

SPILL PREVENTION FOR TRANSPORT, LOGISTICS AND DISTRIBUTION INDUSTRIES



Tackling the key spill prevention issues within the transport, logistics and distribution industry and building and managing an effective and comprehensive spill prevention plan

SPONSORED BY



MEDIA PARTNERS



Contents



Mark Chandler,
Pollution Prevention
Team Leader,
Environment
Agency

pg 5

PREPARING FOR THE UNEXPECTED: BRINGING TOGETHER THE INDUSTRY TO DEBATE THE KEY ISSUES

Foreword by **Geoff Hooke**, Secretary General,
British Safety Industry Federation (BSIF)



Teresa Brown,
Technical Advisor
Pollution Prevention,
Environment
Agency

pg 7

KEY NOTE WHITE PAPER

An introduction from the Environment Agency on
what can be achieved by building a spill prevention
policy in partnership with the EA

By **Teresa Brown**, Technical Advisor Pollution Prevention,
Environment Agency



Paul Rhodes,
Group Safety Health
and Environment
Manager,
Greggs plc

pg 10

LEAD ARTICLE BY BSIF

Carrying out a site risk assessment, overcoming
common hurdles and dealing with haulier specific
challenges

By **Miles Hillmann**, Chairman, Steering Committee, **Sorbents
Manufacturing Group, British Safety Industry Federation**



Kenny McCallum,
Health and Safety
Manager, **TDG**

pg 13

ROUNDTABLE DEBATE

How can haulage operators effectively rationalise the cost of adequate spill prevention depending on nature of operations and hazardous liquids transported?

Moderator: Ian Rawlins, Steering Committee Member, **Sorbents Manufacturing Group, British Safety Industry Federation**

- **Bruce McGlashan**, Technical Advisor - Operational Partnerships, **Environment Agency**
- **Paul Rhodes**, Group Safety Health and Environment Manager, **Greggs plc**
- **Kenny McCallum**, Health and Safety Manager, **TDG**
- **Colin Fenwick**, Dangerous Goods Safety Advisor, **Wincanton**



Miles Hillmann,
Chairman, Steering
Committee, **Sorbents
Manufacturing Group,
British Safety Industry
Federation**



Richard Deeley,
UK Logistics Road
Safety Adviser, **BP**



Martin Johnson,
National Environment
Manager,
Kuehne + Nagel



Neil Lennox,
Group Head of Health
& Safety, **Sainsburys**

pg 18

ROUNDTABLE DEBATE

Building a spill prevention culture amongst staff – how to achieve optimal buy-in and efficiency once you've created a spill response plan

Moderator: Andrew Lawrence, Steering Committee Member, **Sorbents Manufacturing Group, British Safety Industry Federation**

- **Teresa Brown**, Technical Advisor Pollution Prevention, **Environment Agency**
- **Richard Deeley**, UK Logistics Road Safety Adviser, **BP**
- **Chris Lea**, Health & Safety Manager, **UCB**
- **Neil Lennox**, Group Head of Health & Safety, **Sainsburys**

pg 22

ROUNDTABLE DEBATE

Industry perspective - identifying the practical problems in addressing diffuse pollution and implementing an adequate risk assessment and spill prevention plan

Moderator: Peter Bowden, Steering Committee Member, **Sorbents Manufacturing Group, British Safety Industry Federation**

- **Mark Chandler**, Pollution Prevention Team Leader, **Environment Agency**
- **Rob Wright**, National Logistics Controller, **United Biscuits**
- **Martin Johnson**, National Environment Manager, **Kuehne + Nagel**

OUR SPONSORS & MEDIA PARTNERS

Creating a Clear Path Analysis report is about bringing together the opinions of leading industry personalities to provide the mass industry public the opportunity to gain more information on the challenges, opportunities and key issues their business will face in the forthcoming future. Our Sponsors and Media Partners make this happen and we would like to thank the following for their support.

SPONSORS



MEDIA PARTNERS



PREPARING FOR THE UNEXPECTED: BRINGING TOGETHER THE INDUSTRY TO DEBATE THE KEY ISSUES



Foreword by **Geoff Hooke**, Secretary General,
British Safety Industry Federation

The BSIF welcomes this industry sector report and is pleased to have been able to combine with the Environment Agency in its publication. There has long been a need for information on how to avoid and how to handle liquid spills. The bringing together of the expertise of professionals in this field and the government department responsible for enforcing regulations to protect our environment from a transport perspective is, we hope, the first step towards a reduction in incidents and an improvement in how they are handled.

Formed in 1994, the British Safety Industry Federation (BSIF) is the BIS leading trade body within the safety industry and an HSE-recognised competent authority. Its members include manufacturers, distributors, test houses, certification bodies, safety professionals and service providers.

The Federation aims to support and represent suppliers of safety products and services across all aspects of safety legislation, standards making and major occupational safety issues, and has active links with government departments and over one hundred representative trade bodies.

By **Teresa Brown**, Technical Advisor Pollution Prevention, Environment Agency

Helping the road transport industry to reduce pollution risk – an Environment Agency perspective.

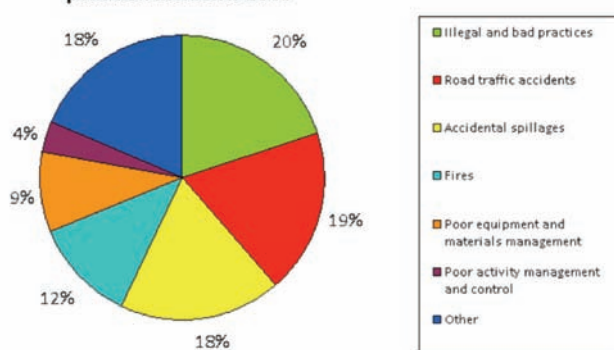


Many of the pollution incidents reported to the Environment Agency, from the transport, cargo, storage and distribution industry, can be prevented by following our good practice guidelines. Many of the activities carried out by the road transport industry have the potential to cause pollution, but good planning and a small investment of time and money can save you in the long run.

In 2009 the Environment Agency recorded just over 500 incidents involving transport, cargo, storage and distribution businesses in England and Wales. These occurred at premises or out on our roads. Many resulted in environmental pollution and happened for a variety reasons. We record incident cause; simplifying the categories shows the most common type of problem:

- illegal and poor practices (20%)
- road traffic accidents (19%)
- accidental spillages (18%)
- fires (12%)
- poor management of equipment, facilities, materials and wastes (9%)
- Poor activity management and control (4%)
- Other causes (18%)

Cause of road and transport related pollution incidents 2009



Causing pollution, even accidentally, is against the law and has serious consequences for businesses. Prosecution with fines and imprisonment, significant clean up costs, higher insurance premiums, lost contracts or markets and customers are all likely and good reputations can be lost.

Did you know that most yard and road surface water (rain water) runoff enters the natural water environment? Road and yard

gullies connect to drains which act as direct pathways, allowing any spilt pollutants to get into our rivers, streams and into our groundwater. Even small spillages can cause big problems. Unfortunately, the road transport industry carries out a lot of potentially polluting activities also using and storing

to medium Enterprises (SMEs). We back this up with national or local advice to answer site specific concerns you may have.

Use our *Is your site right? 10 point checklist* as a starter. It covers the areas you'll need to look at to find out what going on at your site. **Our Pollution Prevention Pays** pack (booklet

“We know that clean, efficient businesses reduce their pollution risk.”

potentially polluting materials. Many of these are regular and daily, for example:

- storing and using oils – fuel, lubricants, waste oils
- vehicle refuelling
- vehicle maintenance and servicing
- vehicle washing and cleaning
- storing and using chemicals – anti freeze, solvents, Adblue
- producing and storing waste and hazardous waste materials – tyres, batteries, oil, metals
- storing and handling the goods and materials you are transporting.

If these activities aren't done correctly or there is poor storage of materials then pollution is very likely.

The good news is that most of these problems can be prevented by simple planning, good house keeping, following good practices and being prepared for the worst. Even better news is that this can often be done at little cost. A modest investment (of time and money) made in planning for pollution prevention and responding to incidents could save you from the serious consequences of causing pollution.

So what's the Environment Agency's role and how can we help?

We know that clean, efficient businesses reduce their pollution risk. We produce good practice guidance to help you find out more about your site, operations and activities; giving you information about reducing your risk and improving your environmental performance. We also support **NetRegs**, a partnership between the UK environmental regulators which provides a free environmental guidance website aimed at small

and DVD) is an introduction to basic pollution prevention covering good practice for site drainage, deliveries and good materials handling, safe storage in containment areas, legal waste management, trade effluent disposal, groundwater protection and dealing with emergencies. We have specific, activity based pollution **prevention guidance notes** (PPGs) covering legal and good practice requirements for **oil storage PPG 2, oil separators PPG 3, refuelling facilities PPG 7, vehicle washing and cleaning PPG 13, pollution incident response planning PPG 21** and **incident response – dealing with spills PPG 22.**

To address the most likely causes of pollution incidents from the road transport (road traffic accidents and other accidents and spills) we strongly recommend being prepared to deal with emergencies that may happen when vehicles are on yours or customers premises and out on the roads. You'll need contingency plans to deal with any accidents or spillages. Keep a stock of emergency equipment, e.g. spill kits, drain blockers or covers, sorbent materials, so you can deal with small spillages and, for more serious incidents, to provide a holding situation until more specialist help arrives. You should train everyone how to use the equipment and what actions to take so that there are no surprises if the worst should happen.

With your help we can make a difference and make our world a greener place.



By **Miles Hillmann**, Chairman, Steering Committee, Sorbents Manufacturing Group, British Safety Industry Federation

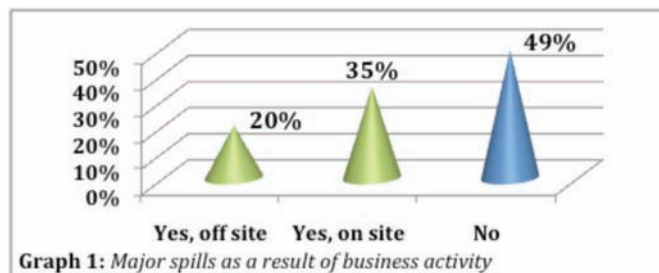
Carrying out an assessment of the key sources of diffuse pollution in the transport, logistics and distribution industry and building a spill prevention plan

Spill and environmental risk is increasingly a focus for logistics and distribution professionals. A group of senior logistics and distribution managers from industry leaders such as BP, Sainsbury's, TDG,UCB, ASDA, Kuehne + Nagel, Cory Environmental, Greggs,Nobel, United Biscuits and Wincanton recently took part in Round Table discussions on this subject organised by the Environment Agency and the British Safety industry Federation.

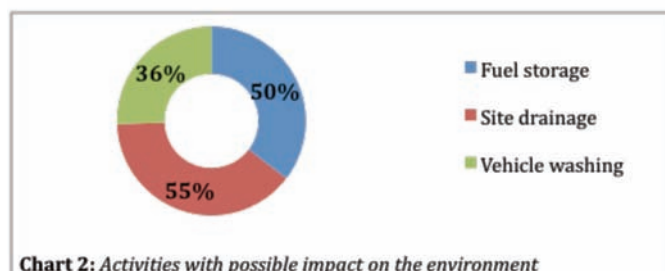
Teresa Brown of the Environment Agency said "she was very pleased with involvement of senior figures in the industry in these discussions. Sharing of views and best practice will enable us to ensure a safe environment and minimise costs of spills. We believe that where possible a co-operative process such as this is an effective way of protecting the environment"

The Environment Agency had chosen this industry to be the first sector for this type of in depth investigation because of its concern that large numbers of logistics and distribution companies may not have the awareness, the resources or access to the professional expertise to adequately mitigate against the real risks of spills and the resultant costs.

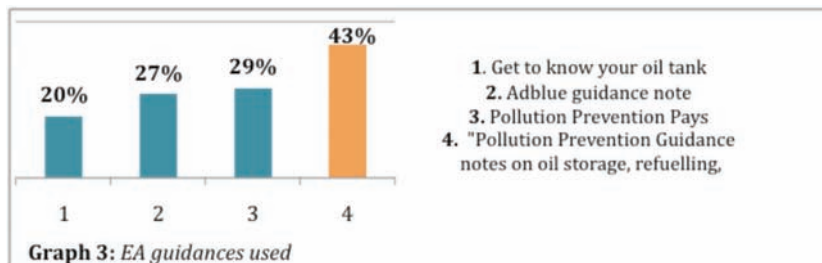
As the survey of logistics companies accompanying the report shows over 50% of logistics and distribution companies admit to a major spill as a result of their activities.



The survey identified the activities on site that might have an environmental impact as being:



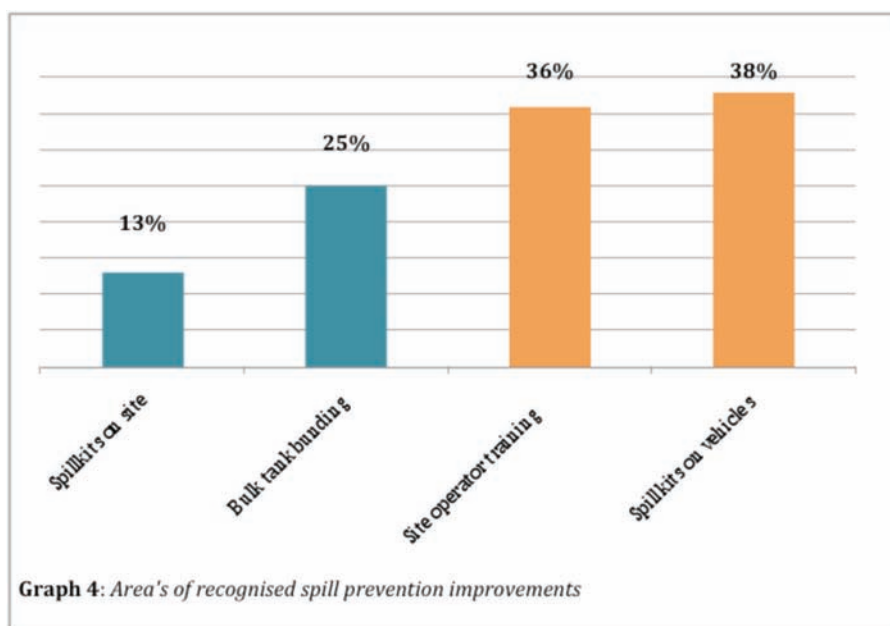
The Environment Agency offer publications such as their 10 point checklist and Pollution Prevention Guidelines (PPG's), and templates for Spill Prevention Plans. But the survey indicated that only a minority of companies had used the EA publications:



And of those who had not used the publications nearly half had not used them because they did not know about them.

Suggestions were made from the Round Tables for raising awareness through the activities of organisations such as the British Retail Consortium, DEFRA and BSIF and for providing more detailed standards on vehicle washing and spill prevention and perhaps introducing systems of certification that would indicate their adherence to best practice.

The survey indicated that the area with possibly the greatest scope for improvement in spill prevention is through the provision of spill kits on vehicles and then through training:



The view of the Round Tables was that strong leadership and the attitude of site management (including focus on key performance indicators measuring environmental performance) are the biggest factors in effective control of the risks and avoidance of the costs from spills. Of course this then needs to be backed up effective identification of risk and effective procedures carried out by properly trained operatives. Despite this 70% of the respondents to the survey had not had a spill risk site assessment in the last 2 years.

Spill risk site assessment is the starting point for any individual company's approach to risk reduction and the Environment Agency and insurance companies recommend regular risk assessment. In the current economic climate the Environment Agency is realistically unable to provide systematic onsite advice as well as enforcement.

The member companies the BSIF Spill Control Group offer spill risk assessment and surveys using specialist expertise, recommendations on resource requirements, and independently accredited spill training courses. These specialist and accredited spill control companies can assist management in taking decisions to ensure appropriate and costs effective risk identification, mitigation and control.



How can haulage operators effectively rationalise the cost of adequate spill prevention depending on nature of operations and hazardous liquids transported?

Moderator:
Ian Rawlins,
 Steering Committee
 Member,
**Sorbents
 Manufacturing
 Group, British
 Safety Industry
 Federation**

Panel:
Bruce McGlashan,
 Technical Advisor -
 Operational
 Partnerships,
**Environment
 Agency**

Paul Rhodes,
 Group Safety
 Health and
 Environment
 Manager,
Greggs plc

**Kenny
 McCallum,**
 Health and Safety
 Manager, **TDG**

Colin Fenwick,
 Dangerous Goods
 Safety Advisor,
Wincanton

Ian Rawlins: This debate is on how haulage operators can effectively rationalise the cost of adequate spill prevention depending on the nature of their operations and hazardous liquids transported. Going on from there, there's a series of questions. Can I have that first question answered by Bruce from the Environmental Agency?

Bruce McGlashan: To start, just a little bit about myself. I'm the Environment Agency's technical adviser for pollution incident response and operational partnerships. Part of my role is to coordinate our partnership with the fire service. You might be aware, we provide a lot of equipment to the fire service, basically first aid spill control equipment. Much of this equipment is the type of equipment I'd recommend that operators consider, for their own use. We aren't looking at anything that is rocket science, as we're looking at simple equipment that can be fitted into

a grab pack, as we call them. It's almost like a paper boy satchel containing simple items like a drain mat, sealing putty and possibly a small amount of sorbent materials that will allow a driver to deal with small spillages. If you've got a major leak or breach in a tank then it's

'It's putting in containment measures and making sure the driver knows what he's dealing with'

probably not going to be much use. As an example, if a driver has a leak on his fuel tank then using sealing putty in the pack he can quickly repair the leak. The driver also needs to know what to do.

Obviously, if it's hazardous chemicals then they shouldn't get involved in trying to stem the spill themselves, but instead should phone the emergency services and get themselves into a safer position. It's not particularly complicated but the equipment we provide the fire service is the sort of equipment we'd expect a haulier to carry. In the CDG road regulations I believe you are required to hold some sort of spill protection or equipment in the vehicles cabin. It's the same sort of approach for any haulier I'd be looking to.

Paul Rhodes: I'd agree. The way I operate comes from my chemical industry background. From a haulier point of view, this seems a really sensible to approach the issue.

Ian: What we're looking at is products that will deal with small spillages, containment, absorption and the right products for disposal as well.

Bruce: I'd agree. It's putting in containment measures and making sure the driver knows what he's dealing with, not getting themselves into danger, that's paramount. Containment measures put in place in the first five or ten minutes of a spill can often make the difference between pollution and no pollution. If it's a larger spillage which they can't deal with it, then the important thing is to get the emergency service there and tell them what their dealing with. For example if it's a large spill and you tell the Fire Service that you've got 1,000 litres of a particular product, the FRS will be

they're of a non dangerous category. As it's been said, the problems we have are usually loss of the running tank fuel. We're looking at 200 litres of diesel. It was said right at the beginning; do we say there should be a spill kit container on the vehicle? If so, what will it contain? Maybe some 'dam it', a drain mat, but then we'd also be looking at some suitable PPE for the driver. As I said, they mustn't put themselves at risk. We like Kenny, have had incidents where running tanks have been punctured on a site or off a site. So are we looking at prevention or protection here? The question was, what level of

'What level of spill protection do we feel is appropriate? Is that protecting the environment ... or stopping the spillage occurring in the first place?'

able to employ the right environmental protection equipment much more quickly. It's that sort of quick response using the right sort of containment equipment that I'd be looking for.

Paul: I do believe that the training of the driver is quite important in that. You don't want them to try as it's certainly not a one size fits all issue.

Ian: We're talking about training in the next question in a little bit more detail. Kenny, would you like to add anything to what has already been said?

Kenny McCallum: We're looking at costs and dangerous goods as part of that are covered through ADR for the drivers and the people that are involved with them. Looking at the cost for the industry in complying with that and looking at the costs for a company of our size, you're maybe looking at £155 for a spill kit. You could also be talking about £200 for the relevant personal protection equipment for each driver, it then mounts up. On top of that, it's £600 for each driver to go through his area course. The drivers are then released off the road one day per year to receive ongoing development on these cases meaning it all mounts up. We've recently had incidents where a vehicle ended up having its diesel tank punctured in a small industrial estate. Unfortunately, as is always the case, the vehicle was parked next to a drain. The spillage was taken down into a stream and then carried for a couple of kilometres. That's unidentifiable for us on a risk assessment and you start then thinking about the fact you've got a fleet of 700 vehicles, do you start issuing spill equipment to every truck we've got?

Colin Fenwick: Kenny has articulated this quite well. Certainly, as far as dangerous goods are concerned, when we look at the majority of our goods been transported on the road,

spill protection do we feel is appropriate? Is that protecting the environment from spillages that have already occurred or stopping the spillage occurring in the first place?

Bruce: The spill is the response, really. It's what we're talking about.

Colin: That is what I took from the introduction. If again, as Kenny said, you're looking for each vehicle to carry a grab pack. It's not only having it but maintaining it and having somewhere to storage it, especially on day cabs.

Bruce: The ones we provide the fire service are the ones I'd suggest for hauliers too. You can also adapt the contents to suit your own needs. A lot of them for example come supplied with a lot of sorbent material in them. We limit the amount of sorbent we supply the fire service in the packs, as we find this reduces the amount of waste produced but not their effectiveness. I'd suggest a similar approach for hauliers. One, because it produces a lot less waste and two, because we find the most effective thing in the packs are the clay drain mats and sealing putty. You might also want to consider pop up pools that you place under leaking fuel tanks. These 2 or 3 items will usually be far more effective at containing a spill than the use of sorbents.

Paul: Would you be looking at these for large haulage vehicles or are we going to start to drift away from your bigger vehicles and into smaller vehicles, such as the white van man area?

Bruce: I suppose it goes down to risk assessment again. As you can imagine oil spillages, like the one we discussed earlier from a punctured fuel tank, resulting in 100 - 200 litres of fuel entering a stream are a very common incident type. As an

Environmental Officer I was dealing with incidents like this every week! However it is difficult for us to target every vehicle operator

Kenny: Can I ask then, what enforcement is the Environmental Agency offering with manufactures and suppliers in order to get guidance on managing spills from a vehicle diesel tank to prevent the leakage in the first place?

Bruce: It's a very good question and probably not a lot at the minute, it's an action we can pursue after this discussion if its felt that its warranted.

Ian: I think that 14,001 gives companies some obligation to have some sort of protection in vehicles and it's all dependent on the size of vehicle as well. It can vary from small vans to large goods vehicles. There's some sort of obligation there if you're part of the environmental accreditation to have these types of products put in the vehicle of the size to respond.

Bruce: That's a very good point. There is no specific legislation that I'm aware of that requires you to protect your fuel tank. You do however run the risk if you do not, and you cause a pollution of being liable for any clean-up costs and us potentially prosecuting you.

Ian: Moving onto the next question then, how comprehensively and frequently do organisations need to carry out staff spill prevention training? Bruce, what are your thoughts?

Bruce: Again, it'll be horses for courses. How regularly drivers change or carry similar loads. I'd suggest it should be as regular as possible keeping that message fresh in staff's minds. It's a bit like getting the health & safety message across. I'll be interested in what our industry representatives think on this

one.

Ian: We all have to look at how comprehensively and frequently the organisations need to carry out the spill training. By whom is another important aspect. Whether it is the ADR or whether it's another organisation or company that carries out the spill training.

Paul: Currently we're training drivers early on and they'll get some kind of training every year, in which you could include in some element of spill prevention or protection. I don't know whether everyone would agree with that?

Colin: Yes, we would. That's part of an ongoing training. How to deal with spills and also, as said right at the beginning, the modes and methods of escalation. Let's not forget the fact that not only do they need to stop it or prevent it from getting worse but stop it escalating further. They need effective escalation training.

Let's say the driver is carrying groceries and he has a spill from his running tank and he says, 'right, I've got a problem, who do I call?'. Do they have effective

they've got on board of the vehicle.

Bruce: It's very relevant to the first question as well. We shouldn't just concentrate on the driver as the company needs to have procedures for dealing with serious events as well as trained drivers. Should you need 'escalation', who should I contact.

Colin: I'd agree. The second question is largely dependent on the results of the first. If we are to provide spill kits then, we'd need to have that training in place and it'd need to be refreshed on a regular basis. If the spills kits aren't going to be carried then, we're down to basically an escalation procedure.

Ian: Does the panel feel it is possible to set any effective spill protection budget involving site and logistic situations to make the task less guesswork?

Colin: The answer is risk assessment.

Paul: Everything comes back to risk assessment. On a site basis it isn't actually that difficult to see where your issues are going to be. The risk assessment process should be quite simple. Generally, the spill protection

'... not only do they need to stop it or prevent it from getting worse but stop it escalating further'

escalation procedures and who is going to come and sort it out for them? Is there a company who could respond with man and van and deal with the spillage who can liaise with the downstream?

Ian: The training has to be adequate for the driver to deal with the spillage and act more as containment if it's a large spillage. They possibly can deal with the small spillage whatever spill kit

equipment on a site is a lot easier to manage and more cost effective than it'd be when we describe what we'd have in cabs and drivers.

Ian: Are the companies who are involved in this discussion, do you have allocated budgets for spill response products?

Paul: On a site basis, we have one manufacturing site that is

environmentally permitted as we call it. The rest of the sites use that one site as best practise. However, on the other side, it splits generally between health and safety and consumables. The bigger items fall under a safety budget, the smaller items would fall under consumables.

Kenny: As far as we're concerned, each operation is budget responsible for themselves. There aren't central funds for spill protection. Then if you consider the risks associated with their site and their operations and put in appropriate controls. That would basically come out from their bottom lines.

awareness of the risk these substances pose to the environment if there is a spillage. We've made progress, particularly with Fire Service, but we still do get major incident involving these substances following RTC. The thing is what is practical and realistic. It's possible for example to contain 200 litres of oil, but if you lose 10,000 litres of milk follow major damage to a tanker there's little that the driver can do to prevent it entering drains.

Colin: I agree. Like I said, there should be escalation procedures for all of these things

'We would however recommend that companies carry a grab pack or some sort of spill containment equipment'

Ian: Bruce, can I ask you, are there particular questions you'd like to ask the industry representatives for how they deal with spill response?

Bruce: We're dealing with responsible companies here and I'm sure everyone is aware of the consequences of an incident, e.g. potential costs to them and damage to the environment. The New Environmental Damage Regulation also imposes slightly more onerous incident response cost recovery requirements on companies. It's down to each company on the basis of a risk assessment to look at what they're carrying and the risks to the environment to inform their own policy. We would however recommend that companies carry a grab pack or some sort of spill containment equipment. If they do we'd take that into account and the actions taken by the company in responding to an incident in any decision we make whether to prosecute or not.

Colin: A question for you then Bruce. We carry a lot of milk. What would you rather have, a 200 litre fuel spill or a 10,000 litre milk spill?

Bruce: 200 litres fuel spill.

Colin: That's what they all say.

Bruce: 99% of the time. Let's put it that way.

Colin: I agree. If we try to concentrate around dangerous goods such as fuel and oil, but then we've got these others substances that are harmful to the environment that are in effect food stock, beer or orange juice.

Bruce: I've dealt with several beer tankers in the past as well as vehicles carrying sugar and milk which all posed a serious threat to the environment. We have spent a lot of time raising

Bruce: That's exactly what I was going to come onto. In that situation it's important that the driver calls for assistance as soon as possible. As I mentioned earlier we've spent a lot of money kitting out all the fire brigades in this country. They now all have environment protection units and their front line tenders carry grab packs. Using this equipment the FRS can now prevent or mitigate pollution at incidents that in the past would have caused serious damage. We are also working with the Highways Agency to identify risk locations like junctions and interchanges. It's this multi-pronged approach involving hauliers, the Fire Service the Highways Agency and other than that, we know what we need to do to try to resolve this issue.

Ian: I would like to say thank you to everybody for participating. It was really interesting to hear the points from everybody. Thank you for being part of this.



Building a spill prevention culture amongst staff – how to achieve optimal buy-in and efficiency once you’ve created a spill response plan

Moderator:

Andrew Lawrence,
Steering Committee
Member, **Sorbents
Manufacturing
Group, British
Safety Industry
Federation**

Panel:

Teresa Brown,
Technical Advisor
Pollution
Prevention,
**Environment
Agency**

Richard Deeley,
UK Logistics Road
Safety Adviser, **BP**

Chris Lea,
Health & Safety
Manager, **UCB**

Neil Lennox,
Group Head of
Health & Safety,
Sainsburys

Andrew Lawrence: **Richard, can I begin with you. What have been the major successes and hurdles that you have achieved or faced in creating a spill prevention culture amongst front line staff?**

Richard Deeley: It’s important to note that there’s two levels of front line staff within my close organisation, so I’ll answer on both. We manage fuel storage facilities around the UK and we also

which has helped industry to focus more on those operations as we all strive for a safer working environment.

Andrew: **And on the transport side Richard, would you mind giving an overview on that side?**

Richard: In transport, for the driver, it’s part of their job through the law. They are legally responsible to manage spills on a vehicle to a point. What we do again is

from Chris next on his successes and hurdles in creating a spill prevention culture amongst front line staff?

Chris Lea: We don’t have similar risks to BP as we’re the end user and are not necessarily handling hazardous substances around the country, but we certainly would receive them. We research into pharmaceuticals so we would receive unknown entities with no hazard data

‘So ownership, or lack of ownership and oversight able skills that come with working on this facility ... is a pretty hard task to manage’

currently manage our own transport fleet. So it’s two separate sets of people for us.

If you take the storage locations, the culture is very much on safety in all aspects of their work. So all of the people who work in our own company storage locations go through quite an extensive amount of training and I wouldn’t say it’s not incentivised as such specifically for spill response, it’s the role itself. They are highly trained individuals, with a pride in safety as well as their own performance. Pre Buncefield several locations had single person operating terminals that tended to be the norm across industry. Post Buncefield there was a need for change

ensure they are highly trained individuals. What you do tend to find, is that they tend to get involved where ever they can, again a pride in their role. Quite often a driver will take control over a forecourt spill as he has the expertise, the knowledge and the training in some instances more than the forecourt operator. The driver will deal with a spill that is manageable by him in size, but we’ve got an external agency who is our spill contractors. Any reportable spillage, the external contractor is called to respond.

Andrew: **Thank-you for that Richard. Can we get some input**

sheets with them. I’m not sure therefore if we have the same risks as the other attendees here, though we do have some significant issues, I’d say hurdles. Like many businesses we’ve been outsourcing our functions. So ownership, or lack of ownership and oversight able skills that come with working on this facility, not just in regards to spills but also other areas affecting hazard and environmental safety is a pretty hard task to manage as an end user or overall safety manager. That is the major hurdle we face as a business, our break up as a business into outsourced functions.

Andrew: **Lastly onto you Neil,**

successes and hurdles in creating a spill prevention culture amongst staff.

Neil Lennox: I think we're a bit like BP though in a completely different industry in that we've got two different issues here. In our large distribution depots, although we don't store anything quite as hazardous as BP, we've probably been more successful in building positive

cultures and responses because we've got a fixed workforce on a site with a fence around it where you can identify the

problems in quite an easy manner and plan for them. The success there has been that most of our sites are going through the process of ISO14000. We've taken people through the scenario's of what may happen and the risks around diesel spillages or product spillages, things getting into drains on site and so on. They can see where they fit into preventing problems and everyone through from the guy who picks orders and drives forklift trucks through to the engineers understand we've all got a part to play in this due to us having spent time explaining things to them.

At the other end of the spectrum we switch to the drivers who are in a very different camp to the BP drivers. I'd still use the same words like 'highly trained professional drivers', but they're not carrying hazardous substances, they're predominantly carrying loads of beans and so on into the store. Probably in a different way they understand that if they're involved in a road traffic accident or an incident on roads that they've got a part to play in stopping something from getting somewhere. They would be far more reliant on the emergency services to respond and I guess in that respect they would understand what they need to do as they haven't got the kit and the equipment to respond. I think what would be less clear to them is some of the less obvious liquids such as Fairy liquid dripping down into drains. They've read about diesel spillages in the paper but wouldn't think about the other products we have on board that the Environment Agency wouldn't be too keen about getting in the drains.

I think therefore we do have that split culture. Where it's worked successfully has been in bringing the guidance to life and state the part people play in the workforce. Where it's been more difficult is where you have a transient workforce made up of contractors and agency staff as well as your own core staff, but they're still driving your vehicles that have your livery on the side down the road.

Andrew: Chris, can I come to you with the next question about how front line staff can be incentivised to act as the owners of a spill response duty?

Chris: In terms of our organisation we don't particularly incentivise staff just to deal with spills. We would of course train our staff and are teams with most aspects regarding this. For us it's about our targets and our KPI's [key performance indicators], which includes things such as near misses, observations and environmental issues. We have strict targets on those and we would communicate them widely and be filtered down to the

people who need to know. Incentives are not specific to spill response but to the facilities and meeting the KPI's.

Andrew: If I could bring you in on this question Neil?

Neil: I think we're in a similar place to Chris. At a site level, we're operating programmes that tend to be driven around performance metrics, but with site safety performance in the round thrown in as well which covers a whole host of measures. We have

in the past created 'Depot of the Year' competitions which will take all types of different criteria into account, including environmental, safety, performance and everything else we look at into account. We don't incentivise however on one individual metric, it forms one part of a basket of indicators.

Andrew: If I could ask the same question of you too Richard.

Richard: Pulling on the same themes, we use KPI's that cover quite a myriad of specifics. What I would say is that there's quite a difference in KPI's for blue collar workers as opposed to white collar workers. White collar workers tend to be in a position where they are part of a wider group, a bigger chain, so your safety performance is not only what happens locally, but is also what happens nationally. For a blue collar worker, his or her KPI's are quite specifically locally. Drivers bonus schemes are mostly on his or her own safety performance rather than what the business is doing and so to a point they're incentivised but again there's a combination of factors.

Andrew: Ok, thank-you Richard. Moving on to the third question, should the emphasis be on ongoing training or a focus on ongoing professional development goals? Chris would you like to go first?

Neil: I might suggest something slightly different here because I sense the ultimate focus is on building a cultural responsibility and whilst training and professional development form part of that there's a piece that needs to be looked at which is ensuring you have the right leadership and that your site management pay the right level of attention to minor issues as well as major ones. I'm sitting here then thinking 'yes we need to train people at the right level for the right responsibility if we are expecting them to do what we want them to do'. We then need to keep that sensibly current and professional development forms a part of that. I'm much more interested though in how we get leadership behaviours from the site managers, the distribution managers and the team leaders as well as others, to demonstrate the right behaviours in why we take this seriously in our business.

Andrew: Richard, do you concur with the same question?

Richard: I concur with the previous question. What I would say is that BP has quite an in-depth root cause analysis investigation programme, certainly every spill is investigated. In the last 12

'For us it's about our targets and our KPI's which includes things such as near misses, observations and environmental issues'

months, corporately we've changed our root cause investigation because it used to stop at a point which at the time was fine, but when you look back in hindsight it stopped at the wrong place. Using the old system we used to check all spillages from a road transport side and you would come to a point where someone didn't follow procedure and at that point we stopped, so you would then retrain the person on the procedure. The company has now looked at several hundred accidents over the last 5 years and has said 'look, we were stopping at the wrong place, we should be looking at the behaviours to see why they had failed to follow procedures in the first place?'. We're going through a new phase now of looking at our procedures in more depth. Is it the right procedure, is it the right training, is it the right person for the training, why was there a failure? What you're doing is looking more in depth at the failure. Training needs to be managed in the right way, it's not necessarily the first answer.

Andrew: That's very interesting. Chris I believe you're left to speak now, what's your view on the question of ongoing training and ongoing professional development?

Chris: For us it's about making sure that the risk is known and having controlled measures. It was interesting what Richard said as certainly from our point of view we've had similar reviews on 'why is it that every time we do an incident investigation, it comes down to a personal level?'. Some of the training and some of the procedures that you look at are written by managers, hence there's a lot of management speak in a lot of our procedures which isn't necessarily the best way to train someone on how to change their behaviours or change how they act. That's something we're learning as we go along.

Andrew: That's very interesting that all three of you come from significantly different businesses yet you've all come up with very similar thought processes on the final part where it's more about looking at leadership and management structures rather than going to the final denominator every time and retraining them. Teresa, do you have any thoughts on that?

Teresa Brown: I agree, very interesting points being made there. In relation to the first question about major successes and hurdles, I believe where we [Environment Agency] have more of a problem is from smaller operators who don't have this

Training needs to be managed in the right way, it's not necessarily the first answer'

large management infrastructure, like Sainsbury's and BP. They'll have fewer people but they'll be so intent on doing their business that they won't have time or resources to put in place the sort of infrastructure you need to prevent spillages. They don't have time to investigate everything, let alone be able to review those procedures. They don't have this infrastructure in place for continual development and continual improvement which you get through the environmental management systems and plan. To me it comes down to whether you have the management buy-in, the management knowledge and the resources to enable you to consider any of these ideas.

Andrew: Thank-you Teresa. A question that I would like to throw open to everybody is, do you all do your training in-house or do you bring in an outside pair of eyes to help you.

Neil: We have a mixture where we tend to try and do a lot of in-house training, but when we need specialist interventions we will go outside. We have developed on other topics not related to spill protection, produced in-house video's, but generally a lot will depend on whether we have the expertise in-house, which is our preferred method to going outside.

Richard: What we find positive about doing in-house, is that it aligns positively with your own procedures and policies. It is a lot easier to change it to suit the needs of the business at the time, plus you can do very bespoke training at short notice.

Chris: We use all external training as we don't have a reason to do it in-house.

Andrew: Where I was coming from on this is that I've experienced there being a place for in-house training obviously but also a place for outsourcing. One of the things bringing people in can do is allow people from different industries to see your operation through completely different eyes to what you may have. For example, the three of you talking together shows that there is quite clearly common ground. But I would guarantee that if you were to sit down and discuss problems, you would come to answers from completely different directions.

Neil: I wouldn't disagree with that at all. We do quite a lot of benchmarking with both competitors in the same sector through the British Retail Consortium and other groups. Coming back to Richards point, we've got some training but from a health and safety point of view, if we want training to be externally accredited we'll go outside as we don't want to set ourselves up with external accreditation bodies in most areas. If it's on something like training on process and procedure, I agree with Richard that it's about speed and flexibility of being able to do stuff, particularly on large sites where we have a training department. If it's a small site we wouldn't do it in quite the same way.

Andrew: That's indeed very interesting Neil. Teresa, is there anything you'd like to add?

Teresa: I would be keen to come back to a point raised earlier about conducting training in management speak as opposed to the language that those receiving the training are used to, that's an absolutely fundamental issue. In the Environmental Agency, we've made sure that all the procedures we have for spillages and dealing with incidents are understood by the people who will be performing them and not designed for someone in regional head office somewhere. How you communicate about the risks and the way to prevent and deal with the problems to the people who have to do them is absolutely fundamental. You can have the best procedures in the world, but if the person who is putting it in place doesn't understand it, then why bother?



Industry perspective - identifying the practical problems in addressing diffuse pollution and implementing an adequate risk assessment and spill prevention plan

Moderator:

Peter Bowden,
Steering Committee
Member, **Sorbents
Manufacturing
Group, British
Safety Industry
Federation**

Panel:

Mark Chandler,
Pollution
Prevention Team
Leader,
**Environment
Agency**

Rob Wright,
National Logistics
Controller, **United
Biscuits**

Martin Johnson,
National
Environment
Manager,
Kuehne + Nagel

Peter Bowden: The first question is probably in two parts. The first part of it is, what are the EA guidelines for transport, logistics and distribution to which industry should adhere? This first part is for Mark to answer briefly because it will probably take the rest of the day to go into detail. This will be a good way of starting to establish from the other contributors if they are aware of the guidelines. Could you start on that, Mark?

Mark Chandler: You're right, I mean how long is a piece of string. I don't like to talk too long on this. My summary would be, look at our ten point check list. That's a starter for that purpose. Look at the issues around storage and handling material, managing waste and make sure it ends up at the right destination. From a site point of view, you should basically have a spill prevention plan in place so your staff can deal with emergencies. The idea with the ten point check list was that if there is any issues that you're not comfortable with or aren't sure about, take the next step, use the guidance linked to there or give us a call. The guidance is available in our

website, and as hard copy.

Peter: I will ask the other two, Martin or Robert. Are you aware of that?

Rob Wright: Yes, I am and I'm aware

'From a site point of view, you should basically have a spill prevention plan in place so your staff can deal with emergencies'

that they're on the Environment Agency website. The NetRegs website and also the checklist. I'm aware of everything that Mark has referred to.

Martin Johnson: Yes, in fact, we go a bit further and look at the specific Pollution Prevention guidelines (PPGs). We actually find their comments and guidelines very good. They often have checklists as well.

Peter: Can I ask the two non EA people, do you think this is

adequate information and advice?

Rob: First I would say that I'm not the world expert on this because we have someone that works for us that looks after this. I would consider the guidance adequate. Whether many organisations know how to have access to this guidance though, I'd question.

Peter: Both of you represent quite large organisations don't you, with the facilities to do that?

Rob: Yes, we have someone employed as health, safety and environment manager and for the broader business, we do have someone specifically engaged as an environment manager. Clearly, large organisations are going to have knowledge in this area and know how to access this information. I guess we engage a lot of smaller transport businesses, haulage contractors, and I worry whether smaller business would know where to access this information.

Peter: Martin, would you agree with what Robert just said?

Martin: Pretty much. While we do employ a supposed expert, who is me, we

do have 50 sites out there that need common sense and simple advice. So what I do is use the PPG for that purpose and I think they're pretty good for that. If I would just ask for one thing when they're revised, it's to get some case studies and typical problems into the PPGs. They tend to be a bit short of theoretical at the moment but still very useful.

Mark: I really appreciate that feedback. Martin, I have the

'We're trying to make some policy shifts ... and we want feedback from you'

responsibility for the PPG's. They have come from a long history and we're radically over hauling them. By the end of 2012 the PPGs will be a suite of about a dozen key activities about storage, handling waste, drainage issues, how to deal with emergencies, fires and we'll clarify a lot of things. Point absolutely taken, I totally agree. We're working very hard on that and in fact the new generation of PPGs, of which you'll see coming out at the end of June, aimed at construction and construction related activities will be interactive with case studies. So I hope it goes some way to give you some confidence in that.

Peter: Does anybody else want to say anything else about question one, which is an introductory question?

Mark: Can I just ask a question, as I do very much take the point about awareness level here. Martin mentions 50 sites and Rob also highlighted that it's difficult to get the message out. I'd be very keen to find out how, between us, we can reach further to contractors and suppliers and the supplier chain. I would like your thoughts on that.

Rob: There is a road haulage association and a freight association that represent manufacturers such as us. That would be one route. My comment would be that the Environment Agency could be a bit more visible. I guess it is all to do with resources, but I'd like to understand what the policy is with regard to site visits, for example. Our experience is a fairly limited one, but the only time we were involved with the Environment Agency was when we actually had a spill on site. For example, in health and safety circles, we work very much with the environmental health officer who visits regularly and gives us guidance on health and safety issues. What I'd encourage is for the Environment Agency to be a bit more visible.

Mark: I do understand, there are a lot of tensions in there as you've mentioned. You're right, a lot of officers would agree with you that they would be visiting your sort of business on a reactive basis when you had the incident. The thrust of our work which is driven through direct regulation is basically to ensure compliance of the licence and permitted industries. The work that I do is a grant based work, it's tax funded work, the tax that we're paying for so there's a lot of pressure. It falls to people like me and some of the guys in the business to make that contact work as best as possible. We are under severe resource pressures. Basically, we have about 25% to 30% cuts coming in over the next two to three years. It's going to put more pressure on this so we have to find more effective ways. One of the ways is actually to use much more risk based regulatory approaches which means we are really pulling back from the low risk sites. Rather than visiting sites 10 plus times a year, it's basically more about

'blitzing' it, spending more time with that business to help to get them on track. The idea is that it frees up some more resource so we can do this kind of work. We are going through that transition and it's going to be very hard, because as you know we're going through a very difficult economic climate as well. At the same time, I have to look and listen and look for ideas on how we can create this sort of engagement. So I totally acknowledge and

agree with what you're saying. There's a lot of pressure there. We're trying to make some policy shifts through some difficult resourcing times and we want feedback from you on how best to make the contact effective so we can at least go in the right direction.

Peter: I'd say for myself, because I work for a supplier, that we would be more than happy to see the EA officers visiting sites regularly and telling companies that they should have a spill kit. I appreciate what Mark has just said, it must be very difficult for the EA. We have the same issues with Health and Safety and factory inspectors. We only see them when there's an accident.

Martin: We wonder whether there's a role for British Standards Institute to produce a standard for pollution prevention. This is on non IPPC sites. It'd very much benefit us if it did have a more detailed version of the EA checklist that we could issue to sites and could say this is your standard for vehicle wash and this is your standard for spill prevention etc. and have that kind of ability to certificate sites even if it was done on a purely internal basis.

Peter: Wouldn't that almost be covered by ISO14,001 or would you say that it is just too broad?

Martin: I love working with 14,001 because it's the most practical of the ISO standards. But, frankly, as long as you've got a spill kit plan and no hazardous liquids lying about then they'll give you a tick for that.

Peter: I have some experience of British Standards because I am the Chairman of the BSI Committee on Spill Control. They need a business case putting forward if you want to propose a new standard. If someone thinks it's a good idea it can be done but you have got to convince them that there is a business case. From their point of view, they have to think that there will be lots of people wanting to buy a standard putting it crudely!

Martin: I think one of the problems is that the sites that we run are in fact low risk in this context. Perhaps, there wouldn't be as big a take-up as they'd want.

Peter: With the standards we have produced in the area of sorbents and related issues, you'd be surprised. We initially would not have thought that many people would buy them, but BSI accepted the case and we're

doing some more work in that area at the moment. There may be a way that something could come out of this and we could do some more to the existing British standards or maybe adding another part.

Mark: A couple of very brief points to add to that. I like that suggestion so let's put it in the recommendations. The other thing that is worth mentioning is that we're trying to push our legislation in a direction involving what's called a General Binding Rules approach which elevates the status of this pollution prevention guidelines more to, 'this is the minimum standards'. So it's moving in that direction but please

something you can enforce, is it?

Martin: You can. Take the vehicle washing, for example. You could drive up and down the industrial estate I work on and you'd see four or five infringements every day.

Peter: If they could drive around the estate then it would be a bit like what customs and excise do. I had a friend who was a customs officer and in the old days they would be doing this proactively, catching people. There is an immediate financial return there. If there were laws and people were breaking those laws, you could go around the

confidence though on the vehicle washing side, we're working with DEPFRA to highlight this activity to see if we can make improvements in that way. I don't think you'll necessarily see officers on the ground straight away, it's not going to happen in the current climate, but there are things that we can do. I am as frustrated as much as the next man in this case. I hope that paints an honest picture.

Mark: I would like to say again to Martin, we do completely acknowledge and recognise those views. There's something that I can do about it. As an organisation, this sort of work and the recommendations that will come out of it

'The amount of vehicle washing that goes on within typical industrial estates is completely against the EA guidelines'

let's capture those excellent recommendations.

Rob: That'd be the ultimate thing to get everyone interested if there's a legal requirement to meet certain standards.

Peter: Moving onto question two as we're touching on it already. Does the panel believe that there is consistency between EA guidelines and the enforcement of the standard? We've covered this a bit, haven't we, but where may gaps be occurring? If we could start with Rob.

Rob: My experience is that the EA is a pretty consistent organisation. My concern is about how widely known the recommendations are out there and how proactive the EA is as opposed to being a reactive organisation. For me, the gap is more about the general understanding and awareness of the EA.

Martin: It's pretty much the same for me. For example, the amount of vehicle washing that goes on within typical industrial estates is completely against the EA guidelines. Most of which goes down the surface water drains with all sorts of chemicals. What we're looking at here is that our contact with EA has been limited to minor pollution incidents rather than any imposition of guidelines. We don't see any real enforcement of the standard other than when an incident occurs.

Peter: The guideline isn't

estate and say 'you've broken the law, you're going to be fined'. I can imagine the government being much more interested in that.

Mark, what do you think?

Mark: I completely agree, particularly in the vehicle washing and being perfectly honest, it's principally a resourcing and risk issue. Many of these activities are contributing to a polluting load entering the environment which has to be treated in some way or another because a lot of our rivers feed our drinking water. We have to build up an evidence base to highlight that there's an issue that needs something to be done about it. We have to lobby for a change in policy, a change in regulation and we are actually doing that. We're working with the franchise organisations and the British Retail Consortium, as a lot of this activity goes on at supermarket car parks to really endorse strongly the guidelines. It is an offence to allow polluting matter, particularly from trade activity to enter the environment. As we know, a lot of us wash a car on the odd Sunday, there does have to be a balance in this. We are looking at the evidence for this and I've also mention the binding rules approach we're looking at. We intend to try and influence the England and Wales side of things more like the route that Scotland has gone down, that it's an offence to release polluting substances. The more people who say that something has to be done about it, the more likely hood it's going to be. I would like to give you

will help. The more that your views are fed back into the political system the more leverage it gives me to do something about it. I'm totally behind this project and the recommendations that will come out of it. Thank you for your honest opinions.

Rob: Just one suggestion from me as to how we in the industry can help the EA. Obviously, legislation is one area that could get a lot more interesting in here. One suggestion though. A few months ago, the government introduced a legal requirement for all commercial vehicle drivers to go through a certificated professional conference training which requires 5 hours of training every 5 years for all lorry drivers. One of the things that we've done with our drivers is we've given them training on the environmental impacts of the vehicles they drive and, specifically on spillage. We've issued all our drivers in all the vehicles with spill kit. I was just wondering if we could see whether there is any way we could make one of the modules mandatory for all drivers to have some sort of environmental training built within the requirement of 35 hours training every five years.

Martin: I certainly agree with that. We've done exactly the same.

Peter: Well on that excellent point I think we can finish there. Thank-you to everyone for joining us



ClearPath
ANALYSIS

www.clearpathanalysis.com