boroughs and Partnering Organisations.	H&S Advisor. Management Team.	March 2022	The current operational health and safety forum run at the Abbey Road will be expanded to include attendance from all other regional London Boroughs and Partnering Organisations on Best Practice and Occupational Wellbeing Initiatives.	In development	10%
8	Development of a mental health and wellbeing programme specific to health and safety.	H&S Advisor. Management Team.	May 2020	<p>The issue of mental health and wellbeing is of paramount importance when it comes to West London Waste Authority staff. With this in mind, a series of mental health and initiatives will be developed and rolled out as part of the 2021/22 Action Plan, including but not limited to:</p> <ul style="list-style-type: none"> • The production of the mental health and wellbeing guidance document; • Resilience training; • The appointment and training of mental health first aiders; • Reviewing of the current risk assessment process to include the identification and control of psychosocial risks in the workplace. 		

Action Plan Initiatives already completed

Review and Refinement of the Site Induction Process

In addition to the review of the induction information, a system has been developed, which identifies the relevant risk assessments and safe working guidance documents which need to be included as part of the induction process, depending on the inductee's area of works.

Health and Safety Support to Circular Economy – Ongoing

There are a number of areas where health and safety support has been given to circular economy initiatives, including laptop refurbishment and bike repair. Health and safety support has involved technical advice and guidance on subjects of risk assessment and risk control, as well as enhancement of on-site controls for visitors/charities and supply chain. This is an ongoing initiative which includes early involvement and discussions when developing circular economy initiatives.

On-going initiatives

Mental Health and Wellbeing

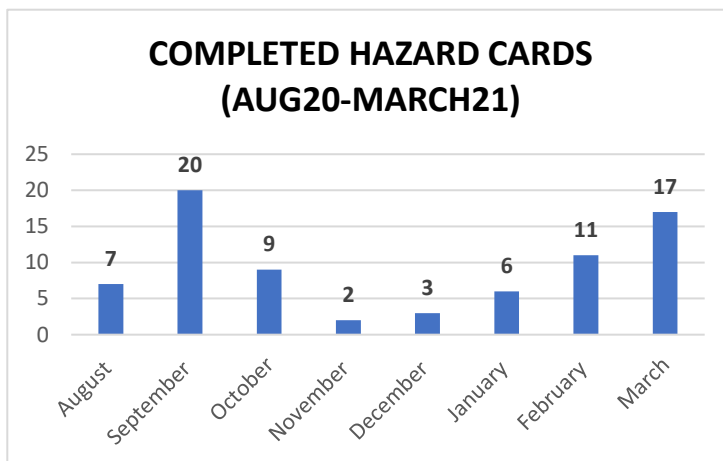
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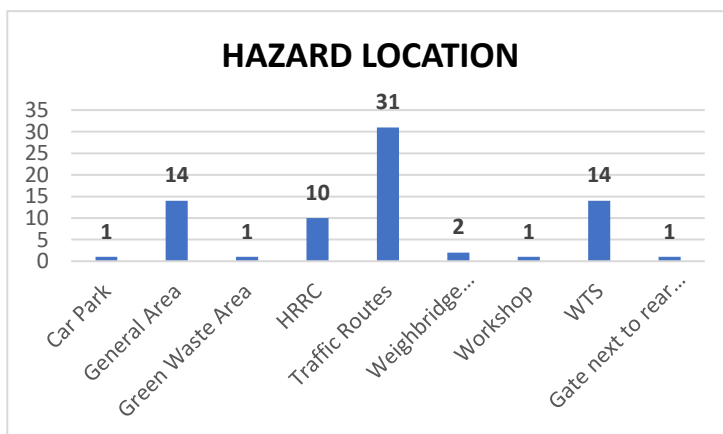
Health and Safety Statistics

As mentioned above, the Hazard Reporting and Accident/Incident reporting systems have received numerous enhancements over 2020-21. This section is therefore dedicated to the statistics in respect of Hazard Observation Cards and Incident/Accident forms completed.

Hazard Observation Cards

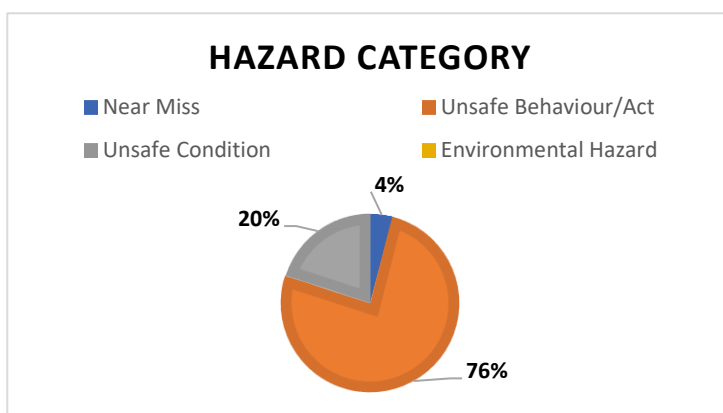


This table confirms the hazard cards completed from August 20 - March 2021. The data has been collated from August, when enhancements were made to the reporting system, which resulted in monthly reports being produced for the Senior Management Team.



Those hazard locations confirmed as 'general area' relate to items such as traders not wearing PPE, visitors not following pedestrian routes etc.

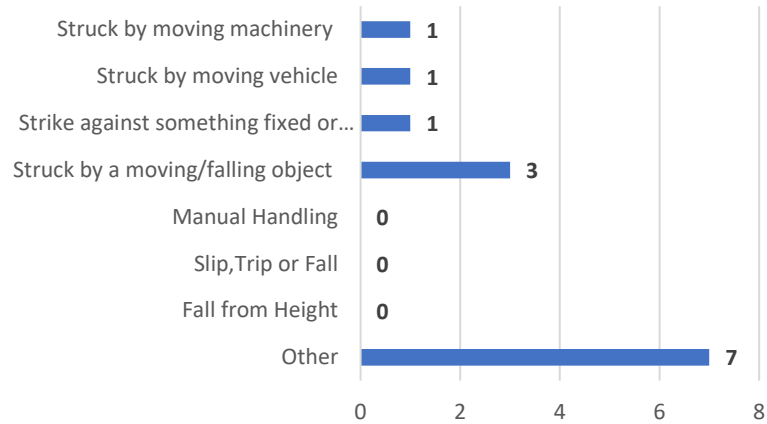
Those placed in 'traffic routes' relate to visitor driver related instances (i.e. visitors missing the turning into the HRRC, speeding on site, exiting site via the wrong lane etc).



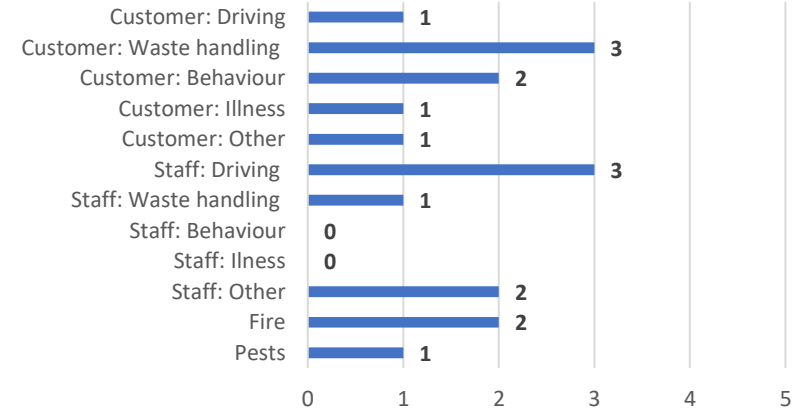
Hazards on site are split into the 4 categories highlighted in the table. Only 4% of hazard observation cards completed related to a near miss. Furthermore, 76% of cards completed related to an unsafe behaviour/act. The majority of these related to the unsafe behaviour/act of visitors to site (both residents and traders) which included some of the items highlighted above. Finally, there were no hazard cards completed in respect of an environmental hazard.

Incident Data

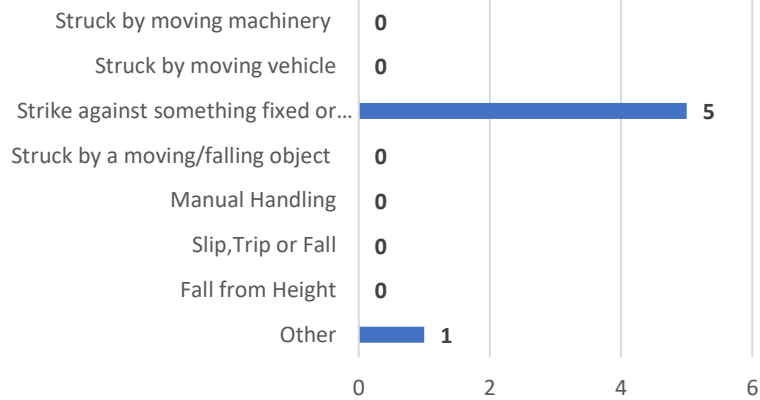
INCIDENT TYPE (APR19-MARCH20)



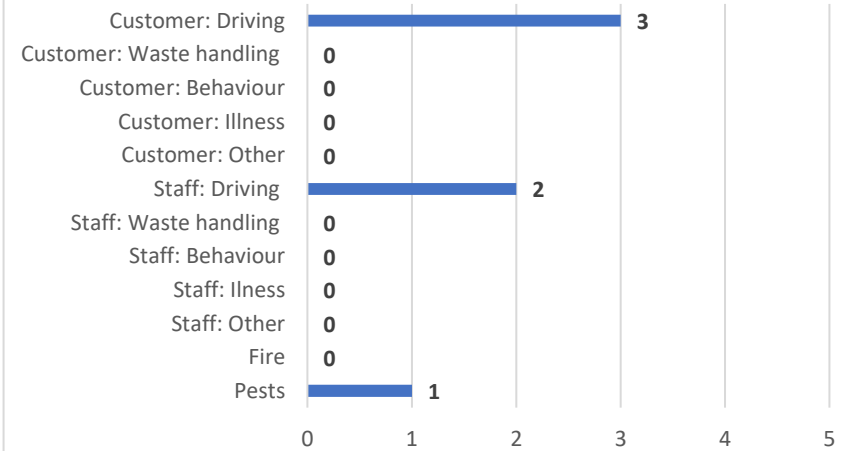
INCIDENT CAUSATION (APR19-MARCH20)



INCIDENT TYPE (APR20-NOV21)



INCIDENT CAUSATION (APR20-NOV21)



There were 11 incidents recorded for the period Apr 19-Mar 20, with 6 being recorded between Apr 20-Nov 21. Whilst we have seen a reduction in the overall number of incidents, there has been increase in the amount of vehicle related incidents, from 3 to 5.

There has been an increase in customers driving incidents, from 1 to 3. This has caused the increase in driver-related incidents since the previous report.

All three incidents related to customers driving into the height barrier on their exit from the HRRC. Two instances of this were down to customers leaving the HRRC with their vehicle boots still open, with 1 instance where a van attempted to leave the HRRC, despite the vehicle being above the height barrier level.

There has been a reduction in staff driving being a causation for incidents, reducing from 3 to 2. The 2 incidents in question related to a lapse in concentration by the drivers, resulting in the netting being caught in the Liebherr 360 grab machine, and a post being struck by the Liebherr 360, when the feet were being extended. Each of these incidents were fully investigated and discussed with respective drivers.

In Summary, the downward trend in incidents shows a further improvement in the management of risk, brought about proportionate investigation and sharing lessons learned from these incidents. The understanding of what may have gone wrong, how we can learn from these incidents and what we need to reduce the likelihood future incidents.