



Aiming for Zero Harm in the Waste & Recycling Industry



environmental
services
association

Chairman's Foreword



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The recycling industry is a young, dynamic industry with plenty of exciting opportunities for innovation and growth as we aim to recycle yet more of the material within the waste stream while maximising the value of any remaining non-recyclables. As the UK shrugs off its historical reliance on landfill, the industry's direction of travel is one of significant investment in new, more sustainable waste management systems, which deploy more sophisticated technology to handle and recycle an increasingly diverse range of materials. At the same time, many traditional working practices are under review, and will likely be re-modelled to ensure further opportunities presented by the circular economy are fully realised.

All this is a very exciting time for our industry as more people are attracted to the career prospects on offer. But of course, this is not without its challenges: the sheer pace of change within our industry has been dramatic and this can present a number of health and safety challenges.

The industry is determined to ensure that, as environmental standards rise and impose greater complexity on our industry and on

our customers, health and safety standards will also continue to improve. Recent accident statistics show encouraging signs, with a largely downward trend in accident rates over the last decade, however, accident rates remain stubbornly higher than the "all industry" average and performance varies considerably within the industry, with some doing better than others.

ESA's ambition is zero harm: it is simply unacceptable that people are fatally injured or harmed as a result of avoidable accidents in the waste and recycling industry. Achieving this goal will require much greater co-operation between various parties in the industry, of which ESA is just one, to ensure that best practice is disseminated more widely for the benefit of all, and that a health and safety culture is more firmly embedded within all organisations, whether large or small.

This report describes the challenges faced by the industry, the steps taken by ESA Members to overcome these and a summary of our accident data and trends.

Peter Gerstrom, ESA Chairman

1 > Our industry's direction of travel

The waste and recycling industry is at the heart of the circular economy. This concept, which is gaining political traction, is focused on keeping as many materials and products circulating within the productive economy for as long as possible. In practice this means more efficient use of materials, creating greater value from customer supply chains and ensuring more material is reused, recycled, and with energy generated from any residual, non-recyclable wastes.

A circular economy has the potential to create 50,000 new jobs in the UK with a £10 billion investment, boosting GDP by £3 billion and returning the UK to sustainable growth.

Progress towards the circular economy will likely push the waste management industry beyond its traditional spheres of operations, opening up new opportunities and requiring closer working with a host of new partners, and engaging further 'upstream' in material supply chains than perhaps done so in the past. New technologies and new working practices will help break the UK's traditional linear models of production and consumption, transforming the industry's role into that of a resource provider, manufacturing raw materials and products for the wider economy.

This transformation is already well underway as the UK continues to reduce its historical reliance on landfill disposal and move instead towards much higher rates of recycling and more innovative ways to recover the value embedded in waste. Nearly 45% of household waste is recycled (and higher, at 56% in Wales) and with a 60% decrease in the amount of waste landfilled over the last decade.

ESA and our Members aim to ensure that high recycling and more innovative approaches to waste management are twinned with high standards of health and safety. This is a challenge as our industry's activities are becoming increasingly mechanised and more labour intensive. Workers are handling greater volumes and a wider composition of material than ever before but this brings with it new and significant hazards into workplace.

For example, source segregation of waste at the kerbside increases workers' exposure to hazards on the highway. Similarly, new technologies deployed to extract recyclable materials from the waste stream present challenges as such operations bring people closer to activities: instead of being in the cab of a compactor on a landfill, employees are in industrial premises with conveyor belts and vehicles moving in confined spaces.

Higher recycling targets will likely result in new and emerging risks, as yet more material is extracted from the waste stream for recovery, while changes in the waste stream – such as a drive towards source segregation – could expose workers to greater concentrations of potentially harmful substances.

Set within this context of an increasingly dynamic and diverse industry, the challenge is to firstly eliminate, and then minimise the risk of accidents and harm through a range of appropriate measures. ESA has a key role to play in meeting these objectives.



Box 1: Who We Are

Britain's waste and resource management industry provides services which are essential to modern life. Employing over 95,000 people and with an annual turnover of £11b, the companies that make up the sector collect waste produced by households and businesses across the UK, treat the waste responsibly, and turn a large percentage of that waste into new resources and energy for the nation. Innovation is a key driver for the modern waste management industry and we are at the forefront of debates about waste prevention and recycling.

The sector at a glance:

- Total turnover £11b;
- Direct employment: 95,000 people;
- Municipal waste handled each year: over 20 million tonnes;
- Energy generated (from waste combustion and landfill gas) each year: approximately 6,700GWh, 1.5% of the UK's total electricity supply and over 20% of our renewable electricity;
- Greenhouse gas emissions down by 70% since 1990;
- The top seven companies account for around 40% of industry turnover. Many hundreds of SMEs provide either localised or more specialised services

ESA - The voice of the industry:

ESA's Members represent approximately half of the waste sector, including all the major companies, and ESA speaks on their behalf in Britain and in the EU.

ESA:

- lobbies constructively for a policy framework which enables ESA Members to operate profitably and responsibly for the benefit of the UK environment;
- prepares sector health and safety guidance;
- works to raise operational standards across the industry.



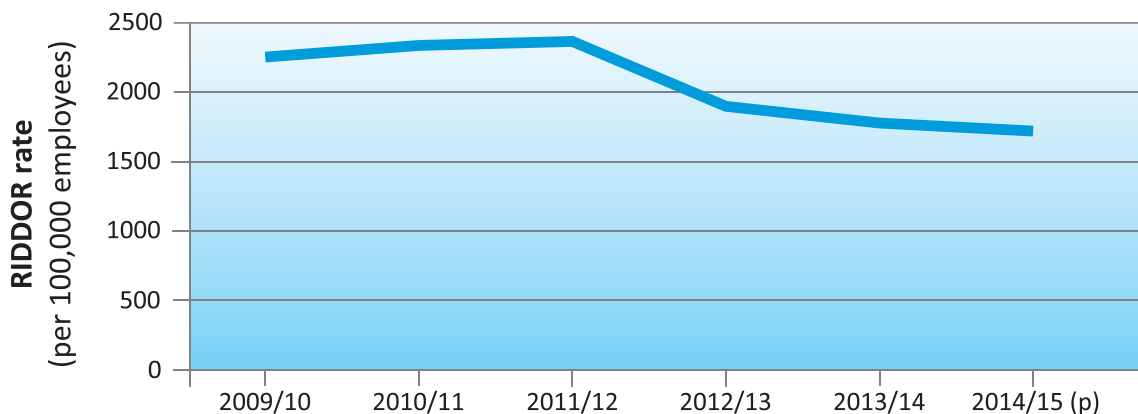
2 > The UK waste industry injury rate

HSE's latest statistics reveal that while the industry (as a whole) accounts for only 0.6% of all employees in Britain, RIDDOR injury rates are four times that of the national (all-UK industry) average.

It is an industry which historically has not had the best health and safety record, and the Bomel report in 2004¹ revealed that the fatality rate in the waste management industry was 10 times higher than the national average. This report

in fact marked something of a turning point, serving to illustrate the need to properly assess and control risk within waste collection and processing systems and help focus regulatory intervention to improve the industry's safety record. A concerted effort by the industry and HSE since then has resulted in a general downward trend in accident rates, and with a 23.7% reduction in accidents achieved over the last five years (figure 1, source: HSE).

Figure 1: Waste industry injury rate



Box 2: RIDDOR explained

The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) is the primary indicator used by HSE and the industry for notifying and recording work related injuries. Work related deaths; certain injuries (as specified by the regulations); and any injury which results in more than 7 days' absence from work are required to be notified to HSE. The total number of RIDDOR reportable injuries forms the basis of assessing the performance of the industry.

To account for variation in employee numbers within companies or organisations (and between sectors), the number of RIDDOR reportable injuries are normally expressed as a RIDDOR incidence rate

(number of RIDDOR injuries per 100,000 employees) which is a more accurate means of expressing (and benchmarking) performance.

Changes to the regulations, introduced by the Government in 2012, amended the type of injuries that need to be notified to HSE. Of key significance, the reporting threshold increased from injuries which resulted in a period of 3 days' absence from work to over 7 days, which in practice has served to reduce the overall number of reportable injuries within the scope of RIDDOR. Analysis of accident trends should therefore be caveated when seeking to compare performance before and after 2012.

¹ <http://www.hse.gov.uk/research/rrpdf/rr240.pdf>

Image 1: ESA's Accident Reduction Charter



ESA ACCIDENT REDUCTION CHARTER

ESA and its Members aim to deliver the highest standards of health and safety. ESA Members regard the health, safety and well-being of their staff and all those associated with their activities to be an essential element of a successful and sustainable business. Our ambition is Zero Harm for all those working in, and involved with, the waste and resource management industry.

We believe it can never be acceptable that people are fatally injured or harmed as a result of avoidable accidents in the waste and resource management industry, and will ensure that all necessary steps are taken to achieve this aim.

This revised Accident Reduction Charter aims to build upon the 65% reduction in accidents already achieved by ESA Members since the launch of our first Charter in 2004.

ESA and its Members aim to:

1. **reduce** the incidence rate of RIDDOR reportable accidents by a minimum of 10% year on year until 2018
2. **demonstrate** a visible commitment to health and safety through leadership
3. **encourage and support** worker engagement in health and safety
4. **contribute** to the development and sharing of industry good practice
5. **support** the Waste Industry Safety & Health (WISH) Forum to deliver its five strategy goals

ESA also recognises the contribution that other health and safety performance indicators can make in creating an environment that is free from accidents. A focus on reducing all accidents - no matter how minor - is an important contributor to reducing more serious accidents.

To help achieve the above ESA Members are encouraged to recognise and explore the benefits that proactive measures of occupational health and safety can bring. ESA Members will therefore continue to promote programmes of work that focus on improving workplace behaviours and will share and exchange ideas that will prevent accidents happening in the first place.

Signed: _____

Company: _____

Date: _____

3 > Making H&S our priority

Long before the current HSE and media interest in the industry's health and safety record, ESA has been taking steps to improve performance.

ESA established a health and safety committee in the late 1980s² as the primary forum for developing health and safety initiatives and allowing ESA Members to exchange information and best practice. The committee also began to compile accident data from Members but in those early days the data was mostly inconsistent and identifying any meaningful trends proved difficult. By the mid 1990s the health and safety committee began a programme of work aimed at collecting accident data in an agreed, standardised format.

By 2000 the quality of data started to improve, but this revealed a RIDDOR rate of over 4000 (which at the time was 8 times the 'all industry' average). ESA's Board of Directors, consisting mainly of the CEOs of the sector's leading companies, decided at this point that a particular focus on occupational health and safety was required to improve performance. ESA's Board has never regarded health and safety as a

competitive area and instead has developed a culture of freely sharing best practice.

In 2004 ESA and HSE formally launched an Accident Reduction Charter with targets to reduce the incidence rate of RIDDOR reportable accidents by 10% every year. This represented ESA's statement of intent and underpins our commitment to achieving high standards in health and safety performance. The Charter has since been revised and on each occasion the Board has agreed to extend its commitment to further 10% year on year accident reduction targets.

ESA's commitment to the Charter was strengthened in 2006, with the launch of a Health and Safety Strategy setting out the industry's health and safety goals and the activities required to meet these goals within a clear timetable. The strategy is periodically revised by the health and safety committee and has since been more closely aligned with the strategic objectives of the Waste Industry Safety & Health (WISH) Forum.

Box 3: About WISH

ESA is a Member of the WISH Forum, a committee formed of representatives from different sectors across the waste management and recycling industry. It exists as a forum to exchange information and to discuss and resolve prevailing health and safety problems with the aim of improving standards across the industry.

The work and outputs from WISH are based around the following strategic objectives:

- Strong leadership;
- Workforce involvement;
- Building competence;
- Creating healthier, safer workplaces; and
- Supporting SMEs (Small to Medium sized Enterprises).

² Through ESA's predecessor body: NAWDC

Members of ESA's health and safety committee have been the driving force behind the compilation of the most robust set of accident statistics within the entire waste industry. Good data of course underpins the committee's programme of work and its concerted effort to improve health and safety performance. Committee Members have made a number of amendments to the accident reporting initiative over the years, amending it to reflect the evolving policy landscape and to capture more detailed information on new areas of risk.

RIDDOR has traditionally been used by most industries (and HSE) for the reporting of work related injuries, and has the advantage of being widely adopted and a familiar metric to all within the industry. However, Lost Time Injuries (LTIs) has since emerged as a more sensitive reporting metric for measuring health and safety performance and is more commonly used across Europe and beyond. In addition, many ESA Members have already adopted LTI for internal benchmarking purposes and business development.

ESA therefore intends to migrate to LTI and in 2015 collected data from its Members in this new reporting format for the first time.

RIDDOR data will continue to be collected at the same time to enable ESA to analyse trends from previous years and to continue monitoring performance against HSE's statistics for the wider industry.

While data on injury rates has improved over the years, and targeted action has helped contribute to an overall decline, little is known about ill health within the waste management industry. Working closely with the Health and Safety Laboratory (HSL) ESA therefore decided in 2011 to extend its accident reporting regime to include a standard set of metrics for the reporting of sickness absences. Since then, ESA Members have been encouraged to report each year the total number of sickness absence days against a suite of absence categories for a number of specified waste management activities.

Through its health and safety committee, ESA liaises with HSE on a number of initiatives, such as the development of industry guidance or HSE's intervention strategy. HSE has remained supportive of ESA's work throughout, and has publicised ESA's accident reduction charter, strategy and improvement in health and safety in an attempt to raise standards across the industry.

Box 4: a H&S Check List

As a minimum, the following should be considered as part of an overall approach to improving health and safety performance.

1. identify health and safety priorities (e.g organisation-level or operational priorities)
2. prepare a written health and safety policy
3. appoint a competent person(s) to assist with managing health and safety
4. embed health and safety at senior management/director level (e.g. directly involve senior management team/directors in health and safety; roll out appropriate training; and ensure that health and safety is discussed and monitored at senior management/board meetings)
5. adopt a health and safety management system (as a minimum, to HSG65)
6. roll out training on safe working across the workforce
7. embed risk assessments into working practices and keep up to date through regular review
8. conduct health and safety audits, and ensure that auditors are trained to a recognised standard
9. prepare a system to review health and safety performance
10. take active steps to engage with your workforce on all matters related to health and safety.

4 > Performance within the waste industry varies

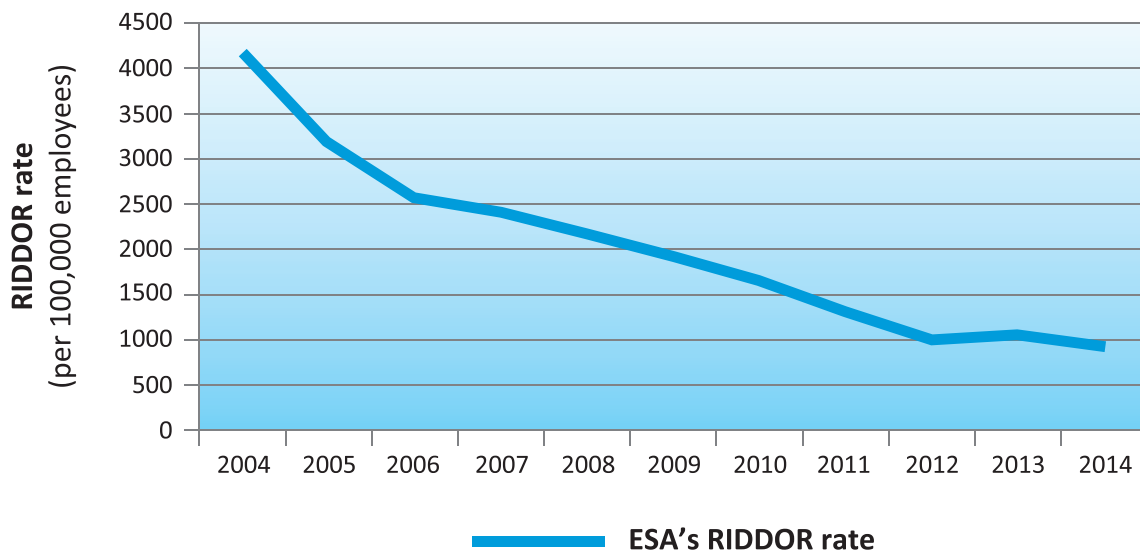
When HSE reports on the safety performance of the “waste management industry” it actually refers to a broad range of activities carried out by a number of different sectors, of which ESA’s Members form just one part of. Local authority waste management operations, the 3rd sector, scrap metal merchants and non-ESA Member private sector companies make up the rest of the industry. The injury statistics from each of these sectors is combined and reported by HSE in an aggregated format, which can make it difficult to identify trends or target specific sectors within the industry for improvement.

The value of robust data in underpinning targeted action to reduce injuries should not be underestimated and ESA has therefore been

collecting injury data from its Members for nearly 20 years. This helps ESA to disaggregate its Members’ injuries from HSE’s statistics and to derive a specific injury rate for our sector. Each year, ESA Members submit accident data returns, which include details of the number of RIDDOR reportable injuries within their company for the previous year (including 3rd parties), along with details of accident causation and where accidents happened.

Our most recent data (2014) reveals that ESA Members achieved an 11.7% reduction in RIDDOR reportable injuries on the previous year, and have reduced injuries by 78% since the launch of our Accident Reduction Charter in 2004.

Figure 2: ESA’s progress towards accident reduction



“ ESA Members have reduced injuries by 78% since the launch of our Accident Reduction Charter in 2004 ”

While ESA recognises that much more needs to be done to achieve our ambition of Zero Harm, given the complex and labour intensive nature of recycling and waste recovery activities our Members' reduction in injuries is clearly a significant achievement. Furthermore, ESA Members' progress helps demonstrate the significant variation in performance within the waste management industry. This can be shown in the next graph which compares ESA's accident reduction against the waste management industry as a whole (as reported by HSE³) since 2009/10.

An analysis of Figure 3 below shows that ESA's Members continue to out-perform the wider waste industry. ESA's accident rate (total accidents per 100,000 employees) currently stands at 919 and is lower than the provisional 2014/15 accident rate of 1715 reported by HSE for the waste and recycling industry as a whole. Comparison of ESA's

data against HSE's shows that the rate of injury reduction achieved by ESA Members since 2009 (52.3% reduction) has not been mirrored by the wider industry (23.7% reduction).

A key aim for ESA is to ensure that the success and momentum behind our efforts to reduce accidents is disseminated more widely across the entire industry, so that all may benefit from a reduction in injuries.

As below, ESA Members perform better than the waste management industry as a whole and while the industry's RIDDOR injury rate remains higher than the 'all UK-industry' rate it is worth noting that, with the exception of the mining and quarrying industry, the reduction in accidents achieved by ESA Members in recent years exceeds that of all other sectors, and even surpasses the 'all UK-industry' accident reduction rate.

Figure 3: comparison of ESA's accident rate against the waste industry as a whole

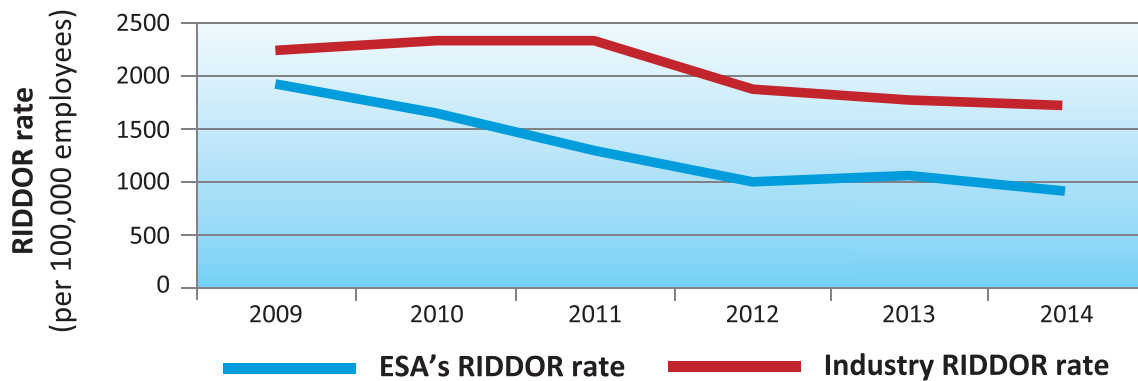


Figure 4: Accident reduction across UK sectors

Sector	Accident reduction since 2009/10 ⁴
ESA	52.3%
Agriculture, Forestry & Fishing	32.9%
Mining & Quarrying	57.7%
Manufacturing	32.6%
Electricity, Gas, Steam & Air Conditioning Supply	25.2%
Water Supply, Sewerage, Waste Management & Remediation Activities	23.7%
Construction	27.4%
Total Service Industries	43.2%
All Industries	40.3%

Notes:

- When making direct comparisons between the two rates for any given year it should be noted that ESA's data is reported by calendar year, while HSE uses the financial year
- HSE's 2014/15 data is provisional and subject to revision

³ <http://www.hse.gov.uk/statistics/tables/index.htm#riddor>

⁴ <http://www.hse.gov.uk/statistics/tables/index.htm> (RIDIND)

5 > Analysis of ESA's injury data

The format in which Members report data to ESA allows the headline RIDDOR rate (as explained in the previous section) to be broken down further, with analysis of injury severity and cause, along with where these accidents happened.

Figures 5 to 7 below serve to show an overall reduction in accidents since the launch of ESA's accident reduction charter in 2004. ESA of course aims for zero harm and every fatality is to be regretted, however, the relatively small number of such incidents each year makes it difficult to

identify trends year on year, and considered in isolation is not an entirely reliable indication of the sector's performance.

The vast majority of injuries are non-fatal and therefore analysis of these injuries provides a more reliable indicator of trends. Figure 7 shows a significant reduction in 'over 3&7 day injuries'⁵ (73.2% reduction since 2005), and progress in reducing more severe, 'specified injuries' since 2012 (figure 6).

Figure 5: ESA Fatal injuries



⁵ As previously noted, any work related injury which resulted in more than 3 days absence from work was traditionally recorded (and reported) as a RIDDOR injury. After 2012 the regulations changed, increasing the reporting threshold to 7 days absence from work. ESA's data therefore reflects that change.

Figure 6: ESA specified injuries



Figure 7: ESA over 3/7 day injuries

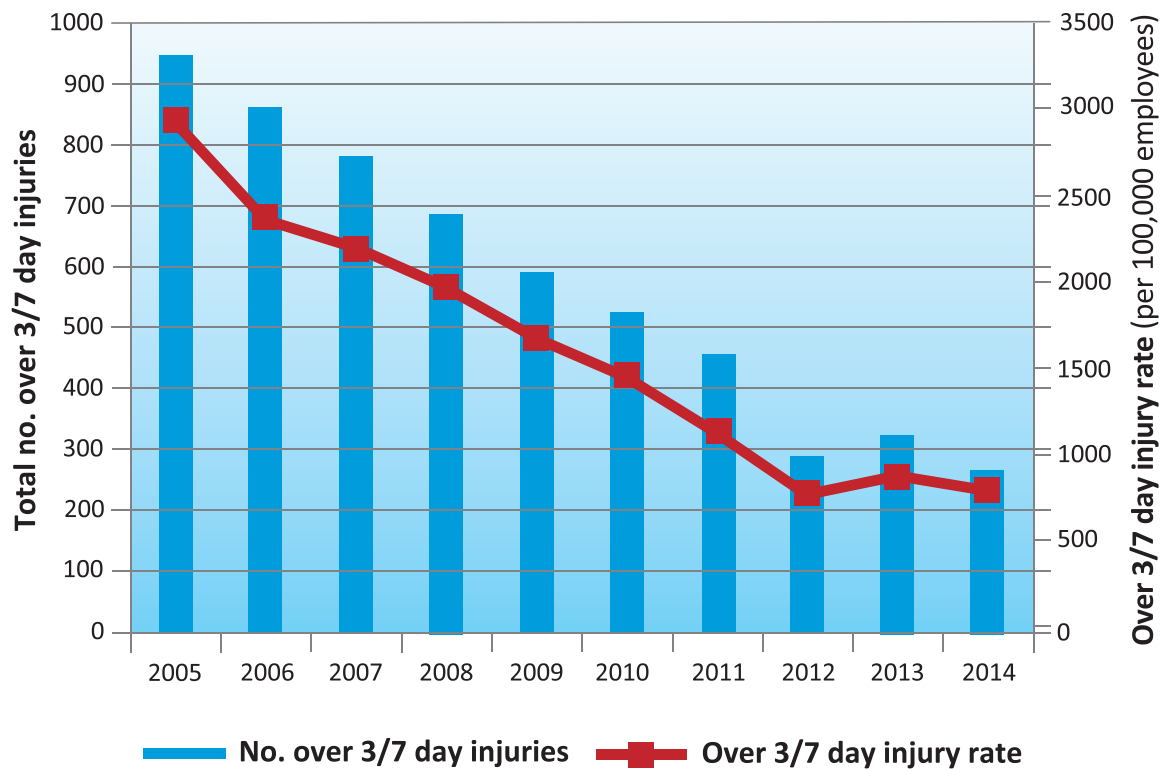
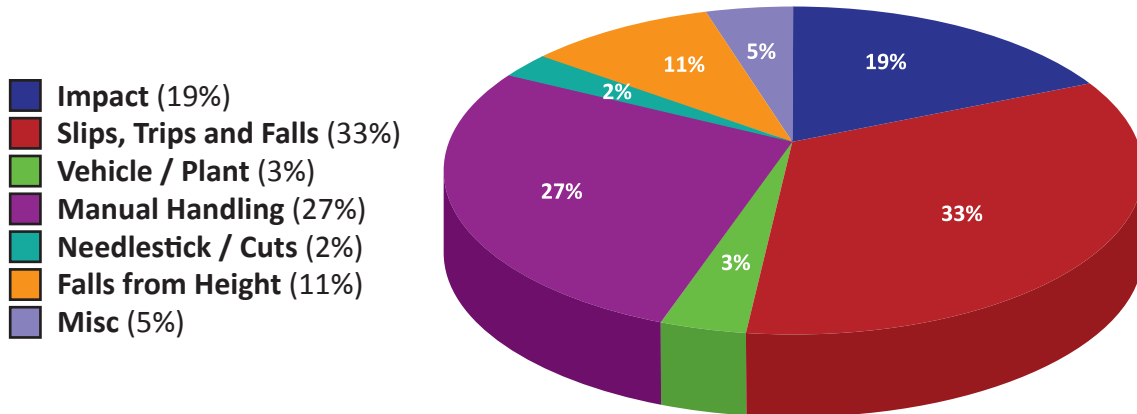


Figure 8 below provides details of accident causation for non-fatal injuries reported by ESA Members in 2014, which reveals slips, trips and falls to be the most common type of injury (33%). Together, slips, trips and falls; manual handling; and impact related injuries accounted for nearly 80% of all non-fatal accidents in 2014.

ESA Members also report where accidents occurred against a matrix of the most common operational activities within the waste management industry. Figure 9 below reveals that in 2014 the majority of non-fatal injuries were associated with waste vehicle collection activities (58%).

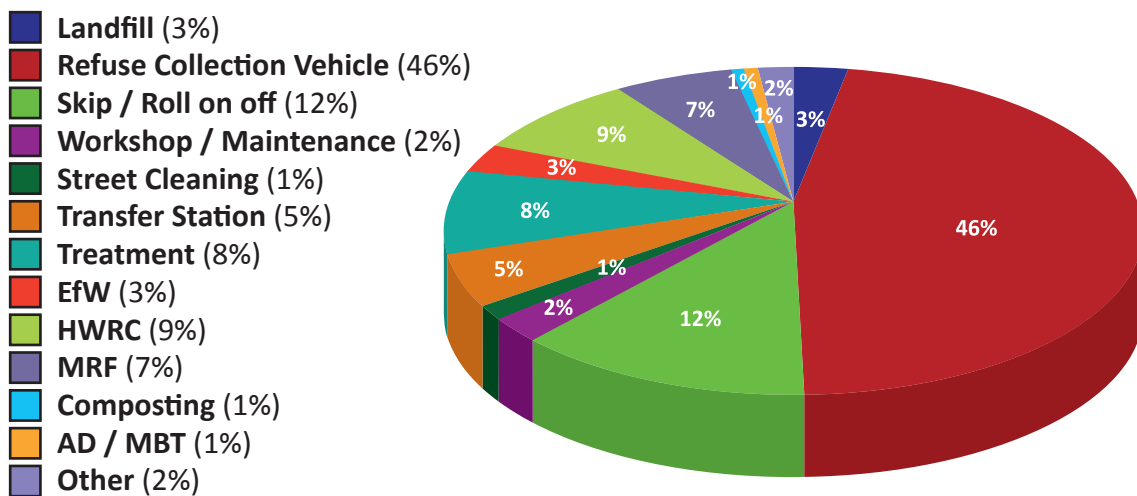
Figure 8: Non-fatal injuries (2014)



Waste collection remains one of the most hazardous aspects of the industry's operations. This is perhaps unsurprising, as work is undertaken under the dynamic and variable conditions of the public highway and with a high degree of interaction between vehicles

and people. ESA therefore played a key role in developing industry guidance to help operators plan and properly risk assess their collection routes, and also developed a template for Members to record and assess risks when collecting waste from new customer premises.

Figure 9: Non-fatal injuries by activity (2014)



6 > ESA Members' H & S Initiatives

FCC: Don't gamble with your health and safety (2012-2015 campaign)

Our three year 'Don't gamble with your health and safety' plan aims to set rigorous targets and deliver a change of culture in the organisation. Commitment at all levels of the organisation has ensured this campaign achieved its main goals.

Campaign activity has included the production and screening of two educational films warning of the dangers of lax attitudes to safety in the workplace and the consequences. Playing cards designed for use at team meetings to prompt discussion about health and safety issues in a quest to improve attitudes and breakdown traditional communication barriers were also issued. A 2014 campaign to increase the reporting of hazards and near misses, as well as to improve the availability of reporting, achieved impressive results; in the first nine months reporting has increased by 300%.

IMS workshops have been delivered to 57 managers, 100 manual handling training sessions were carried out and 535 people have been trained in EUSR's Health & Safety Stage 1.

Our goal of a year on year reduction of 10% in the RIDDOR incidence rate has been surpassed, with a 65% reduction since 2010. From 2013 to 2014 a 13.5% decrease in days lost due to accidents was achieved, beating the 10% target. In addition, 83.9% of our sites achieved 95% in our internal IMS audits and from 2012-2014 there has been a 30.5% improvement in positive feeling about health and safety, all of which formed our main goals.

Veolia: Worksafe

Work Safe is Veolia's behavioural safety program which is based on the fact that the majority of accidents are caused by individuals using unsafe behaviours, whether knowingly or unknowingly and that by encouraging the use of safe behaviours, through observation and education;

we are able to reduce the risks to which our colleagues are exposed.

The Work Safe training program is comprised of three tiers using two facilitators; no power point slides are used. The first tier is Work Safe Leaders; a one day course which teaches behavioural safety from the perspective of a leader or senior manager. The course focuses on the influence which a leader has on the safety culture of a company and uses the Bradley curve⁶ to emphasise the importance of role modelling good behaviours. The second tier is Work Safe Observers; a one day course which teaches how to undertake a behavioural observation. Focusing on key influencing skills the course teaches how to approach a person and give recognition for a job well done, or to challenge an unsafe behaviour. The third tier is Work Safe front line, split into two sessions of one hour each, six weeks apart, the course is directed at our front line operational colleagues and examines why people work unsafely and the importance of using safe behaviours. The second course takes place six weeks later and takes the form of a coaching session to encourage the effective use of the Work Safe program.

Biffa: i for safety

A healthier and safer workplace makes for happier people and a more successful business – all in all a better place to work. But great health and safety can't be achieved, or dictated, by policy and procedures alone. It is down to us, as directors, managers and individuals, to take personal responsibility for looking after ourselves and each other.

In 2011, Biffa launched the iforsafety campaign across the business. It uses the 'i' from Biffa to create a new identity for our drive towards safer working; showing that we are all part of the bigger Biffa family. The 'i' stands for several things and the great part that it can build on, ideas shared in a way that suits the complex needs of Biffa whilst developing inclusion and personal ownership.

⁶ <http://www.dupont.co.uk/products-and-services/consulting-services-process-technologies/brands/sustainable-solutions/sub-brands/operational-risk-management/uses-and-applications/bradley-curve.html>

Part of the development of iforsafety was the evolution of our 5 critical behaviours to be followed at all times. We firmly believe that by following the principles of i-for safety and the 5 Critical Behaviours, we will go a long way to achieving the utopian goal of zero accidents.

Since the introduction of iforsafety and the 5 Critical Behaviours Biffa has seen its Lost Time Accident rate halve.

Grundon: Safety Week

Grundon, like other fellow ESA members, is committed to reducing the level of accidents and incidents within our business. To assist us with this, each year we hold a Safety Week that has a particular focus.

In 2015 our theme was “Keep Me Safe!”, with communications and activities to encourage our employees to think about their own safety, as well as those of their colleagues and others they work with. These included:

- Official launch of the week by the Managing Director;
- Tool box talks, using written, verbal and digital communication techniques;
- Daily posters focussing on the theme;
- Visits to all locations by directors or senior managers to talk safety;
- Safety Away Day for safety representatives;
- Safety publication including a colouring competition for employees’ children.

During Safety Week all employees are actively encouraged to discuss and think about safety. This helps to embed safety within the Grundon culture, leading to a more aware and safer workforce.

Veolia: Cycling Safety

Veolia has rolled out a scheme to install cycle-safety equipment to its fleet of vehicles, with audible warnings alerting cyclists to when a vehicle makes a left hand turn and cautionary cyclist nearside warning signs applied to its vehicles. This £1m scheme, launched in 2013, initially included all vehicles over 18 tonnes, has since been extended to all vehicles of 3.5 tonnes and above.

Veolia has also rolled out a cyclist awareness programme for all its drivers. Built on the success of an existing scheme in London, this comprehensive driver training programme forms part of drivers’ annual CPD training and includes a strong onus on accident prevention. Drivers are also given the opportunity to get on bikes to obtain a ‘cyclist’s eye view’ of an HGV.



Safety
Planning

7 > ESA: an industry leader

ESA, through the exchange of information and the sharing of best practice, plays a leading role in improving health and safety performance not just of its Member companies but across the entire waste management industry. Company representatives on ESA's health and safety committee – sometimes in partnership with other organisations – have taken the lead in preparing guidance for the benefit of the wider industry. Many of these documents, once drafted by ESA, have been reproduced under the HSE or Waste Industry Safety and Health (WISH) banner in order to increase their availability to as many within the industry as possible.

Some examples include:

Safe collection routes

Most accidents in the waste and recycling industry occur during the collection of waste when vehicles are out on the public highway. This guidance seeks to promote safe collection routes by advising how common hazards to collection crews, the public and other road users should be considered and managed as part of an operator's risk assessment.

Fire prevention

ESA helped develop guidance on controlling the risk of fires at waste management facilities. The overall aim is to prevent the stockpiling of vast quantities of combustible waste materials, through a combination of good house keeping and stack management. The guidance therefore specifies safe stack sizes and separation distances for a range of the most commonly stored waste materials.

Vehicle auto-sheeting

The sheeting and unsheeting of waste containers and skips is regarded as a 'frequent activity' within the waste management industry and one which potentially exposes employees to injury from slips, trips, falls and manual handling. ESA's Members signed up to an industry position on auto-sheeting (thereby eliminating the need for drivers to deploy a container's sheet by hand, or

at height) which then lead to re-negotiation with hauliers to ensure that only those vehicles fitted with auto-sheeters were permitted access to Members' facilities.

Safe transport in the waste and recycling industry

ESA played a lead role in reviewing existing HSE guidance on safe transport to include a set of new procedures for the towing and recovery of vehicles bogged down on landfill sites. The recovery of vehicles under such conditions can present a number of hazards to drivers and landfill staff, and the review included a set of standard communication procedures to reduce scope for ambiguity between personnel during the recovery operation.

Hand sorting of recyclables

This guidance aims to reduce the risk of harm to workers engaged in the recovery by hand of waste or recyclables ("totting") within certain waste management facilities where there is the potential for interaction between people and heavy plant.

Health and safety training

ESA produced a set of guidelines for the training of workers on a number of key areas where there is greatest potential for harm and accidents.

Machinery safety

ESA Members produced technical guidance advising on safe lock-off procedures when working on or servicing potentially dangerous machinery.

Procuring waste services

ESA attended a number of workshops held across the country as part of the launch of new HSE guidance to help local authorities integrate health and safety within the public procurement process for new waste services. ESA Members offered assistance and advice on managing health and safety through the client/contractor interface.

8 > Lessons Learnt

Through active participation in ESA's health and safety initiatives, a willingness to exchange information and a commitment to work towards accident reduction targets, ESA Members have achieved a significant reduction in accidents, much greater than that achieved elsewhere within the industry.

This process has not been without its challenges, some of which are identified below along with the steps taken to overcome these.

Obtaining reliable data

The issue:

Reliable data is needed to underpin any health and safety initiative, to help measure performance and to allow resources to be targeted on areas of greatest risk.

The solution:

ESA's Code of Conduct was amended to make the submission of accident data returns on an annual basis a condition of ESA membership. While participation rates can vary from year to year, crucially ESA tends to capture accident data relating to >95% of all workers employed by ESA Members.

Establishing a strategic goal

The issue:

A high level, public commitment to health and safety is needed to drive a programme of work towards improved performance.

The solution:

ESA and our Members are committed to our Accident Reduction Charter which, signed in conjunction with HSE, contains a goal to reduce accidents year on year by 10%. The reduction target helps provide substance to our annual data requests: Members understand that their data is essential in measuring performance against our target.

A health and safety ethos

Issue:

Embed a health and safety ethos within the organisation

Solution:

In addition to the requirement to provide annual accident data, our Members' Code of Conduct also requires each ESA Member to:

- sign and publicly display a copy of ESA's Accident Reduction Charter
- provide ESA with details of the company H&S director & representative
- implement and review a health and safety plan
- report details of fatal incidents
- have in place a health and safety management system which follows the principles of HSG(65)
- share experiences and good practice

Learning from others

Issue:

It should be recognised that smaller companies are perhaps less able or resourced to adopt health and safety improvement measures.

Solution:

ESA devised a 'buddy scheme' – in which larger companies represented on ESA's health and safety committee provided a point of contact for SMEs to advise on a range of health and safety matters. Help and advice was on offer following the new requirement placed on Members to have in place a management system aligned with the principles of HSG(65).

Leadership

Issue:

Recognise that improved health and safety performance comes from the top.

Solution:

ESA Board Members are informed of ESA's health and safety activities at each meeting, and on many occasions the health and safety agenda has been driven by the Board itself. The appointment of a health and safety "Board Champion" has provided a useful link between the Board and ESA's health and safety committee and has helped instil a sense of collective responsibility.

Improving co-operation

Issue:

Ensure that health and safety is never considered a competitive issue.

Solution:

ESA's health and safety committee has helped nurture a culture of co-operation in which participants feel inclined to share information and best practice. For example, accident data is submitted and shared between Members of

ESA's health and safety committee for analysis, safe in knowledge that this is being compiled and applied for the good of the industry rather than to "name and shame" individual poor performers.

Improving engagement

Issue:

Increase buy-in and participation in health and safety initiatives

Solution:

To increase participation in health and safety initiatives Members are offered a real stake in the process. Members of ESA's health and safety committee have been actively involved in shaping the data collection process and have made amendments and improvements to the accident reporting forms to ensure that the most appropriate data is captured.

Good practice guidance is routinely prepared by the industry for the industry, with ESA Members offered the chance to attend working groups tasked with developing new guidance. This allows Members to help shape the agenda and disseminate practical experience gained from within their own company to the wider industry.



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