

Business Resource Efficiency Pack



Walsall Council

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🔄			
🔄			

Foreword

Whether as organisations, communities or individuals, we are all becoming more aware of our impact on the environment. In the UK we are living beyond our means. If everyone in the world were to consume natural resources and generate carbon dioxide at the rate we do in the UK, we would need three planets to support us. We are depleting our natural resources at a far faster rate than we are replenishing them and managing over 400 million tonnes – and rising – of waste each year. We need instead to move towards one planet living – where there is balance between what we give and what we take. This means significant reductions in greenhouse gas emissions to a level the planet can sustain. It means we all have to think about different ways of living, working and travelling.

Every householder is encouraged to recycle more at home, to switch off the lights and to save water. Employers and employees can do the same for their business. This resource efficiency good practice guide is invaluable for small and medium sized enterprises (SMEs) in the country. It will help businesses to enhance their environmental performance, reduce their operating costs, improve compliance with legislation and accelerate their competitiveness. Changing behaviour to become more resource efficient makes good commercial sense. Businesses need to examine their whole production cycle in order to eliminate unnecessary waste.

I commend this guide to you.



Bill Stow

Director General, Environment

Department of Environment, Food and Rural Affairs

This Business Resource Efficiency Pack has been produced by the BREW Centre for Local Authorities in conjunction with Oxfordshire County Council to help businesses become more resource efficient. Special thanks go to the Republic of Ireland's Race Against Waste team for providing information, and to the South East of England Economic Development Agency, Envirowise, the National Industrial Symbiosis Programme and the Carbon Trust for sponsoring the production of the pack.

Alternative formats of this publication can be made available on request.
These include other languages, large print, Braille, audio cassette,
computer disk or e-mail

Your Waste - Why sort it?

Waste management costs money. Managing it unsustainably costs even more. Waste in England has now become one of the most pressing environmental issues – it affects all of us and we all contribute to it. Individuals at home and at work have a vital role to play in solving the major waste problem we face. The EU and Government can adopt policies and pass laws, Local Authorities and private businesses can provide infrastructure, and education campaigns can be targeted at everyone but none of these efforts will deal with the major waste challenge we face **unless individuals take action and play their part.**

Often the part played on an individual basis might seem very insignificant – using the back of a piece of paper rather than a fresh sheet, putting a bottle in a glass bank or choosing to purchase recycled products. However, the sum of all of these actions can and will make a huge difference in the race against waste.

Here are some of the main reasons for reducing the amount of waste your business produces:

Economic

This is probably the main reason why your business should take part in the race against waste. There are many savings to be made. First there are savings in terms of waste disposal costs, which will decrease if you commit to **Reducing, Reusing and Recycling** your waste materials. And second, the cost of raw materials should also decrease as you set about reducing the amount of waste that you produce and reusing as much as possible, rather than purchasing new goods. Once your system is up and running it will result in a more efficient work place, saving valuable staff time.

Legal Obligation

Through legislation, producers of waste are ultimately responsible for its disposal. This falls under section 34 of the Environmental Protection Act (1990) and is in keeping with the EU polluter pays principle. So you need to know and be able to document where your waste is going - be it recycling, composting, incineration or landfill. Compliance with legislation needs to be an essential part of your organisation's waste management policy.

For more information on legislation log on to NetRegs (www.netregs.gov.uk)

Public Relations

Good waste management is good for business. They say there is no such thing as bad publicity, however, illegal dumping, lack of compliance leading to public reports of fines and prosecution is not desirable. On the other hand, you can promote yourself to good effect with customers, clients, staff, the public and suppliers as an organisation doing as much as you can for the environment.

Improved Environment

Managing your waste in a sustainable manner will mean a diversion of waste away from landfill and incineration to more environmentally preferable options. Increased reduction and reuse efforts will favour the environment by cutting down on the quantity of raw materials required.

Improved Employee Morale

By meeting the targets set by your waste reduction plan and by contributing to a worthwhile cause you should see a morale boost among your employees.

Case Study

Seacourt Limited is a design and printing company based in Cowley, Oxford. Established in 1946 it is still owned by the same family.

In 1997, a decision was taken to reduce the company's effect on the environment, bearing in mind that the printing industry is the 6th dirtiest in the UK.

By January 1999, the company had gained the ISO14001 environmental standard and the EC EMAS registration (1 of only 2 sheet-fed print companies in the UK to hold both).

The company then decided to radically change its method of printing to become a Waterless Offset printer. The major benefits to the environment are:

- 🔄 that no water is used in this process;
- 🔄 VOCs (volatile organic compounds) are reduced by 98%;
- 🔄 waste chemicals are hugely reduced;
- 🔄 the amount of waste paper generated is reduced.

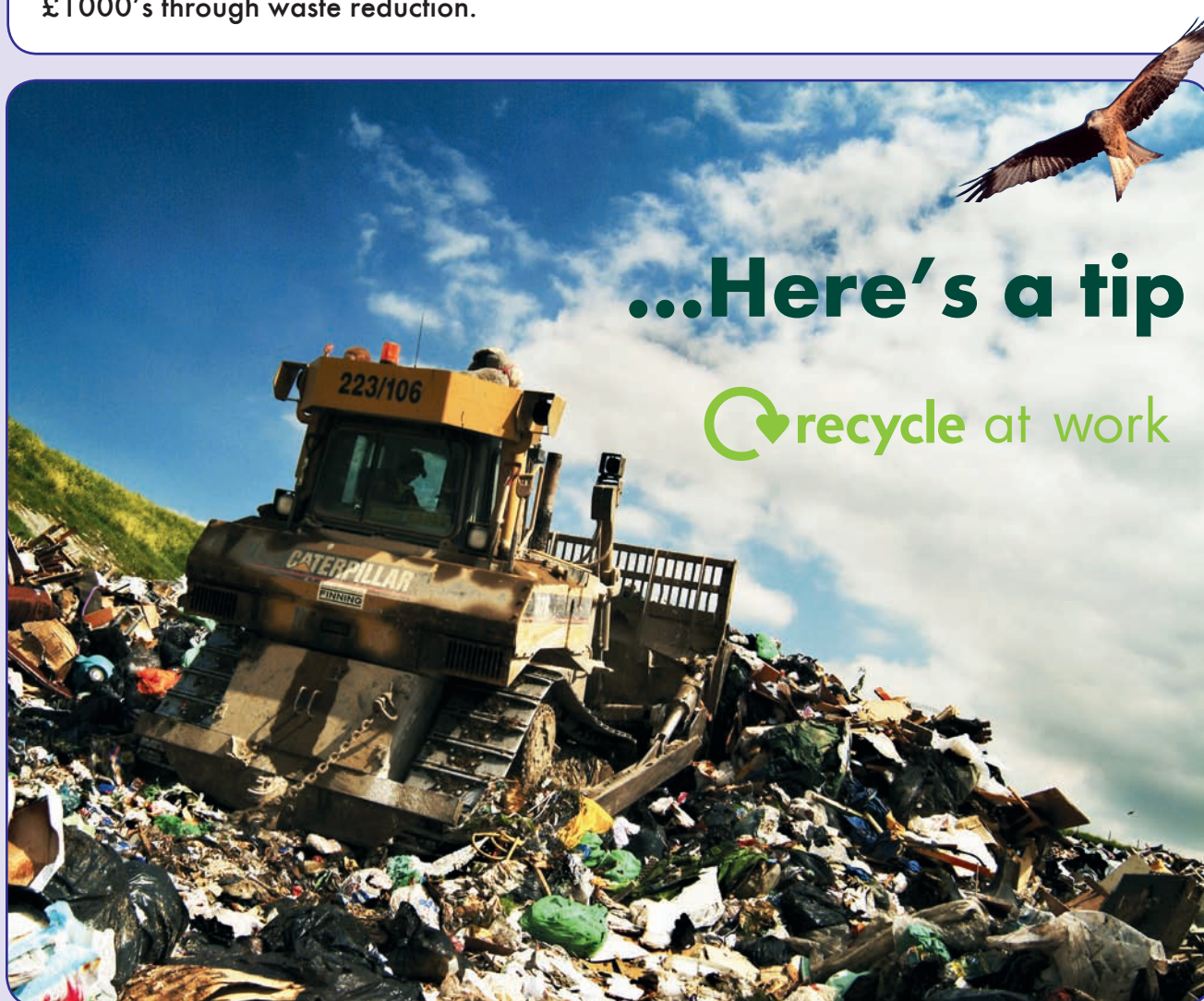


The company has also invested in computer-to-plate technology that eliminates the use of film and its associated chemistry.

seacourt
cleaner design & print

All metal plates, waste paper, plastic wrappers, cardboard and CDs are sent for recycling.

By taking gradual steps to address the company's waste Seacourt Limited has saved £1000's through waste reduction.



...Here's a tip

🔄 recycle at work

What Steps to Take

You may be reading this guide if you are:

- 🕒 A manager in charge of an organisation;
- 🕒 An individual/team who has been allocated to deal with environmental issues;
- 🕒 Head of a department.

As an organisation you may feel daunted at the prospect of managing your waste. However, it is a problem with a solution. It can be tackled with a waste management strategy and this guide offers you the support that you need to develop and deliver such a strategy.

Step 1. Decide that you want to solve your waste problem

This may seem obvious, but before you decide to tackle your business waste – make sure that you and your business are fully committed to seeing it through. So get enthusiastic and stick with it!

Maximising Recycling

A local Oxford City pub has invested in glass and cardboard recycling schemes as well as setting up a composting unit for food waste on their premises. This has greatly reduced their waste stream and costs as well as providing rich compost for the owner's gardens.

Step 2. Involve everyone in everything

Without the support of everyone who works in your business, you will not be able to fully implement changes, interest will wane and you will ultimately be unsuccessful. While it will in the long run be up to everyone to play their part, initially, tackling your business waste will require co-ordination, either by an individual or a team. Consider people who are:

- 🕒 interested in the environment;
- 🕒 have good working knowledge of your organisation;
- 🕒 enthusiastic;

- 🕒 good communicators;
- 🕒 motivators;
- 🕒 able to dedicate enough time in the immediate future to establish an effective programme.

The role of an Environmental Co-ordinator/team will be to:

- 🕒 Co-ordinate a review of waste production. This will involve identifying the waste streams and the volumes of waste produced as well as identifying areas where waste is a problem;
- 🕒 Look for opportunities to prevent and recycle waste by purchasing reusable, durable and repairable equipment and supplies;
- 🕒 Identify materials for recycling or composting and select and work with your waste contractor or recycling company on costs, pick-up schedules and other programme specifics;
- 🕒 Set up a segregated collection bin system for recyclables in common work areas;
- 🕒 Network with other businesses and with Local Authority staff involved in waste management;
- 🕒 Attend relevant training and seminars if possible;
- 🕒 Promote waste reduction, reuse and recycling in the work place and **encourage staff to do the same at home**;
- 🕒 Monitor, evaluate and change the systems as needed.

Depending on the size and nature of your business, different arrangements may be needed to achieve objectives. Larger businesses that will face greater challenges could consider forming a committee with representatives from key departments, such as purchasing, goods received and maintenance to discuss how best to implement solutions. This committee would also have to contain members of management as well as staff.

How to get Staff and Management Buy In

1. Form an Environmental Team

- 🕒 Tackling your business waste will take a certain amount of organisation. The best way to co-ordinate your organisational effort is to assemble a team.
- 🕒 By forming a team, various different departments within your organisation can be represented and kept informed as to what is going on, thus facilitating communication and co-ordination.
- 🕒 Larger organisations will have more to do to organise and implement their recycling and waste reduction programme. Sharing the duties among an Environmental Team will reduce the workload per person and create a better team atmosphere.

Team Members

There is no strict model for a team and each organisation should figure out a structure and schedule to suit themselves. Here are some guidelines to help you:

- 🕒 It is important that each Environmental Team has a co-ordinator. It will be the duty of the co-ordinator to ensure that team meetings are run efficiently and actions are carried out as planned.
- 🕒 In choosing Environmental Team members it is helpful to achieve a good departmental spread. Ideally members should represent a complete link from purchasing through to disposal (*such as cleaners and hallkeepers*) so that all aspects of the waste stream are looked at.
- 🕒 If possible, involve managers from all sectors, but especially those most directly involved with the waste stream, i.e. purchasers, facilities, maintenance, canteen, cleaning, should be involved. This would give an inclusive approach when designing and managing your action plan as the team will, between them, have first-hand knowledge of waste arising and current waste management practice in the workplace.

2. The Key to a Successful Team

Once you have assembled an Environmental Team, you will need to establish what its role is. Below are some general guidelines.

The Environmental Team's main responsibilities could include:

- 🕒 Assessing the current waste situation;
- 🕒 Procurement of a waste contractor, if this has not already been done;
- 🕒 Examining opportunities to prevent waste by purchasing reusable, durable and repairable equipment and supplies (*see the [Taking Action](#) section*);
- 🕒 Setting up a collection bin system in common work areas;
- 🕒 Networking with other businesses and local government staff, attending training and seminars on waste management wherever possible, and subscribing to waste management publications;
- 🕒 Monitoring, evaluating and changing the management system as needed;
- 🕒 Promoting the waste reduction in the workplace.

Without support from management as well as willingness from the bottom up it will be impossible to make changes throughout your whole business.

3. Gaining Management Support

The following initial steps will help to start the process:

- 🔄 Do your homework with the help of this guide;
- 🔄 Make a few small changes yourself with the backing of some others and assess their success;
- 🔄 Approach senior management with all the relevant information at hand and be familiar with it;
- 🔄 Demonstrate the success of the small steps you've taken already;
- 🔄 Use this as a tool to encourage management that even better things can be done on a larger scale and get the go-ahead to proceed in an agreed manner.

At this stage you may suggest or be asked to carry out a preliminary waste review so that you can present senior management with further facts and figures in relation to waste management in your organisation. (See the *Taking Action* section for details on how to carry out a 'Waste Review'). For senior management to take on board your suggestions for better waste management, they need to know why. The following section outlines the reasons why better waste management is essential. Use these points to show management the worth of your case.

Remember you don't have to do it all yourself. Delegation is the key to success.

Step 3. Review your Waste

This is the most important building block of your entire programme. Reviewing the amount of waste you produce, the types of waste you produce and what activities in your business produce waste, will help you define an Action Plan and set targets for Reducing, Reusing and Recycling.

This section of your programme should also look at the cost of managing waste in your business. Aside from the high cost of having your waste collected and disposed of, there are other associated costs. For instance, how much does wasting paper and other resources cost your business? Different types of businesses generate different types of wastes. An estate agent's office will throw away different materials than a garage. The amount of waste generated will also vary from business to business. Consequently, in order for these varied businesses to reduce waste, they must implement different techniques.

Before you can begin to reduce the quantity of waste, it is important to know what volume of waste you are putting out for collection each week/month and where it arises in your business. Is it mostly paper? Cardboard boxes? Scrap from your manufacturing process? Off-specification or damaged raw materials and products? Initiating and continuing to review waste arising in your business is in itself likely to result in a reduction in waste generation as awareness increases.

See the *Taking Action* section on how to carry out a 'Waste Review'.

Step 4. Action Plan

Once you know how much waste you produce and what sort of waste you produce, you can begin to take action to reduce, reuse and recycle it.

Your Action Plan will need a few essential elements:

🔄 **Information about your current situation** (from your waste review)

🔄 **Targets for improvements**

At this point you should consider setting targets that are appropriate for your business. **DO NOT BE OVER AMBITIOUS!** If you are and fail to achieve the targets, people will become despondent and it will be difficult to motivate continued interest. Set reasonable, achievable targets and in particular aim for early success. Initial success will encourage continued interest.

🔄 **Actions that need to be taken, by whom and when**

Once you have established your targets for improvements, the next step is to decide what actions are needed to meet these targets. Again start with the easiest, most straightforward actions and ones in which all staff can become involved. A timeline for the completion of actions is essential to focus minds.

🔄 **A system to monitor progress**

As with any initiative of this kind, you should record sufficient information to enable you to monitor progress. You may want to record the reduction in the volumes/weight of waste you are sending to landfill or the volume/weight of waste you are now recycling. Or you may want to record the amount of savings you are making through reduced loss of raw materials, less finished product lost through damage or otherwise, or savings due to better waste management practices. Keeping a record of this is extremely important as it will indicate areas that are successful and areas where there is room for improvement.

Case Study

Westbury Dairies is a state of the art facility, designed and constructed to process 850 million litres of milk per year. All site water is provided by the recovery, treatment and re-use of condensate formed during the milk evaporation process. An integrated system of treatment, cleaning-in-place and packaging processes ensure that the system can operate continuously with no deterioration in quality or hygiene, and automated control minimises the loss of raw materials. The benefits to Westbury Dairies Ltd of combining schemes to reduce water, raw material and energy use, and minimise wastewater generation, include:

- 🔄 Water- related cost savings of over £2K/day
- 🔄 Additional energy savings worth over £1K/day through re-use of warm condensate
- 🔄 Use of mains supply water reduced by 1,530 m³/day
- 🔄 Savings of almost £1.13 million expected in first year of operation

🔄 **A planned celebration when you meet your targets!**

When people make an effort to change their behaviour and successfully reach their targets – find a way to celebrate.

See the *Taking Action* section for details on how to establish your 'Action Plan'

Taking Action

Reviewing your Waste

The following section gives step by step guidelines on how to carry out a waste review within your company. A waste review consists of a 'walk-through' and a 'waste sort'. Use worksheets 1 & 2 (*included on the CD*) to identify and record the different waste generating activities and equipment in your facility, the types of waste produced and any current waste reduction efforts.

How to carry out a 'Walk-Through'

The information needed to complete Worksheet 1 can be obtained by conducting a 'walk-through' of targeted functional areas of your entire facility. The 'walk-through' entails carefully observing waste generating activities and equipment, examining the contents of waste containers and interviewing supervisors and employees. Be sure to pay close attention to areas and operations that tend to generate the largest amounts of waste, such as shipping and receiving departments, copying areas, print rooms, canteens, assembly lines and offices. Remember to also include a review of any activity that may happen on the grounds of your business. While conducting the walk through, watch closely for activities and equipment that generate waste unnecessarily, as well as waste reduction efforts that are already in place. Before the 'walk-through' begins, let staff know of the exercise and the possibility of short interviews.

Company Logo

Worksheet 1: Waste Walk Through

Date and Time of Walk Through:

Department/Building:

Manager:

Team members conducting review:

Employees interviewed:

Waste Producing
Activity

Waste Mat

Example of worksheet 1 (see CD for blank Worksheet)

Case Study

Electronics manufacturer **Saftronics2S** reaped the benefits of participating in a **designtrack** visit from an Envirowise advisor, leading to improvements in product design and resource efficiency.

Actions resulting from the **designtrack** were implemented in two phases. Some of the potential changes were easy to implement; others that required further investigation drove the company towards implementation of an environmental management system for which it has now been certified. Benefits include:

- 🔄 Cost savings of £15K/year (with potential for savings of £30K in the future)
- 🔄 A 10% reduction in aluminium use, with a potential for a further 50%

"The designtrack visit helped us to identify significant savings through cleaner design for improved resource use, and provided the catalyst to identify further savings through product redesign."

Alan Dukinfield, Sales Director:

When to carry out a 'walk-through'

If possible, carry out the review the day before your waste collection happens to gain a realistic gauge of waste volumes. Avoid scheduling it on or around any special events that would produce wastes not representative of a normal workday/workweek. Larger companies should fill out a number of separate sheets for each department/building facility.

Things to note

During the 'walk-through', ask questions about variations in daily waste generation. For example, periodic deliveries may result in more waste on delivery day. In addition, ask about any upcoming changes within your business, such as new equipment or procedures, which could alter the types or amounts of waste generated.

How to Carry Out A Waste Audit

Use Worksheet 2 to gain a more detailed profile of the amounts and types of waste generated by your business. This worksheet provides step-by-step instructions for a waste audit (sorting, weighing and recording data on the waste your company generates).

Before you start

For the purpose of a 'waste audit' all of the waste generated during a typical day should be collected and sorted. As with the 'walk-through', large companies should complete separate worksheets for different departments/building facilities. Waste generation and waste components can vary significantly from day to day, season to season and year to year. In addition, special events within the company can generate additional waste that affects the overall waste stream. If you suspect that the waste stream being sorted is not truly representative of the waste generating practices in your business, it may be worthwhile consulting with your contracted waste collector as they may be able to verify the accuracy of your data. Make a note on the worksheet of any results you believe are not accurate. When sorting a sample you will need to weigh or estimate one day's worth of waste in order to extrapolate annual estimates for each waste category.

Where to sort your waste

Determine the size and location of the area in which you will sort the waste. For smaller companies it might be easiest to sort the sample in a large indoor room after business hours. If large quantities of waste are to be sorted, a large flat area such as a parking garage or shipping and receiving area is preferable. It is advisable to sort it in a sheltered area to provide cover from adverse weather conditions.

Health and safety issues must be considered at all times. All members of the waste audit team should wear protective clothing (such as rubber gloves, heavy duty shoes, safety

glasses and overalls) and precautions should be taken to ensure that the waste does not come in contact with food or drink.

What you need

- 🔄 Several containers for holding the sorted wastes
- 🔄 A scale for weighing the samples
- 🔄 Shovels
- 🔄 A brush
- 🔄 Clipboard
- 🔄 Labels
- 🔄 Pens
- 🔄 First aid kit
- 🔄 Waste audit worksheet (on CD).

Example of Worksheet 2

Company Logo	
Worksheet 2: Waste Audit Please print	
Date of Waste Audit:	
Source of Sample:	
Sample Collected	
1 Day's Sample <input type="checkbox"/>	
Team Members conducting waste audit	
Factors effecting representativeness	
Waste Component	
Paper	Stationery
	Computer
	News

Who you need

A three or four person team in a small to medium-size facility can probably complete the sorting and weighing in a couple of hours. Waste sorts at a larger facility will take longer, depending on the size of the team and the amount of waste being sorted.

Don't have the time to DIY? Apply for free assistance from Envirowise. Call 0800 585 794.

Waste Sort – Step by Step

1 Beginning the waste sort

- Assemble the waste sample to be sorted, using either one day's worth of waste or an otherwise representative sample (e.g. *one skip out of ten*).
- Weigh the empty containers that the sorted waste will be placed into and record these weights on each container.
- Sort the waste sample by major component (*paper, plastic, glass, metal, cardboard, organics, other*).
- If necessary, further sort each major component into the more specific component sub-categories (e.g. *glass into clear, green amber or other*).
- Place the sorted materials into the separate labelled containers.

2 Calculate Net Component Weights

- Weigh each waste container and subtract the weight of the container (*obtained at Step 1-b*) to obtain the net component weight. Record the net component weight on the spaces provided on the Waste Audit Form (see *Worksheet 2 on the CD*). If you did not sort these waste components into subcategories proceed to Step 2-c.
- If you sorted the waste components into component subcategories, add their net weights and record the total waste component weight on the Waste Audit Form.
- Add all the total waste component weight figures to determine the total sample weight and record this total on the Waste Audit Form.

3 Calculating the Percentage of total sample weight

- Calculate the percentage of each component of the waste as follows.

Net Component Weight / Total sample weight
x 100 = % of total sample

10kg paper / 20kg Total Weight x 100 = 50%

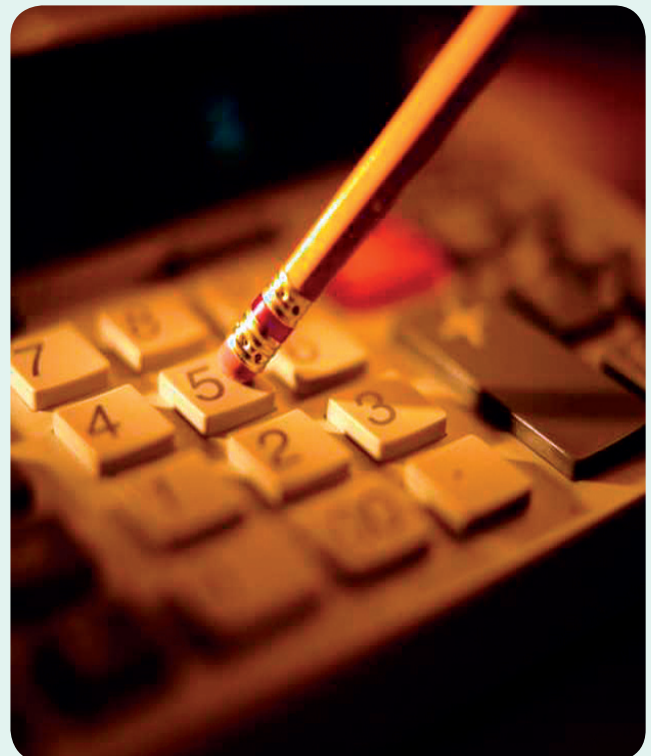
4 Calculate weight of waste generated annually

- Calculate the weight of waste generated annually for each waste component using the following formula:

Net component weight x No of working days
= Weight of waste generated annually

10kg paper x 350 days = 3500kg per annum

- Repeat the appropriate calculation for each waste component under consideration and record figures on the Weight of Waste Generated Annually column on the Waste Audit Form. If you use a representative sample, ensure to calculate the equivalent amount for the day on which the sample was taken and use this in the above calculation.



Drawing up your Action Plan

Target Materials for Waste Reduction, Reuse and Recycling

Use Worksheet 3 (on CD) to list and screen the potential reduction, reuse and recycling options that have emerged from your waste review. Information needed to complete this sheet will come from your 'walk-through' and 'waste audit' as well as from discussions with staff and the Environment Team. List all materials that could be targeted by your waste reduction programme. For each type of waste, brainstorm ideas for potential waste reduction, reuse, recycling and composting methods that could be effective.

Then use this worksheet to help you quickly identify those options that are most feasible based on economic, operational and any other criteria.

Before developing a recycling and composting programme for your business, you should first consider the scope for preventing the waste in the first place.

Example of Worksheet 3

Company Logo

Worksheet 3: Waste Reduction, Reuse and Recycling

Please print and reuse

Department/Building:

Date:

Waste Component	Reduction Options including Purchasing

Preparing your Action Plan

Using all of the data and ideas you have gathered as part of your review and your targets for waste reduction on Worksheet 3, discuss the appropriate targets to be set with the rest of the Environment Team and draw up your action plan. Use Worksheet 4 to plan your actions (on CD). Start with the easy reduction techniques to generate interest and quick success. If you are a large company, consider implementing a pilot waste reduction scheme in one department initially. Ensure the new system is easy for staff to understand.

Here are some ideas, which may help you establish your action plan:

- 🔄 Have different coloured bins for collecting different materials i.e. one for printer cartridges and one for paper/card.
- 🔄 Change perception of waste – place just a few waste bins and many recycling bins in the work area making recycling easier and wasting harder.
- 🔄 Have a green office notice board to inform staff of changes in operation, targets to meet and those that have been met, monitoring results, motivational and operational information.

Example of Worksheet 4

Company Logo

Worksheet 4: Action Plan

Department/Building:

Date:

Objective	Target	Action

Reduce, Reuse, Recycle - Useful Tips

Easy Wins in Your Office

How can I **REDUCE** my business waste?

- 🕒 Establish a policy that office reports, memos, internal manuals etc. are double-sided copied to reduce paper
- 🕒 Place reminder signs at photocopiers and printers re: double sided printing
- 🕒 Put the photocopier onto power save mode when not in use
- 🕒 Maintain a centralised filing system instead of making multiple copies for multiple files
- 🕒 Send e-mail memos to save paper
- 🕒 Store data on computer networks or on disk instead of paper files
- 🕒 Review documents on-screen before printing to avoid waste
- 🕒 Update your mailing lists to avoid duplication, waste and added costs
- 🕒 Remove your company's name from junk mailing lists
- 🕒 Order supplies concentrated or in bulk
- 🕒 Don't use bin liners in bins collecting dry waste
- 🕒 Purchase durable equipment
- 🕒 Replace paper towels with washable towels or hand dryers
- 🕒 Use rechargeable batteries
- 🕒 Implement a stock purchase and rotation system so stocks are used within their 'shelf-life'.

Case Study

Staff participation was key to the success of **Broadland Wineries Ltd's** waste minimisation programme. A combination of a waste minimisation working party and a staff suggestion scheme open to all employees brought about a reduction in the amount of packaging used by 36.5 tonnes/year and cost savings of over £45K/year.

Easy Wins in Your Office

How can I **REUSE** my business waste?

- 🕒 Set up a draft paper drawer in your printer to print draft documents on the back of slightly used paper
- 🕒 Convert scrap paper into memo pads
- 🕒 Save and reuse inter-office envelopes, file folders and boxes. Use reusable mailing pouches
- 🕒 Reuse shredded newspaper/paper for packaging
- 🕒 Repair old or unused office furniture and equipment or donate it to charity
- 🕒 Give old magazines to libraries, hospitals or nursing homes
- 🕒 Use reusable memo boards for messages
- 🕒 Refill laser printer, copier and fax toner cartridges
- 🕒 Reuse ring binders, paper clips, rubber bands
- 🕒 Distribute and use ceramic mugs for beverages consumed in the workplace eliminating the need for polystyrene or plastic cups
- 🕒 Reuse incoming boxes for outgoing deliveries



Easy Wins in Your Office

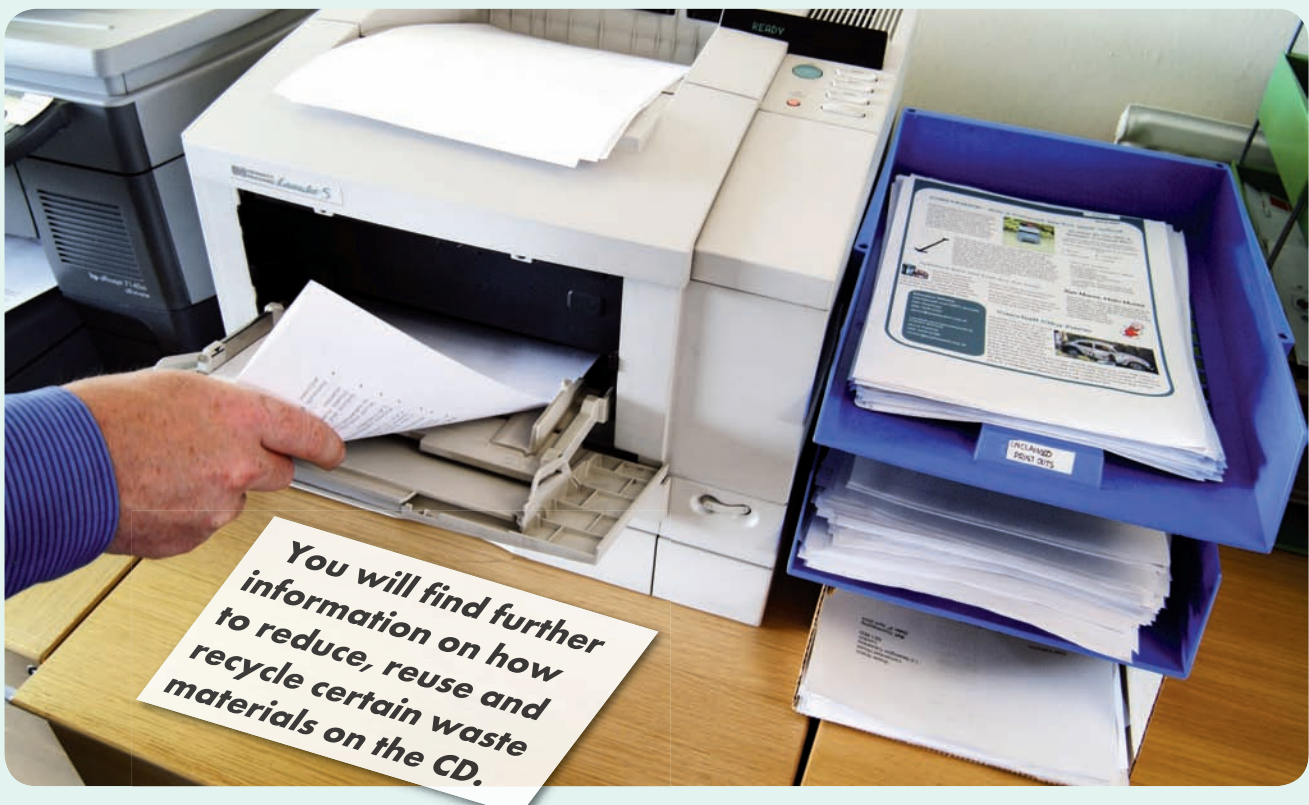
How can I **RECYCLE** my business waste?

Recycling glass bottles and jars, cans, cardboard, plastics and paper will greatly reduce the amount of waste going to landfill

- 🔄 **RECYCLE ALL PAPER** including envelopes, invoices, faxes, junk mail, magazines, telephone books, catalogues etc. according to your recycling service provider's specifications
- 🔄 Recycle packaging materials: cardboard, chipboard, bags, plastics etc.
- 🔄 Recycle food and beverage containers
- 🔄 Recycle the products of "Spring Cleans" or office moves.

Case Study

F Smales & Sons (Fish Merchants) Ltd implemented a low-cost programme of water minimisation. Staff were informed of the benefits of water efficiency and encouraged to offer ways to reduce water and effluent costs. A 44% reduction in water consumption and cost savings of over £31K/year were achieved.



Green Procurement

Buying Recycled Closes the Loop

The three R's are at the heart of the waste reduction effort: Reduce; Reuse; Recycle! But there is a fourth 'R' – take Responsibility. These terms may sound clichéd but they involve different waste reduction strategies. To close the loop and create a market for the materials that are recycled, it is essential to integrate green procurement into the way your organisation purchases equipment and supplies. Green procurement covers the purchase of energy efficient computer's, office equipment made from environmentally sustainable timber or recycled products, other materials that are easily recycled and buying energy from renewable resources. It can also enable your business to integrate recycled material into products you manufacture or sell.

Some green procurement ideas are outlined below. Remember that the reduction and reuse of various items and materials not only reduces the amount of waste to be disposed of, but also reduces unnecessary purchasing.

Furniture

- 🔄 Make sure furniture is of high quality with regard to durability and strength - this will make it last longer and thus save money
- 🔄 Try to purchase furniture that is repairable, i.e. access to spare parts secured for more than ten years

Stationery

- 🔄 Buy recycled paper
- 🔄 Use refillable pens, pencils, markers (used for text, board and flipcharts), as well as ink and laser cartridges
- 🔄 Choose glue which contains water-based solvents
- 🔄 Check that plastic material for folders and filing systems contain PP (polypropylene) instead of PVC
- 🔄 Purchase durable strong plastic or paper folders

Packaging

- 🔄 Enquire if packaging will be taken back by your supplier
- 🔄 Reduce packaging by using concentrated cleaning agents delivered in refillable containers
- 🔄 If you are a supplier introduce a take back scheme, or, use reused or biodegradable packaging

Equipment

- 🔄 Lengthen the lifespan of old computers through innovative software
- 🔄 Lease IT devices with an incentive to energy saving
- 🔄 Buy computers that have easily separable components, which facilitate recycling at the end of their life
- 🔄 Lease photocopiers and ensure that they have been adapted for use with recycled paper and for copying on both sides
- 🔄 Limit the consumption of energy by purchasing energy-efficient devices (IT, lighting or white goods)
- 🔄 Purchase machinery that has a low impact on the environment in terms of emissions and noise

Implementing A Green Procurement Strategy

As most of the waste produced by an organisation is bought in, ask the fundamental question before green purchasing starts - is this good or service really needed? ('Do we really need it?' it is integral to your 'Reduce' waste management strategy). If the answer is no, this in itself, may instantly eliminate a certain amount or type of product from the waste stream. However, if the answer is yes, then you may wish to investigate buying a more environmentally friendly version of the product and start to 'green' your overall procurement process.

There are a number of steps that are advisable to take in order to successfully implement green procurement.



Step 1. Enlist Management Support

Procurement staff will need management support to enable them to introduce changes in their work practices, such as the introduction of green procurement. Such support will enable purchasers to argue competently for more environmentally friendly purchasing practices.

The question of support is relevant. Management and staff of many organisations may have prejudices against environmentally adapted products. Common problems encountered from management include:

- 🔄 Belief that there are more important things to do;
- 🔄 Loss of commitment over time;
- 🔄 Wishing to give too short a timeframe over which to achieve environmental results;
- 🔄 Allowing audit or financial concerns drive procurement;
- 🔄 Lack of skills and environmental awareness;
- 🔄 Believing the quality of recycled products will be poorer.

So for purchasers to influence their organisation's greener purchasing, it is necessary for them to:

- 🔄 Show that they understand the environmental issues associated with the products needed and requested;
- 🔄 Collect environmentally-relevant product data from suppliers, scientific research and other available literature.

Step 2. Develop a Policy and Set Goals

The next step is to develop a policy for procurement that can be implemented throughout the organisation. At the very minimum, this policy should state an organisation's preference for purchasing recycled products where possible. For those that are new to this, it can be a good idea to start off slowly. This can involve perhaps concentrating on one or two products to begin with where the environmental benefit is clear, or where environmentally friendly alternatives are more easily available, such as recycled stationery.

When setting targets for your green procurement policy, it is important to ensure that these targets are measurable and achievable. So you could, for example, state that 50% of expenditure for paper and paper products will be spent on recycled paper. This is something that can be quantified and improved year on year.

Buying recycled also serves to further encourage the market for recyclables. Most organisations depend on a small number of suppliers to produce and deliver the products they require. This means that organisations tend to do business with suppliers already established to secure/maintain reliable supply lines. However, as a purchaser you can inquire about suppliers' environmental standards and practices, and make them aware of green purchasing-related issues.

A growing number of organisations now require their suppliers to give detailed accounts of the materials delivered and can ask their suppliers to sign environmental policy statements at the time of contract. Some suppliers, for example, may take back the packaging they supply. Check with your supplier if they will let you test a sample of an eco product over a number of months. This will help ensure that the product will sufficiently meet your needs.

Remember to use your purchasing power to put pressure on suppliers to change their habits and develop more environmentally friendly products.

Case Study

Carlsberg UK Ltd discovered the benefits of carrying out a systematic waste review.

To secure ISO 14001 certification and meet future IPPC requirements, Carlsberg assigned a designated team to prioritise and implement the findings as part of a systematic waste reduction programme. It identified where waste could be reduced and savings achieved. These included:

- 🔄 a reduction in water use, eg from re-use of final rinse water in the next cycle
- 🔄 an assessment of effluent monitoring procedures
- 🔄 the improvement of cleaning-in-place procedures to reduce volume and strength of effluent
- 🔄 waste is reduced at source and remaining cardboard and packaging are now segregated and sold for recycling

Employee training and involvement, better equipment and a dedicated waste reduction team have been key to the success of the waste reduction programme.

Carlsberg UK Ltd is committed to continuous environmental improvement and has achieved certification to ISO 14001.

This approach has led to:

- Total cost savings of just under £818K
- A reduction of 1.5m³ in water use per m³ of lager
- Savings of about £360K/year from a reduction in both the volume and strength of effluent and further savings of £333K/year from CO₂ recovery

Over the last five years, the site has achieved a 14% reduction in utility costs despite a 37% increase in production.

Step 3. Locate Recycled Products

Once the green purchasing goals have been developed, the next step is to locate the recycled products you wish to buy. The best place to start is with your current suppliers - check on the recycled content of their goods as they may already have a range of products in stock that you may not be aware of. There are other sources of information available, such as databases on the Internet (www.letsrecycle.com), which provide useful sources of information on recycled product resources available, and on products containing recycled material. In addition, networking with other organisations through meetings and seminars can provide an excellent opportunity to discuss environmental issues, green procurement, potential suppliers, problems encountered and how they were overcome.

By locating and purchasing recycled products, the market demand for these - and, therefore, supply - will increase, so your action will affect others. An ongoing commitment of buying recycled will serve to increase the selection, accessibility and affordability of recycled products.



Case Study

Drew Scientific, based in Barrow, Cumbria, manufactures high-value medical equipment for testing blood samples. A design*track* visit from Envirowise helped the company to develop a blood sampling and analysis device (DS360) which encompasses principles that ensure quicker assembly and maintenance, low energy-intensity materials, light weight where possible and recycling at the lowest cost.

The company has developed the DS360 from several previous models that had design problems, including:

- 🔄 An excessive number and variety of fasteners
- 🔄 Numerous small structural components and complex sliding and hinged items
- 🔄 Poor access to key components and sub-assemblies

The company is examining the options of a more compact container, using only corrugated board and paper to aid recycling. The packaging for older units involves folded, corrugated board with high-density foam glued to it, and inner and outer corrugated cases giving a large overall package, making air-freight costs high. The foam also makes the packaging difficult to recycle.

When the new DS360 model is completed in 2006, the benefits will include:

- 🔄 Overall cost savings of at least £43,750/year
- 🔄 Improved design for assembly, disassembly and maintenance
- 🔄 Redesigned packaging to improve recycling and reduce air-freight costs

Step 4. Educate Employees & Suppliers

Staff participation in any environmental programme, including environmental purchasing, is critical for its success. Staff members are responsible for implementing these changes on the ground so it is vital that they are informed and educated on the green procurement policy, why it is necessary and what it hopes to achieve (see [Raising Awareness](#) section).

It is also necessary to educate those outside the organisation. Communicating a green purchasing policy to suppliers, service providers and contractors gives them the opportunity to take account of your new requirements.

Step 5. Implement a Tracking and Evaluation System

Once the green procurement programme is up and running, it is a good idea to keep track of how things are progressing. This will involve setting up a system to track and monitor the quantities of recycled products being bought and how they perform. This may involve setting up some sort of organised feedback mechanism to the procurement section from other departments. The data collected from this will determine if the policy is reaching its targets and may identify areas for future expansion.

Case Study

A range of waste minimisation initiatives have resulted in 90 tonnes/year less solid waste to landfill for **Corndell Furniture Company Ltd**. The measures include:

- 🔄 Collection/re-use of off-cuts. Machine off-cuts are now used for manual production of components such as drawer divisions
- 🔄 Improved dust extraction/shavings recycling. 60 tonnes/year of shavings and dust are collected and recycled for chipboard manufacture
- 🔄 Small quantities of usable 'waste' wood are given to local schools for craft classes.

Finding a Waste Contractor

The most important part in getting a contractor is ensuring they recycle your waste and have the relevant permits and licences to allow them to collect and recycle this waste. The next section provides you with the do and don't of dealing with your waste contractor. Take time to read this before you start to negotiate with a contractor. While we are not recommending contractors the following are sources where contact details for waste contractors can be found.

- 🔄 www.letsrecycle.com
- 🔄 www.esa.org.uk
- 🔄 www.yellowpages.co.uk
- 🔄 www.nisp.org.uk

Also contact the Environment Agency for information on contractors who are permitted to collect waste in your area (**0870 506 506**).

Working with your Waste Contractor

Today every step of the waste management chain is strictly regulated. Businesses should remember that they have a responsibility to ensure that waste sent off-site is managed in a responsible manner. Working correctly with your waste contractor can ensure this objective. This is a non-exhaustive list of best practice when working with your waste contractor. This guide does not purport to be a legal interpretation of current legislation. It is up to each individual company to keep abreast of the environmental legislation in its own area.

✓ Do ✓

- Arrange a trade waste agreement with an authorised waste management company.
- Check - make all reasonable checks on the credentials of the next holder of your waste – phone the Environment Agency (**08708 506 506**) and ask for 'Authorisations'. Phone the proposed disposal site and check that they can accept your waste. The Environment Agency can confirm authorisation details. If you are in any doubt, check that your waste did in fact go there.
- Separate your hazardous waste from your general waste.
- Provide a full, clear written description of the waste for the next holder giving details of any unusual characteristics that could affect how they plan to handle or dispose of it. The description of your waste should include its European Waste Catalogue Number: Ask your contractor or the Environment Agency about this.
- Make sure your waste is properly packaged or contained to prevent it escaping in transit or in storage.
- Notify the authorities if you are suspicious about a waste disposal arrangement.
- Obtain and retain documentary proof of waste transfer, receipt and final recovery or disposal by the waste contractor(s) involved and keep all paperwork for at least 2 years.



✗ Don't ✗

- **Don't** dispose of ANY waste at an unauthorised waste management site – it is your responsibility to check that the site is authorised to take your waste.
- **Don't** just hand over your waste to a passing 'man with a van' – they may not be registered as a Waste Carrier and you don't know what they will do with it.
- **Don't** use a household Recycling Centre for your trade waste – even if you are depositing waste of the correct type, you will not be completing and keeping the required paperwork and the act of leaving trade waste there will also be a criminal offence.
- **Don't** think this law doesn't apply to your business because it is too small etc. – this law applies to all commercial and industrial waste producers.
- **Don't** put your business waste out with your household waste (unless it is part of your waste agreement). Neither your business tax nor your council tax would cover that service.



Raising Awareness

Once you have outlined your action plan, it is time to start thinking about methods of communicating with staff to motivate, inform and enable them to implement the new programme fully. Raising awareness of your new waste management procedures is essential to the success of the plan. The most important thing is to make any new system easy to understand. Awareness raising activities need not be expensive or time consuming. Be clever and utilise as many existing communication tools as you can. Bear in mind the following points when putting together an awareness campaign:

- 🔄 Staff need to know why they need to change;
- 🔄 Staff need to be told and shown how to change;
- 🔄 Staff need to be encouraged to change.

Be aware that there may be people other than staff contributing to waste in your facility e.g. members of the public, students, contractors. In as far as possible these also need to be made aware of the any changes in procedures.

Methods of Raising Awareness

Below are a number of different tools, which can be used to raise awareness. It is advisable to use a combination of these tools to get maximum effect. This is not an exhaustive list and you may have other methods.

Leaflet

It is important to give people a summary of what's going on and many people, for example, senior management may like to be involved without committing themselves to an environmental team. A leaflet, drawing the main points from this guide, which can be a hard or soft copy, is a useful way of disseminating this information at the start of your programme.

Memo

Announce the beginning of your new action plan. Internal e-mail is an extremely useful, efficient, cost effective and environmentally friendly way of communicating a message to staff. However your message could get lost in the abundance of other mail, which staff may receive every day. Therefore, it is necessary to highlight the importance of the email:

- 🔄 send with high importance;
- 🔄 change colour of type/font;
- 🔄 be selective;
- 🔄 title e-mail clearly (For Action/For Information);
- 🔄 develop a uniform e-mail design.

Green Notice Board

Install a 'Green Notice Board' in each building/department to inform staff of changes in operation, targets to meet and/or not met, to monitor results, to motivate. This notice board should be used only for environmental information. Leaflets, posters, memos, team contacts can be posted on the Green Notice Board which can develop as a credible source of current information.

Website Notices

Use your organisation's website/intranet. If necessary, talk to your IT department about conveying your message effectively using this media. For example, if there is a change in practice or a change in location for waste delivery, flag this change up on your homepage using creative colours/flashing/ and other ways to get noticed.

Computer Pop-Ups

Create computer pop-ups or screen savers that remind people to take action and of good practice. Display messages that are relevant to people who use computers, such as 'print both sides', 'read on-screen before printing' and so on.

Newsletter Articles

Use your organisation's newsletter or other publication to publicise your new programme and to explain the changes to your staff.

Posters

Posters are an easy, inexpensive and relatively effective way of communicating message with your staff as well as members of the public, customers, suppliers etc. Posters serve many functions. They can be:

- 🔄 Informative - highlighting what materials go in what bin;
- 🔄 Thought provoking - explaining how many trees have been saved by recycling a tonne of office paper;
- 🔄 Encouraging - letting staff know of their success to date.

Posters should not be used in isolation but should be supported by staff information to complement the poster message.

Posters are available on the CD.

Bins

The way you situate your bins can in itself have an awareness raising effect. Here are some tips:

- 🔄 Have different coloured bins for collecting different materials;
- 🔄 Change perception of waste - place just a few waste bins and many recycling bins in the work area, making recycling easier and wasting harder;
- 🔄 Label bins correctly;
- 🔄 Remove waste bins completely!

Case Study

An Environmental Management System highlighted that generation and disposal of waste coolant, oil and water were a key issue for **b2Automotive Components Ltd.** Following a cost benefit analysis, an oil filtration unit was purchased. This resulted in cost savings of £5.5K/year in reduced hazardous waste disposal.



Awareness Day

A good idea is to kick off your action plan with an awareness day. In this way you will attract the attention of a large amount of staff, and perhaps members of the public if this is appropriate. Such an event will pave the way for other awareness raising measures in the future.

Sources of Help & Information

You don't have to start tackling your business waste on your own. There are a number of organisations that are able to provide you with support or information.

Organisation	What they do
Envirowise www.envirowise.gov.uk 0800 585 794	Can provide you with free, confidential advice on how to achieve resource efficiency within your business.
National Industrial Symbiosis Programme (NISP) www.nisp.org.uk	Facilitates resource exchange within the South East and nationally.
Business Link www.businesslink.gov.uk 0845 600 9 006	Provides practical advice for businesses.
Environment Agency (EA) www.environment-agency.gov.uk 08708 506 506	The regulatory body ensuring the protection of the environment. They hold information on which companies have the relevant waste licences.
NetRegs www.netregs.gov.uk	For information on current legislation.
Department of the Environment, Food and Rural Affairs (DEFRA) www.defra.gov.uk helpline@defra.gsi.gov.uk 08459 33 55 77	DEFRA works for the essentials of life - food, air, land, water, people, animals and plants. Their remit is the pursuit of sustainable development - weaving together economic, social and environmental concerns
Environmental Services Association (ESA) www.esauk.org info@esauk.org 020 7824 8882	ESA represents the UK's waste management and secondary resources industry. Their Members provide essential waste and secondary resources management services to the public and private sectors.
Chartered Institute of Wastes Management (CIWM) www.ciwm.co.uk 01604 620426	The leading professional body for wastes and resource management in the UK.
International Organisation for Standardisation (ISO 14001) www.iso.org	A non-governmental organisation promoting internationally recognised standards across industries, including environmental protection.
The Carbon Trust www.carbontrust.co.uk info@thecarbontrust.co.uk 0800 085 2005	This Government funded independent company helps the UK move to a low carbon economy by helping business and the public sector reduce carbon emissions.

THE CARBON TRUST

Who are we?

The Carbon Trust is an independent company funded by Government. Our role is to help the UK move to a low carbon economy by helping business and the public sector reduce carbon emissions now and capture the commercial opportunities of low carbon technologies

Why do you need us?

To combat rising energy costs we help businesses like yours cut energy wastage and lower bills by up to 20% and at the same time help the Government meet its targets for reducing carbon emissions.

In 2005-6 alone, the Carbon Trust helped businesses identify £390m of potential energy savings leading to an expected £3.9 million tonne fall in carbon emissions.

How we can help your business:

1. Free Energy Surveys*

If your energy bills are over £50,000 a year, we can send independent accredited consultants to identify ways your business can save energy.

2. Energy-Efficiency Loans*

We offer interest free, unsecured loans of £5,000-£100,000 to help small and medium sized businesses upgrade or replace equipment with more energy efficient technology.

3. Training Workshops*

We run interactive energy management workshops across the country, to look at the ways in which organisations use energy, identify where wastage occurs and learn the simple no cost and low cost steps that can reduce energy spend. For more information about these events visit www.carbontrust.co.uk/events

4. Advice Line

We have a special Advice Line offering guidance and free advice on energy saving measures for your organisation. Call us on **0800 085 2005**.

5. Website

Visit www.carbontrust.co.uk/energy for free resources including examples of energy saving in action, self-assessment tools and a full listing of our services.

6. Publications

We have the UK's biggest library of independent advice on energy efficiency including fact sheets, case studies and in-depth guides tailored specifically to your organisation.

7. Posters and Stickers

To raise staff awareness of energy saving we provide display posters and stickers with thought-provoking messages. Contact us to order your free pack.

Get in touch:

For more advice on how we can help you save energy and money, call our Advice Line on **0800 085 2005**, or visit our website at www.carbontrust.co.uk/energy.

*Eligibility applies.

Visit www.carbontrust.co.uk/energy for more information. The Carbon Trust is grant funded by the Department for Environment, Food and Rural Affairs, the Department of Trade and Industry, the Scottish Executive, the Welsh Assembly Government and Invest Northern Ireland.



Envirowise offers tailored solutions

Envirowise can help your company reduce waste and increase profitability.

Through our free, confidential and practical advice, your company can improve resource efficiency, reduce environmental impact and save thousands of pounds.

Every day, UK businesses are literally throwing away profit from the waste they produce. Many businesses are unaware of how much this impacts on their bottom line, others just don't know where to go for practical, confidential advice to help them make better use of their resources.

What we can do for your company

Envirowise is a government-funded programme that has helped companies save over £1 billion by reducing the amount of waste they produce. Offering a wealth of resources and industry-specific information for all businesses, whatever size or sector, our services are available for you to access directly or can be tailored to suit individual needs.

Our informative website, confidential helpline, publications and workshops are all available to UK businesses free of charge. Our Regional Managers work closely with the business support organisations in your area, signposting various initiatives. We also have advisors based around the UK to provide a local, face-to-face service in all regions, carrying out on-site audits.

Why should you reduce waste?

1. Your costs will decrease.

Did you know that wasting water, raw materials and utilities costs, on average, 4% of turnover? With help from Envirowise, you could make significant cost savings and dramatically reduce the amount of waste you send to landfill each year.

2. Your Corporate Social Responsibility (CSR) credentials will increase.

Your customers and stakeholders now actively seek suppliers with a strong environmental record. By demonstrating resource efficiency, especially with an environmental policy or accreditation, you will be in a stronger position to retain or win new business.

3. Your company complies with legislation.

Environmental legislation has become much more prevalent and many companies face penalties for noncompliance. Envirowise can help your business comply with the laws that affect it through reducing or designing out hazardous waste and helping you eliminate bad practice. Resource efficiency yields benefits to all sectors, from construction, office based professional practices, engineering and retail. Most of the measures we propose are at no or low cost and all of our advice is confidential and free of charge. If you decide to invest in environmentally-friendly equipment, payback times are typically short and Envirowise can also tell you about the tax benefits that are available.

Tailored solutions

Envirowise offers a tailored approach to help your company become more resource efficient. The advice, information and level of support will be appropriate to your business needs and is based upon an initial assessment of how much waste currently costs your company. This free, comprehensive service will give you a focused plan of action, with a step-by-step approach to identify the key Envirowise services that will be most beneficial to you. To obtain a tailored solution, just complete our online questionnaire that is designed to identify the waste your business currently produces, including raw materials and utilities (water, fuel, etc.). Help is

available with each section, should you need it. After our team has conducted an assessment of your questionnaire, a solution will be tailored to suit your business. This could be very straightforward. For example, we could signpost you to our most relevant publications, helpline and website, or we could offer more in-depth tailored support. This could consist of technical advice, an on-site waste review*, specialist advisor support or invitations to our workshops. You may be offered one or all of these solutions – depending on their appropriateness to your business. We will keep in contact with you during this process to review your company's progress, to provide further help you might need and find out how much your company has saved.

Visit www.envirowise.gov.uk/solutions to complete our online questionnaire or call the **Helpline** on **0800 585794**

*On-site waste reviews are not available to public sector bodies in England or farms in the UK. Envirowise retains the right to accept or reject applications for on-site waste reviews.

Are you ready to start making savings?

It's easy to start making savings. Everything you need can be found in minutes with Envirowise, whether it is via your computer, at the end of the phone or at one of our events.

Website

Our website, www.envirowise.gov.uk doesn't just offer technical guidance and industry advice, it also holds over 1400 guides, case studies and tools available for you to download free of charge. Our guides enable you to get started immediately with top tips and useful information, while our other publications offer more in-depth advice, industry specific examples and worksheets.

Environment and Energy Helpline

The Environment and Energy Helpline is available during office hours to offer practical,

expert advice for up to 2 hours on each query. These queries can range from simple signposting to in-depth support from our specialist advisors. All calls are free of charge and treated in the strictest confidence. You can contact the Helpline on **0800 585794** or by email on helpline@envirowise.gov.uk

Events

Envirowise is involved in hundreds of workshops, exhibitions and conferences across the UK throughout the year. We work with business support organisations and other environmental bodies to deliver useful support from a range of established sources. Many of our events will have one or more of our expert advisors in attendance to answer your questions and direct you to the information you need for your business. All Envirowise workshops and events are free of charge*.

Visit www.envirowise.gov.uk/events to find an event near you.

*Envirowise may exhibit at some events that have a delegate fee but all events organised by us are free of charge.



NATIONAL INDUSTRIAL SYMBIOSIS PROGRAMME (NISP) CONNECTING INDUSTRY – CREATING OPPORTUNITY

Today's business pressures have never been more intense, whether from market conditions, regulation or stakeholder expectations. So it's not surprising that companies find it difficult to take a slightly sideways look at their business to see if they are missing ways to make better use of their resources.

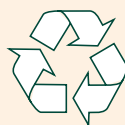
This is where **NISP** comes in. Quite simply, **NISP** is a business opportunity programme which brings together companies from ALL industries and sectors to identify sustainable resource management solutions with the fundamental aim of improving a company's bottom line. Its strength over other resource efficiency and waste reduction initiatives is that it is driven entirely by the demands of its member companies, of which there are currently more than 5000 throughout the UK.

Membership is free for all companies, regardless of size or turnover. Between April 2005 and June 2006, NISP collectively saved its members more than £145 million and generated an impressive £65 million in new sales. This is in addition to the significant environmental benefits the programme brings; diverting more than 1.5 million tonnes of business waste from landfill, and reducing carbon dioxide emissions by more than a million tonnes.

NISP is the first programme of its kind to run nationally and is delivered at regional level across the UK with teams in Scotland, the North East, North West, Yorkshire & Humber, East Midlands, West Midlands, London, Wales, East of England, South East and South West.

The programme is managed by International Synergies Limited and is part funded by Defra through its Business Resource Efficiency and Waste (BREW) Programme. NISP works in partnership with the DTI's Resource Efficiency Knowledge Transfer Network, Environment Agency and the Local Government Association and has gained support amongst government ministers including Ben Bradshaw, Elliott Morley and Dr Alan Whitehead.

To find out more about **NISP** or to contact your nearest regional **NISP** team, visit the website, www.nisp.org.uk or call **0121 766 4560**.



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