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of ACBE
and TUSDAC

ACBE



www.sustainableworkplace.co.uk



Ministerial foreword

Introduction

Environmental performance

Four case studies

Resources



➤ Contents

Ministerial foreword	2
Introduction	3
Environmental performance	5
Environmental reporting	5
Environmental management systems	5
The Environmental Effectiveness Award	7
Four case studies	9
1) Switching On to Switching Off	9
2) Green Transport Plan Survey	10
3) Environmental Partnership in Action	11
4) Promoting Sustainable Development in the Workplace	14
Resources	17
Sustainable development	17
Advice/Funding	19
Learning/Education	22

Ministerial foreword

If you are wondering how you can make your workplace more sustainable - as a union rep, an employee, or an employer - this website is a good place to start.

Trade unions and employers working in partnership can make real strides in delivering a more sustainable workplace and that is what the website is all about, working in partnership to achieve more.

The website links you to sources of information and advice on a range of issues including business support, education for sustainable development, environmental management and reporting as well as the principles of sustainable development. It also contains case studies of successful joint action by employers and unions.

I welcome the joint work of business and unions representatives which has resulted in this website and applaud the efforts of the Trade Union Sustainable Development Advisory Committee and the Advisory Committee on Business and the Environment in launching this initiative and for their joint work in identifying the first batch of case studies.

I hope you will be inspired to join in partnership and take action and that this website will help you access the support and information you need to succeed with your initiatives.

LORD WHITTY

Minister for Sustainable Energy, and co-chair of the Trade Union Sustainable Development Advisory Committee

➤ Introduction

There is a strong desire amongst both employees and businesses to change their workplaces to make them more sustainable and environmentally friendly.

A TUC survey of attitudes to environmental issues in the workplace in 2002 found that there is overwhelming support from union members for unions themselves to do more to promote good environmental practice at work. Members also felt that many employers needed to do more to improve their environmental performance.

Environmental initiatives can bring benefits to an organisation and its employees. The Advisory Committee on Business and the Environment (ACBE) and the Trade Union Sustainable Development Advisory Committee (TUSDAC) believe that for these to be real and sustained they need the support of employers, managers and workers. Sustainable development - uniting environmental, social and economic interests - lies at the heart of successful initiatives.

The Advisory Committee on Business and the Environment (ACBE) provides for dialogue between Government and business on environmental issues and aims to help mobilise the business community in demonstrating good environmental practice and management.
<http://www.defra.gov.uk/environment/acbe/>

Our aim is to promote environmental practices at work that will benefit workers, employers and the wider community. Good practice is best delivered through a genuine partnership between employer and employees such as already exists on health and safety issues. Apart from the environmental benefits, we believe that business will benefit from a reduction in costs, greater job satisfaction amongst the workforce and a shared commitment to success.

Poor environmental performance will become increasingly costly. Waste and energy inefficiency costs money. Also the Government is committed to using economic instruments to meet environmental objectives. It is becoming commonplace for major corporations to place environmental

SUSTAINABLE WORKPLACE

The Trade Union Sustainable Development Advisory Committee, TUSDAC, was set up in 1998 as the main forum for consultation between Government and Trade Unions on sustainable development and environmental issues.
<http://www.defra.gov.uk/environment/tusdac/index.htm>

requirements on their suppliers. Investors increasingly demand environmental reports. As many businesses now recognise, even on purely financial grounds, it makes good business sense to get ahead of the game.

Businesses and unions can make a big difference when they act together in partnership on environmental issues. We have worked together to find examples where joint action changed things for the better - and hope it will inspire you to take action where you work.

John Edmonds - TUSDAC co-Chair
Chris Fay - ACBE co-Chair



➤ Environmental performance

Two practical ways to improve environmental performance:

1) Environmental reporting

Environmental reporting involves the regular publishing of environmental policy statements, usually including details of environmental performance such as greenhouse gas emissions, waste, water use and other relevant impacts giving quantified data and improvement targets. Reporting can help build organisational reputation and manage risk.

Defra and the DTI have produced a set of guidelines to help organisations measure, manage and report their key environmental impacts. These are available at <http://www.defra.gov.uk/environment/envrp/index.htm>

Organisations are also increasingly encouraged to report on broader sustainability issues. The Global Reporting Initiative (GRI) is an independent institution whose mission is to develop and disseminate globally applicable Sustainability Reporting Guidelines. These Guidelines, available on their website, are for voluntary use by organisations for reporting on the economic, environmental, and social dimensions of their activities, products, and services. <http://www.globalreporting.org/>

The SME Key is an online support tool designed for use by small and medium-sized enterprises (SMEs) and SME federations or representative bodies. It is made up of three components that together offer SMEs a flexible way to evaluate and strengthen their current socially responsible activities and practices: the business case; a guide to assessing a company's social responsibility; and a database of SME responsible business practices.

2) Environmental management systems

Environmental management systems can help companies improve their overall performance, reduce their environmental impacts and demonstrate to customers and stakeholders that they are managing their environmental risks responsibly as well as achieving significant cost savings.

Some organisations choose to develop their own DIY systems or self-declare their conformity with environmental management standards.

SUSTAINABLE WORKPLACE

However, more credibility can be gained from external auditing by independent third parties who have been accredited to certify companies to given standards (see below).

ISO 14001 is an international environmental standard that details how an environmental management system should be defined and implemented. A baseline requirement of the standard is that an organisation must provide for compliance with mandatory environmental legislation. The standard ensures that an organisation which chooses to adopt ISO 14001 understands how its operations or activities impact on the environment. The company's environmental management system (EMS) is scrutinised against each clause of the standard and therefore independent third-party assessment forms an essential element of an EMS.

The EU Eco Management and Audit Scheme (EMAS) is a voluntary initiative first introduced in 1995 which incorporates ISO 14001 as the management system element. EMAS builds on ISO 14001 and goes further than the international standard by requiring organisations to produce an independently validated public statement about their performance, and make a commitment to continuous improvement beyond minimum legal compliance.

Following the recent review of the scheme all types of organisation in every sector are eligible to apply, there is an opportunity for multi-site and corporate registrations, and arrangements for more flexible reporting allow companies to tailor reports for stakeholders according to their needs.

EMAS can be used by companies in a variety of ways to help them achieve these added benefits:

- ❖ greater operating efficiencies and competitiveness and enhancing company reputation
- ❖ meeting expectations for more transparency and accountability
- ❖ using verified environmental information to support green procurement, supply chain management and green claims about products, services and activities which is fully in line with the Government's Green Claims Code
- ❖ using the scheme to demonstrate compliance with environmental legislation and laws and supporting better regulation initiatives. It can be used to demonstrate compliance with voluntary, negotiated or sectoral agreements, and in connection with Climate Change Agreements.

Registration for the scheme can help companies achieve better scores under the Environment Agency's OPRA scheme (Operator and Risk

➤ SUSTAINABLE ✓ ^ < < WORKPLACE <

Assessment) where EMAS-registered companies are recognised under IPPC as being a lower risk in terms of the way they manage their operations.

www.emas.org.uk and <http://europa.eu.int/comm/environment/emas>

By breaking the implementation process down into discrete phases, putting in place an environmental management system can become much easier for a small company. This is provided for in a new British standard, BS 8555, which allows companies to progress towards ISO 14001 or EMAS through six stages of implementation. Design of the Standard has ensured that it is compatible with both ISO 14001 and EMAS. It also links with the requirement in the Regulation to promote SME participation in the EU scheme.

www.theacorntrust.org and www.bsi-global.com

The Environmental Effectiveness Award

The Environmental Effectiveness Award has been designed specifically to help businesses educate their employees in saving energy and reducing waste. It was developed by EAL, an awarding body of engineering National and Scottish Vocational Qualifications (NVQs/SVQs); the Amicus union; the Energy Efficiency Best Practice Programme (EEBPP); and representatives from various industries.

It provides all organisations with a structured method of ensuring that employees at every level are aware of the principles and practice of energy and environmental effectiveness, and are competent in carrying out their daily activities in line with these methods.

The Environmental Effectiveness Award is designed to recognise a person's competence or ability to contribute to energy efficiency in the workplace to an established standard. In order to successfully achieve this award the individual will have to show a trained assessor what they can do, and explain what they know about environmental effectiveness. The qualification is at an equivalent level to an NVQ Level 2 and is a useful tool for all sectors that are affected by the climate change levy or who wish to help protect the environment.

The award was piloted among a consortium of partner SMEs in the North West of England. A number of candidates were successful in achieving the award and their suggestions involved waste, energy, water, plastic and paper savings across a wide range of small industries. Pilots of two of these case studies are available on the Action Energy website, details below, it was calculated that on average the candidates saved their organisation £2000 each.

➤ SUSTAINABLE

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⤴ WORKPLACE ⤵

Details of the case studies of the award are at actionenergy.org.uk (Refs GPCS420/1). The direct link to the registration page for gaining access to the award case studies is

http://www.actionenergy.org.uk/Action+Energy/Registration/Default.htm?nrcs_nexturl=%2FAction%2BEnergy%2Fkeywordsearch%2Easp

The following site gives details of the award from the awarding body:

[http://www.eal.org.uk/EALVQ.nsf/zenlookup/GRR201/\\$file/GRR201.pdf](http://www.eal.org.uk/EALVQ.nsf/zenlookup/GRR201/$file/GRR201.pdf)

➤ Four case studies

(1) Switching On to Switching Off

One of the first initiatives organised by Prospect, following its creation in November 2001, was an energy-saving workshop at the Scottish Agricultural College (SAC) in Edinburgh. The workshop was jointly facilitated by Prospect and Action Energy and was attended by members of three Prospect Branches from across Scotland.

Inspired by the day, members from the SAC Branch suggested to the organisation's environment committee that an energy sub-committee be formed to find ways of reducing the large electricity bills the College faced.

This was agreed and the sub-committee, entirely comprised of union members, was constituted. Sub-committee discussion led to the creation of the campaign title, with a "flash" heading and the decision to target a different aspect of energy saving each month. These ideas were accepted by the environment committee itself and the campaign was launched.

Activities focused on cutting energy usage by reducing lighting in public areas; switching off lights in offices and laboratories not in use; and switching off computers, photocopiers and other non-essential equipment at night. To assess the impact of "switching off" the School of Agriculture buildings in Edinburgh, Veterinary Centre buildings in Aberdeen and Thurso, and the Advisory Office in St Boswells were monitored in detail.

Who was involved

Members of the energy sub-committee led the way, strongly supported by the environment committee secretary - also a trade union representative.

Outcomes (including any financial savings)

Based on the detailed monitoring of four SAC properties, the environment committee chair reported to the College Board that the campaign was on track for a 3% reduction in electricity use across SAC. This amounts to a saving of £12,000 p.a. (consumption cut by 250,000 kWh - enough to feed 300 people for a year or to produce enough carbon dioxide to fill 195, 10m diameter balloons; SAC News 13[2]).

The campaign will continue in 2003-04 with an increased emphasis on the cumulative effect of everyone switching off unnecessary lights and equipment.

Key lessons learnt

These include the need for:

- ❖ patience and persuasion - it is difficult to change ingrained habits;
- ❖ involving everyone. At SAC this includes students, who are major stakeholders.

(2) Green Transport Plan Survey

This initiative by the Veterinary Laboratories Agency (VLA) began in June 2000 with a Green Transport Plan (GTP) Survey. A GTP, as defined by VLA, is "A set of measures tailored to suit the individual circumstances of different locations, but with the common aim of reducing the environmental impacts of travel to work and transport activity during work". The aim is that a GTP will play a part in reducing emissions of greenhouse gases, improving local air quality, minimising health risks and reducing congestion, noise, dirt and fumes by:

- ❖ Reducing the level of unnecessary travel; and
- ❖ Encouraging those who have to travel to do so in a way that minimises the environmental impact.

In order to produce a GTP, VLA needed to ascertain the commuting habits of its staff. It did this by carrying out a survey, which showed that:

- ❖ 15% of respondents who drive to work car share
- ❖ 48% of those staff that did not car share said they could consider car sharing if a suitable scheme was set up.

The trade unions monitored whether the declared objectives were being achieved and, when difficulties emerged, suggested a practical way forward in terms of a car-share database for staff. Using their own software expertise, the trade union side drew up the specification for such a database and negotiated the allocation of resources to have the database developed.

Who was involved

The employer in this study is the Veterinary Laboratory Agency (VLA), an executive agency of DEFRA. The unions involved are Prospect, PCS and GMB.

Outcomes (including any financial savings)

The outcome is the successful development of a car-sharing database. This is now ready to go "live" and is expected to cut exhaust emissions, both on site and in the local area; ease parking congestion; and reduce driving induced stress.

Key lessons learnt

- ❖ As well as having environmental benefits, this initiative will also be of direct benefit to union members. Opportunities can be realised with a pro-active union approach
- ❖ An approach based on joint commitment can help to overcome technical and operational difficulties.

It is important to make use of the knowledge base of all stakeholders. Unions have a rich reservoir of knowledge, extending beyond traditional bargaining issues, and can also call on expertise from their wider membership.

3) Environmental partnership in action

Partnership philosophy - who is involved?

Legal & General has established a strong partnership with the Amicus trade union which creates an effective, non-adversarial relationship based on mutual trust. The Partnership Agreement recognises management's right to manage, and the union's right to represent members across a range of issues and seeks to avoid conflict through open sharing of information, allowing for full and early participation by representatives in the corporate decision-making process.

Amicus therefore has a key role to play in Legal & General's environment programme which is designed to increase the sustainability of our business in the long term. Amicus representatives participate in a half-day environmental training course which helps them to develop a clear understanding of Legal & General's environment programme, and ensures that they can input at all key stages.

Environment programme structure

Legal & General's Group Environment Committee is part of a formal structure which feeds into the overall Corporate Social Responsibility Committee. As a result of this structure, there is Board level engagement

SUSTAINABLE WORKPLACE

and support for environmental activities and the active management of environmental targets. The Amicus team is committed to working in partnership with Legal & General, and is actively engaged at every level of the environment programme structure. This enables Amicus to take a proactive role in developing and shaping the programme.

They are therefore in a unique position to help to gain the buy-in and engagement of employees by actively promoting employee involvement in local initiatives.

Outcomes

We believe our approach demonstrates how unions can help management to achieve business goals and create a sustainable workplace. This helps to realise a number of benefits for Legal & General and our employees:

- ❖ greater employee engagement
- ❖ better two-way communication
- ❖ practical feedback
- ❖ wider input to the programme
- ❖ greater community engagement
- ❖ clear support for employees' community activities

The programme in action

Health, safety and environmental audits

Amicus representatives perform regular Health and Safety Executive audits at Legal & General offices. These audits provide essential feedback information on the success of switch-it-off, waste minimisation and recycling awareness campaigns. They allow for the ideas and concerns of employees to be incorporated into future initiatives.

Supplier chain management

Legal & General, along with many other companies, seeks to work with its suppliers to encourage them to improve their own environmental performance. We do this by asking our suppliers to provide evidence of their environmental management practices during the tendering process - this evidence is then one of the criteria used for selecting our suppliers. The Group Environmental Committee, of which Amicus is a key member, is responsible for setting the targets relating to the number of suppliers who are required to be vetted each year. In 2002, 77% of our key suppliers were able to demonstrate evidence of good environmental management practices within their organisation.

Recycling

Legal & General is committed to increasing waste recycling rates within its offices. Early investigations showed that by removing individual desk bins and introducing common disposal points, recycling rates could be dramatically improved. Each employee is provided with a cardboard desk tidy in which to store paper waste accumulated during the day. This paper can then be disposed of in the paper recycling bins which are located near to vending points. Non-recyclable waste like plastic food packaging must be taken to a common 'landfill' bin. The fact that employees have to walk to the common recycling points to dispose of waste has resulted in much higher segregation at source rates. Common recycling bins are also provided for glass, plastic vending cups and aluminium cans. Recycling rates at offices utilising this scheme are now running at 60% plus. Amicus has played a key role in the take up of this system, and actively promote its use to employees.

Car sharing

Several Legal & General offices operate car sharing schemes - the most successful of which is operated at our largest site, Kingswood in Surrey. Approximately 10% of cars arriving at the site have two or more occupants. This has reduced the number of cars arriving at the site on a daily basis by approximately 200. The support of Amicus has been crucial in encouraging employees to take up these schemes.

Green Awards

Amicus is also actively involved in our annual Green Awards scheme. The Awards, which are open to employees, contractors, temporary staff and suppliers, promote awareness of our environmental commitment and recognise and reward efforts that support our environmental policies. Amicus members are proactively involved in the development of the awards, for example, the union is represented on the judging committee and at the Awards Ceremony.

The awards recognise our support for community-based activities and, in 2002, a Cardiff office employee won a Green Award for her support and commitment to the Cardiff Green Team. This included helping co-ordinate and organise the Legal & General volunteers for the world record-breaking line of aluminium cans and helping arrange the two-day 'EcoFun' event for over 6,000 children from schools in and around Cardiff.

In a new development for 2003, we are opening up our awards to our suppliers with whom we have been working over closely to support them in meeting our environmental criteria. We believe that by recognising this key group that we are helping to support them in developing sustainable environmental policies and to win business in the future.



Success factors and key lessons learnt

There are a number of key factors which we believe contribute to the successful implementation of our environmental programme:

- ❖ clear strategy and targets
- ❖ active engagement of employees and other key stakeholders
- ❖ defined structure and roles
- ❖ clear focus on communication
- ❖ engagement and support of key suppliers to meet targets

Summing up our approach to the management, L&G Resources and International Director Mark Gregory said: "Our strong working partnership with Amicus is invaluable in delivering an effective programme and meeting our environmental targets. One of the most difficult areas in implementing any programme is engaging employees. Without the support and active participation of Amicus across the Legal & General Group, we would find this much harder to achieve."

Nick Manns of Amicus said: "Amicus are committed to working in partnership with L&G and are very proud of the role they have played within its Environmental Programme. Amicus will continue to support and influence L&G's Environmental, Health & Safety and CSR initiatives and policies. Together we can develop L&G's environmental philosophy and so help encourage a sustainable environment."

For details of Amicus Environment training contact:
paul.buchan@landg.com

For full details of L&G's environmental targets see
<http://www.legalandgeneral.com/>

4) Promoting sustainable development in the workplace

Who was involved?

Sony actively encourages its trade union members in Amicus to be involved in all work programmes that are aimed at realising environmental, social and financial benefits across the company, and the development of a

SUSTAINABLE WORKPLACE

sustainable workplace. The company recognises that these programmes are vital to the success of its business goals. This approach is illustrated in this case study by one such initiative that used the 'Six Sigma' quality tool.

The achievement of goals within Sony UK Technology Centre has shown a marked improvement over recent times due to a new quality tool developed from Six Sigma; the tool is known as Sony Six Sigma and is used throughout the organisation for the improvement of all aspects of the business. The company and employees together have recognised the potential of the tool for the business. Its rigorous application has resulted in gains in sustainable development in many areas including reduction in reject costs, environmental improvement, and accident reduction.

The following two projects have been extended across all production lines within Sony. The first has reaped benefits in the reduction of glass defects and the reduction of waste glass; the second in the reduction of energy.

The SSS system works with several tiers of competence and the whole team must have an understanding of the process and achievement of results. Accordingly, Sony developed a training program for all levels within the company so that everybody became involved.

An important facet of this tiered approach was a shared environment in which the knowledge and experience of all employees could be focused on achieving business improvement goals.

The process follows the Measure, Analyse, Improve, and Control methodology and requires input from all levels of the workforce including managers, engineers, technicians and operators. All company members need to achieve a minimum of 'yellow belt' competence - this is a 2-day training course at a basic level and includes:

- ❖ statistical measurement techniques
- ❖ analysis of cause and effect
- ❖ activity based on improvements
- ❖ implementation of control procedures

Outcomes

a) Reduction in glass breakage rejects (TV tubes)

The team reduced the level of defect considerably, with the whole team contributing equally within the project. They concentrated on:

- ❖ knowledge of the process
- ❖ analysis of the cause

➤ SUSTAINABLE

⤴ ⤵ WORKPLACE ⤴

- ❖ reporting and repairing faults
- ❖ brainstorming and cause/effect
- ❖ feedback to 'green belt' and 'black belt' personnel

The shift teams contribute largely with continual monitoring; all the process idiosyncrasies are dealt with by this group. The activities and control measures put in place ensure that the benefits of the process will give good results on a continued basis.

Every TV tube kept intact means that valuable material, and therefore money, are saved. The process has been continually successful and is easily transferable.

b) Energy reduction at Sony Bridgend

As with any energy saving programme the results rely heavily upon the workforce implementing change and following measures put in place. The activities have centred heavily on ideas from the workforce.

Engineers carried out the measurement process and a Pareto developed. Most union activity has focused on ideas for improvement, implementation and control of the improvements. The benefits have been massive and include energy reductions of 29% over 4 years and a 53% cost improvement.

The environmental benefits are plain to see: with substantial reduction in energy usage come proportional CO2 emissions reduction. Over £1 million has been saved with this activity giving major financial benefits for the company. In addition, the establishment of an energy efficiency programme within the workplace has stimulated many of the staff to adopt this approach and develop energy saving measures at home.

➤ Resources

The following section contains short information about a variety of organisations that can help you plan your workplace action on the environment. The section is split into three parts: sustainable development; advice and funding; and learning/education.

Sustainable development

The Government's sustainable development website outlines the Government's sustainable development strategy and reports on progress by the United Kingdom as a whole towards sustainable development.
<http://www.sustainable-development.gov.uk/>

The Department for Environment, Food and Rural Affairs (DEFRA) website gives an introduction to sustainable development. You can also find details on these pages on the Sustainable Development Education Panel (SDEP). This advisory panel was set up by the Government by 1998 with a remit to cover schools, further and higher education bodies, and education in work, recreation and the home. The panel, in association with others, produced a learning guide 'sustainable development through education' for professional bodies and trade unions.
<http://www.defra.gov.uk/>

The Department of Trade and Industry (DTI) works with others to encourage innovative, enterprising and internationally competitive business solutions to environmental problems and the wider challenges of sustainable development.
<http://www.dti.gov.uk/sustainability/>

The Sustainable Development Commission (SDC) is sponsored, within the UK Government, by the Cabinet Office and reports to the Prime Minister, the First Minister in Scotland, the First Secretary in Wales and the First and Deputy First Ministers in Northern Ireland. Its work will be of interest to a wide range of sectors and organisations. The Commission's main role is to advocate sustainable development across all sectors in the UK, review progress towards it, and build consensus on the actions needed if further progress is to be achieved.
<http://www.sd-commission.gov.uk/>

SUSTAINABLE WORKPLACE

Forum for the Future is a charity whose mission is to accelerate the building of a sustainable way of life, taking a positive, solutions oriented approach across three sectors: business, education & learning and government. Forum believes working towards sustainable development will help businesses increase their chance of success in the future and help achieve a sustainable economy. Their aim is to make sustainable development the central strategic framework for all key decisions within business and they do this helping business partners create new strategies, policies, action plans and projects that deliver sustainable development throughout their operations. There are a selection of case studies to show how the Forum works with business to benefit them and to help them become more sustainable.

<http://www.forumforthefuture.org.uk/>

The European Business Campaign on Corporate and Social Responsibility has set itself the goal of mobilising 500,000 business people and partners to integrate CSR into their core business by 2005. The campaign organises a host of events and products to across its message on the benefits of CSR, details on which can be found on the website along with the business case for CSR. The campaign's aims are to:

- ❖ bring people into contact with each other to celebrate what can be achieved by the new way of doing business
- ❖ deepen the awareness and implementation of CSR through training, management tools and sharing knowledge
- ❖ widen debate on social responsibility and develop partnerships between business and stakeholders

<http://www.csrcampaign.org/>

Business in the Community is a independent charity of 700 member companies committed to continually improving their positive impact on society. The small businesses homepage on their site includes the recent news, case studies, events and publications about responsible business practice. It also gives details of the CommunityMark programme. CommunityMark is a national standard for small and medium sized businesses, of any size that recognises small business involvement within the local community.

You can also find details on the website of the Awards for Excellence, which are national awards recognising responsible business practice. They promote a better way of doing business by encouraging companies to measure, continually improve and communicate their positive impact on society. Categories include Neighbourhood Renewal, Collaboration, Workplace Impact, Diversity and Releasing Potential.

<http://www.bitc.org.uk/index.html>

The World Business Council for Sustainable Development (WBCSD) is a coalition of 165 international companies united by a shared commitment to sustainable development via the three pillars of economic growth, ecological balance and social progress. The WBCSD aim to provide business leadership as a catalyst for change toward sustainable development, and to promote the role of eco-efficiency, innovation and corporate social responsibility.
<http://www.wbcsd.ch/>

Advice/Funding

The Carbon Trust, as part of the UK's Climate Change Programme, encourages and promotes the development of low carbon technologies to support the transition to a low carbon technology in the UK. The Carbon Trust deliver, promote and develop the three programmes below.
<http://www.thecarbontrust.co.uk/>

Action Energy provides businesses, industries and public sector organisations with free, practical and impartial help and advice on how to cut their energy costs. Their website will provide a range of helpful energy saving information specifically tailored to your area of work, and your level of experience. The website includes a getting started section, an info centre, an online publications library, energy-related events and a press centre.
www.actionenergy.org.uk helpline 0800 58 57 94

The Enhanced Capital Allowances Scheme enables businesses to claim 100% first year capital allowances on investments in qualifying energy saving technologies and products. Businesses are now able to write off the whole cost of their investment against their taxable profits of the period during which they make the investment.
www.eca.gov.uk helpline 020 7170 7033

The Carbon Trust's Foundation programme aims to accelerate the development of new and emerging low carbon and energy efficient technologies in the UK. Investment decisions within the Foundation Programme will be driven by the potential 'carbon return' of the project, companies and projects applying for funding must demonstrate the possible CO2 emission reductions that could result from the project.
www.thecarbontrust.co.uk/foundation/0200who.html

Envirowise (formerly known as the Environmental Technology Best Practice Programme) is a Government funded best practice programme that enables businesses in the UK to improve their environmental

SUSTAINABLE WORKPLACE

performance and reduce their costs. Since it was established in 1994, the Programme has helped UK business to make resource efficiency savings of over £797m. On average, an organisation working with Envirowise can expect to save £1,000 per employee or convert an additional 1% of turnover into profit.

The Programme's products and service include; free independent and confidential advice through the Helpline; case studies, best practice guides and reference notes written by experts provide up-to-date information on waste minimisation issues; a range of CD-ROMs, presentations, spreadsheets and databases; extensive event, seminar and workshop programme; free, on-site FastTrack waste review visits for small firms.
<http://www.envirowise.gov.uk> helpline 0800 585794

The Energy Savings Trust (EST) works with a range of partners and focuses on delivering practical solutions for households, small firms and the road transport sector - solutions which save energy and deliver cleaner air. Small to medium size enterprises can make various use of Energy Saving Trust activities that include practical assistance and grants, to help increase the take up of energy saving measures or set up new initiatives.
www.est.org.uk

WRAP (the Waste & Resources Action Programme) is a not-for-profit company supported by funding from DEFRA, the DTI and the devolved administrations of Scotland, Wales and Northern Ireland. It is working to promote sustainable waste management by creating stable and efficient markets for recycled materials and products.
www.wrap.org.uk 0808 100 2040

Business Link is a national business advice service. Their website provides unbiased, commonsense information on the issues that affect your business. It offers factsheets, frequently asked questions and case studies on everything from writing a business plan to managing your customers. Through their advice line on 0845 600 9006 an experienced business adviser may be able to help your business. They also have a network of 45 Business Link operators around the UK where experienced business advisers provide practical help on day-to-day business issues. Advisers work with private and public sector organisations to offer the most appropriate advice available. You can find your local office through the directory on the website.
<http://www.businesslink.org/>

The Small Business Service (SBS) is a Government agency that champions the interests of small and medium businesses and aims to provide them with a strong voice at the heart of government. The SBS provides and

SUSTAINABLE WORKPLACE

supports a number of schemes that help small businesses find funding, improve efficiency, and expend their potential. An example of which is the SBS Small Firms Loan Guarantee Scheme - a scheme that guarantees loans from banks and other financial institutions for small firms that have viable business proposals but who have tried and failed to get a conventional loan because of a lack of security. SBS manage the network of Business Link advisers throughout England, details on which can be found through the above link.

<http://www.sbs.gov.uk/>

Regional Development Agencies (RDAs) are non-department public bodies (NDPBs) with a primary role as strategic drivers of regional economic development. RDAs aim to co-ordinate regional economic development and regeneration, enable the English regions to improve their relative competitiveness and reduce the imbalance that exists within and between regions. The RDAs have a statutory purpose to contribute to sustainable development. The above site links to the sites of the individual development agencies whose website will contain more information on sustainable development locally and links to local organisations. Each RDA has 5 statutory purposes, which are to:

- ❖ further economic development and regeneration
- ❖ promote business efficiency, investment and competitiveness
- ❖ promote employment
- ❖ enhance development and application of skill relevant to employment
- ❖ contribute to sustainable development

Further information and links to the RDAs is available at:

[http://www.consumer.gov.uk/rda/Sustainable Development](http://www.consumer.gov.uk/rda/Sustainable%20Development)

ARENA Network operates on a not-for-profit basis and provides practical assistance, support and training on business environmental and sustainability matters to companies and other organisations throughout Wales. It is one of the lead bodies in the Business & Environment Action Plan for Wales and is charged inter alia with the delivery of environmental management systems, the adoption of environmental best practice and the implementation of resource management & efficiency measures. The company has established a Wales-wide network of business environmental coordinators that provides direct assistance to companies and other organisations especially in the adoption of the Green Dragon stepped-wise environmental management system.

www.arenanetwork.org

www.greendragonwales.com

SUSTAINABLE WORKPLACE

NetRegs is an environment agency site designed to help small businesses navigate through the maze of environmental legislation. The site contains **Management Guidelines** to help small businesses comply with the key environmental legislation that may apply to the different aspects of their business, from raw material inputs through to wastes. The site also contains sector-specific guidelines which outline the practical measures businesses and take to keep their business sector compliant with the law.
<http://www.environment-agency.gov.uk/netregs>

Forum of Private Business offers advice on problems such as red tape, employment law, health and safety and many other issues. It lobbies on the behalf of members to change laws and policies.
www.fpb.co.uk

The Federation of Small Businesses are a campaigning pressure group promoting and protecting the interests of the self-employed and owners of small firms, with a membership of 177,000 businesses. They are represented on a number of local regeneration partnerships.
www.fsb.org.uk

Learning/Education

Environmental Practice @ Work uses new online technologies to provide environmental learning programmes and resources directly to employees in the workplace. The aim of this site is to allow the employee to develop environmental skills, with competence-based training in the workplace and e-learning resources, to build environmental awareness, to carry out environmental risk assessment, implement environmental best practice that improves ISO 14001 compliance and promote sustainable development through social partnership.
<http://www.epaw.co.uk/home1.html>

Learndirect is a network of online learning and information services. It's a government-sponsored initiative in flexible learning, intended to make possible the vision of a 'learning society' where everyone can learn and upgrade their skills throughout life. Their 'sustainable development for all' course provides a holistic view of sustainable development. It will help you to look at how to do your bit, whether your interest is for individual, community or business needs.
<http://www.learndirect.co.uk/>

Environment Awards.Net is a resource that provides a searchable on-line database of over 300 environmental awards. Their website also has a section devoted to resource management which through its grants

SUSTAINABLE WORKPLACE

database provides a way to locate funding for waste minimisation, recycling and sustainable resource management initiatives. The site also contains a sustainable development website SAGE (Sustainability Action Group Exchange) where you can find environmental and sustainable development news.

<http://www.environmentawards.net/>

Peterborough Environment City Trust (PECT) is an independent charitable trust with over 200 partners representing business, local authorities, voluntary and environmental groups and interested individuals. The PECT Business and Environment Management Scheme is providing busy managers of small businesses in the Eastern region with a straightforward and low cost approach to environmental management.

Guided by an interactive CD-ROM or a printed pack, alongside an extensive support package, the scheme enables companies to systematically assess and improve the environmental impact of their actions - and realise the associated financial benefits. Scheme members receive assistance and training from PECT and its network of experts, enabling them to collect data and set realistic targets to reduce waste production and increase energy and resource efficiency.

http://pect.peterborough.gov.uk/b2_1.htm

The Professional Practice for Sustainable Development (PP4SD) project began when participating institutions started to work together to develop and publish a framework for sustainability. This group of institutions has produced booklets and a training manual that are available for designing or delivering training for sustainable development. These publications are filled with useful information and resources for trainers, they will help trainers develop materials, courses and other tools to promote greater understanding of sustainable development within professional practice.

Sector Skills Councils (SSCs) are independent, UK wide organisations developed by groups of influential employers in industry or business sectors of economic or strategic significance. SSCs are employer-led and actively involve trade unions, professional bodies and other stakeholders in the sector. SSCs are licensed by the Secretary of State for Education and Skills, in consultation with Ministers in Scotland, Wales and Northern Ireland, to tackle the skills and productivity needs of their sector throughout the UK. The Sector Skills Development Agency (SSDA) has been established to underpin the SSC network and promote effective working between sectors.

<http://www.ssda.org.uk/index.shtml>



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